





MESSAGE FROM THE MAYOR & CITY MANAGER

MESSAGE FROM THE MAYOR

On behalf of City Council, it is with great pride that I share the City of Mississauga's 2008 successes with you. It is important that we reflect back on our accomplishments, and to also report to our citizens what we are doing on their behalf to make Mississauga a great place to live, work and play. The following examples of the City's successes, achieved in 2008, demonstrate an ongoing commitment to excellence and reflect the City's motto: "Leading Today for Tomorrow."



Hazel McCallion, C.M.
MAYOR

MESSAGE FROM THE CITY MANAGER

On behalf of the City's Leadership Team, I am proud to showcase our 2008 achievements in this report. The City employees who implement the decisions of Council do so while upholding our values of trust, quality and excellence. These values serve as our guiding principles and are fundamental to the relationships we have with stakeholders and residents. I am very proud of the quality programs and services delivered by a dedicated group of employees.



Janice M. Baker, CA
City Manager & CAO



**TRUST
QUALITY
EXCELLENCE**



2008 CORPORATE AWARDS

Canadian Award for Financial Reporting, for the 2007 Financial Report, from the Government Finance Officers Association of the United States and Canada.

Distinguished Budget Presentation Award, for the 2008 Budget Book, from the Government Finance Officers Association of the United States and Canada.

Platinum Award for the Cities NOW! campaign, Gold Award for the My Mississauga campaign and Honourable Mention for City Report, from MarCom.

Communities in Bloom 2008 National Award in the Large City category.

FCM-CH2M Hill Sustainable Community Award, for the Smart Commute initiative in the Transportation category, in collaboration with the Regions of Durham, Halton, Peel and York, and the Cities of Hamilton and Toronto, from the Federation of Canadian Municipalities.

Excellence in Municipal Systems Award, for the implementation of the "KbCity" 311 Knowledge Base Management System, from the Municipal Information System Association.

United Way of Peel Region Spirit Award, for the City's outstanding contribution to the Region of Peel's 2007 fundraising campaign.

National Public Works Week Award, in the Large Centre category, from the Canadian Public Works Association.

Bruce Bunton Award, for best overall program in promoting National Public Works Week in Ontario, from the Ontario Public Works Association.



2008 CORPORATE AWARDS

Excellence in Planning Award in the Communicators/Public Education category, and the first-ever Healthy Communities Award for the Smart Commute initiative in collaboration with the Regions of Durham, Halton, Peel and York, and the Cities of Hamilton and Toronto, from the Ontario Professional Planners Institute and the Heart & Stroke Foundation of Ontario.

Bronze Award for “Moving Forward” – the City’s strategic roadmap, from the inaugural Institute of Public Administration of Canada (IPAC)/Deloitte Public Sector Leadership Awards.

Business Award of Excellence, for environmental initiatives and contribution to the well-being of Mississauga, from the Mississauga Board of Trade.

Excellence Award in environmental consciousness and effective management of winter materials storage, from the Salt Institute.

Awards of Excellence in the Special Purpose Brochures, Manuals & Reports category (Media Report); One of a Kind Publications category (Lock Your Bike brochure) and Writing Series category (Network Editor’s Corner) from APEX Awards for Publication Excellence.

Smart Commute Employer of the Year, for the area served by Smart Commute Mississauga, by Metrolinx.

First overall, to Mississauga Fire and Emergency Services’ Auto Extrication Team, among 25 North American teams, at the 2008 USA National Extrication Championship.

Mississauga Urban Design Award of Excellence to the Log Cabin at the Bradley Museum and Mississauga Urban Design Award of Merit to the Confederation Parkway Bridge over Highway 403.

Award of Excellence to the Log Cabin Project at Mississauga’s Bradley Museum, by the Ontario Museum Association.

Cochrane Cup, for Ontario’s largest lifesaving program, and Jocelyn Palm Cup, for the most outstanding contribution to the National Lifeguard Service, from the Ontario Lifesaving Society.

Gold Award in the Toronto Sun Annual Golfer’s Choice Awards, to Lakeview Golf Course, for best value public/semi-private course in the GTA.



EMPLOYER OF CHOICE ENGAGING EMPLOYEES

More than 800 City employees were nominated for Corporate Awards for Excellence (CAFÉ) by their peers, with 92 employees receiving the 2008 CAFÉ awards for significant achievements in seven categories.

City employees raised an unprecedented \$204,940 through personal pledges and events for the United Way of Peel Region.

An e-Learning System curriculum for employees addressed Workplace & Team Communications, E-mail Protocols, Work-Life Balance, Personal Productivity & Time Management, Workplace Diversity and Pre-supervisors.

A comprehensive orientation framework for employees was launched, including a new online orientation module.

Three policies were approved for full-time, non-union employees: Expanded Use of Six Illness Days, a top-up to the Maternity Benefit Supplement and an innovative Alternative Work Arrangement (AWA) policy, as a strategy to retain and attract the best and brightest employees.

In the 20 areas measured by the 2008 Employee Engagement Survey, the City ranked higher than average when compared to other cities and regional municipalities in an established sector database.

The myidea Employee Challenge program was launched, which seeks to positively impact the City's budget by \$500,000 over three years; 327 suggestions were received for evaluation.

The online "Respectful Workplace Training Module" was launched for staff with access to the City's e-Learning system. As well, over 600 City staff in positions of leadership participated in "face to face" training and over 800 employees, without online learning access, received training. To date, 2,300 employees have completed the training.

Consistent corporate procedures and processes to centralize and restructure a Disability Management initiative were developed and information sessions were held for management to assist and support employees with early and safe return to work.

Five collective agreements were successfully negotiated without a labour disruption.



TALENTED WORKFORCE

The River Grove Community Centre staff won the Ontario Lifesaving Society's Rescue Award of Merit. Linda Rampen also received the Rescue Award of Merit, given to an individual or group involved in a water-related rescue.

Joanne Foote, parks program co-ordinator, received an Award of Excellence from Parks and Recreation Ontario in the "Parks, Environment and Open Spaces" category for her efforts in helping to create spaces where extreme sports and environmental stewardship can coexist.

City Solicitor Mary Ellen Bench received the designation of Local Government Fellows from the International Municipal Lawyers Association.

Matthew Williams, transportation planner, received a Smart Commute Champion Award from Metrolinx for his exceptional dedication and role on the inter-municipal staff steering committee, leading to the creation of the regional Smart Commute program.

The City hired 1,668 employees, posted 450 jobs internally, posted 251 jobs externally and collected 31,338 job applications. The number of people looking for jobs at the City increased by 118 per cent from last year.



STRONG LEADERSHIP

From left to right, top to bottom: Frank Dale, Ward 4 • Eve Adams, Ward 5 • Pat Saito, Ward 9 • George Carlson, Ward 11 • Carolyn Parrish, Ward 6 • Maja L.A. Prentice, Ward 3 • Nando Iannicca, Ward 7 • Carmen Corbasson, Ward 1 • Katie Mahoney, Ward 8 • Mayor Hazel McCallion • Sue McFadden, Ward 10 • Patricia Mullin, Ward 2

The Federation of Canadian Municipalities (FCM) presented Mayor Hazel McCallion with an award for outstanding service in municipal politics.

Trillium Health Centre unveiled the Hazel McCallion Centre for Heart Health, Trillium's flagship program in support of cardiac care, prevention and education.

Mayor Hazel McCallion was the first elected official to be awarded the Robert Baldwin Award by the Ontario Municipal Administrators' Association, in recognition of a career of achievement and service in the field of municipal administration, significant and lasting contributions to municipal and local government in Ontario, and service to the community, Ontario and Canada.

The Cities NOW! infrastructure campaign was the cornerstone of the City's work to influence the federal October '08 election by demanding federal parties seek to eliminate the national municipal infrastructure deficit. The campaign received unprecedented coverage totalling 55,217,350 media impressions.

The City participated in four four-month intern placements under the CareerBridge Program for foreign-trained professionals.

More than 10 City staff continue as mentors to foreign-trained professionals under the Peel Mentoring Partnership Program.

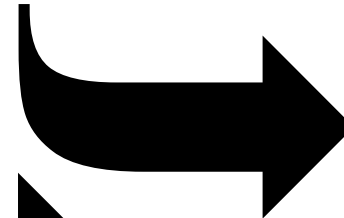
Approximately 260 managers and supervisors participated in the City's "Leadership Fundamentals" training program.



Our Future Mississauga, an innovative and exciting public engagement process that connected with over 100,000 people and collected thousands of ideas, helped to create a new Strategic Plan for the City.



BUILDING A CITY FOR THE 21ST CENTURY





CITY ON THE MOVE



The City, along with GO Transit and the Ontario Ministries of Finance, Transport, Infrastructure & Communities, and Transportation, signed contribution agreements for the Mississauga Bus Rapid Transit (BRT) Project, to allow the BRT Project to move ahead.

The preliminary design phase of the BRT Project was completed to advance the development of a high-efficiency transit corridor that will run east-west across Mississauga and provide express bus service to thousands of passengers per day. The detailed design process began in the fall.

Public meetings were held and two issues of the BRT newsletter were published to engage the public in the BRT Project.

The City of Mississauga, in partnership with the City of Brampton, hosted public workshop sessions to initiate the Hurontario/Main Street Study. This study will assess the feasibility for higher-order transit, the supporting urban form requirements and growth potential for this corridor.

Transit's new state-of-the-art body shop opened as part of a multi-year Campus Expansion Project, which will transform Mississauga Transit's operational facilities at its Central Parkway Campus and help prepare for ridership growth.

\$25 million was earmarked for the City out of an additional \$1.1 billion in municipal infrastructure funds from the Province, to address Mississauga's long-term infrastructure needs.





Confederation Parkway Bridge opened as a new landmark for the City and one of the final pieces completing a network of road infrastructure into the City Centre, as per the 1981 Official Plan. This bridge won a 2008 Mississauga Urban Design Award.

Mississauga Transit tickets and passes were made available for purchase from customer service counters at any of the City's 11 major community centres beginning December 1.

Mississauga Transit invited residents to ride its service for free on New Year's Eve from 7 p.m. until 4 a.m. to enjoy a safe and environmentally-responsible ride to and from events.

A City Centre Pedestrian Linkages Study was completed to assess shortcomings related to sidewalk linkages and paving treatments in the City Centre area bounded by Burnhamthorpe Road, Confederation Parkway, Rathburn Road and Hurontario Street.

Transit ridership reached a record high, exceeding 31 million revenue trips and 45 million passenger boardings in 2008.

Route 109 Meadowvale Express was introduced as a limited-stop bus service linking Meadowvale Town Centre to Erin Mills Town Centre, Credit Valley Hospital, the Airport Corporate Centre and the Islington Subway Station.

Fifteen more buses were added to the City's transit fleet for a milestone total of more than 400 buses of various types - plus an additional 87,000 hours of annual service.

A \$1.4 million renewal of the Westwood Mall Transit Terminal in Malton was completed to provide new shelters, security cameras and passenger assistance alarms.

CITY ON THE MOVE



BUILD OUR COMMUNITIES

An Older Adult Plan was finalized to develop and implement programs, facilities and services that continue to meet the current needs of Mississauga's older adults, and to prepare for future growth in this demographic.

Corporate grants totalling over \$290,000 were divided among eight community groups that demonstrated community support for their programs and projects.

Teen Advisory Groups (TAGs) were created in all 18 City library locations to engage local youth and give them a say in the development and delivery of library services to meet their needs - an initiative which supports the new Youth Plan.

The Mississauga Public Library Board established regular contact with 360 schools, developed a special outreach program for secondary students, and held regular meetings with both boards of education to address the changing needs of local students.

Accessibility improvements were made to Vic Johnston Community Centre and Streetsville Arena, Mississauga Valley Gym Club, Erindale Little League Clubhouse, the Transit Campus Expansion project, and the Office Accommodation/Counter Consolidation Project.

Facility accessibility audits were completed for main public buildings such as community centres, arenas, pools and heritage facilities.

A cross-departmental Core Project Team was formed to work on implementation of the Provincial Accessibility Standards for Customer Service, which will include a new policy about the provision of services to persons with disabilities and training for staff, volunteers and contractors.

An internal accessibility audit of the City's website was conducted, resulting in accessibility improvements to the website.

92 per cent of the City's transit fleet is accessible, with more than 100 low-floor, ramp-equipped accessible buses replacing others in the fleet, and 31 routes fully accessible after adding seven accessible routes in 2008.





Courtesy of LP Photography

In the inaugural year of the University of Toronto's School of Public Policy, the Strategic Initiatives Division and the Arts and Culture Division both had internship placements.

The Recreation and Parks Division hosted the 13th annual Ontario Lifesaving Society's Junior Lifeguard Games for youth from across Ontario to demonstrate their life-saving skills.

The Jerry Love Children's Fund reached \$1 million in total revenue, enabling the fund to subsidize recreational activities for more than 10,000 children from economically-disadvantaged homes, over the past 22 years.

The Recreation and Parks Division partnered with the Boys and Girls Club of Peel to plant the City's first garden at the base of the CN Tower, as part of the national Communities in Bloom program.

The City's Mississauga Business Enterprise Centre (MBEC) invited high school students with an entrepreneurial spirit to enter the Ninth Annual Business Plan Challenge.

"June is Recreation and Parks Month" was launched with the theme, "Live it every day," to encourage people to participate in recreation and parks programs, services and facilities and incorporate physical activity into their daily routines.

Canada Day was celebrated at the Mississauga Civic Centre featuring a Citizenship Court Ceremony, Official Opening Ceremony, all-day entertainment, and a fireworks finale, all with the help of 300 volunteers.

The annual Tree-Lighting Celebration launched the holiday season with free, live entertainment and family activities.

Free Mississauga Transit service was provided to Canadian Forces Veterans and their companions, on Remembrance Day, November 11.

**BUILD OUR
COMMUNITIES**



FOCUS ON NEIGHBOURHOODS

ARTS & CULTURE

The “My Mississauga” program enabled residents to celebrate summer at City Centre with a dynamic line-up of concerts, festivals and events, attracting over 220,000 residents and visitors.

A new Community Cultural Festivals and Celebrations Grant Program was established to support new and existing community cultural festivals and celebrations.

A total of \$54,000 in grants was awarded to eligible properties through the 2008 Designated Heritage Property Grant Program to conserve Mississauga’s invaluable heritage resources.

The City’s Office of Arts and Culture hosted a Funders’ Forum to give arts and cultural organizations in Mississauga an opportunity to learn about various funding programs available to help support their activities.

\$45,000 was issued for repairs and renovations to designated historical buildings through the new Heritage Grant Program.

Doors Open Mississauga provided residents and visitors with an opportunity to explore the community of Meadowvale - old and new.

The village of Clarkson celebrated its 200th anniversary and the village of Streetsville celebrated its 150th Anniversary.

The first ever Mississauga Book Fair was held at the Living Arts Centre and attracted an estimated 5,000 attendees who enjoyed a day celebrating “The Joy of Reading,” which included exhibits, book sales, storytelling, author readings and a parade of decorated book trucks.

Museums of Mississauga opened the historic log cabin on the Bradley Museum site. This project won a Mississauga Urban Design Award of Excellence and the Ontario Museum Association Award of Excellence.

Canada Day activities were expanded into evening with fireworks, attracting approximately 100,000 residents and visitors throughout the day.

Carassauga, the Mississauga Waterfront Festival and MuslimFest were rated as three of Ontario’s top festivals.



**FOCUS ON
NEIGHBOURHOODS**

RECREATION & PARKS

About 7,000 residents visited Recreation and Parks facilities on Ontario's first Family Day on February 18, to join in special events and family-oriented activities delivered by staff and volunteers with positive feedback.

Eight of the City's splash pads and outdoor pools were opened early in June, to offer relief from record high temperatures.

Nominations were invited for the City's first residential garden contest as part of the Mississauga in Bloom program.

Mississauga Valley Community Centre and Library celebrated its 30th anniversary with a day of free family entertainment.

The Waterfront Parks Strategy was adopted by Mississauga City Council, as a long-term plan to manage the future development of the City's waterfront parks.

Eight new park development projects were started, including Lakeside Park, and improvements were made to 25 existing playgrounds, spray pads, tennis

courts, 25 sites through the Pathway Reconstruction Program, and the design and planning of six new and/or existing trails with improved lighting, safety and convenience.

A pedometer lending service was initiated in partnership with Get Active Mississauga offering over 600 pedometers for loan across all local libraries to encourage broader resident physical activity.

Residents participated in a record 1,613,700 hours of active, healthy and community-building recreation programming in 2008 - 70,000 more hours than 2007.

Vic Johnston Arena in Streetsville was redeveloped on budget and on time, and includes six new dressing rooms, an expanded lobby, a new board system, a refurbished banquet facility, a new multi-purpose room, new administration offices and new parking lot, complete with landscaping.

Mississauga received a Five Bloom rating for its participation in the Communities in Bloom Program, promoting people, places and pride. In addition to the national award in the Large City category (population of 300,000 plus) it received a special mention for community involvement.



FOCUS ON NEIGHBOURHOODS

GROWTH

The Growth Management Strategy outlined a long-term strategic approach to growth management, building on Mississauga's existing context and established built form, to ensure a sustainable living and working environment as the city evolves. It identified where future growth is encouraged and directs growth away from areas where it is not desired, such as stable residential neighbourhoods and environmentally-sensitive areas.

Building on the success of office development in the city, the Office Strategy established a framework to direct future office growth to downtown.

The Parking Strategy developed new principles to guide the provision of parking in the city with a focus on the downtown core, which would promote efficient land use and good urban design, support transportation and transportation demand management (TDM) goals and contribute to economic development objectives.

At the 27th Mississauga Urban Design Awards, the longest running program of its kind in Ontario, four outstanding projects achieved Mississauga's high standards in building design excellence.

The My Favourite Mississauga Space program was developed to recognize and celebrate the public's favourite public spaces, which play a role in the health, well-being and vibrancy of the City.

The Municipal Urban Designers roundtable was initiated, which included 12 other municipalities from Ottawa to Windsor to share experiences, achievements and the challenges in administering municipal urban design programs.

The Employment Lands Review provided employment land policy directions to maintain Mississauga as a major employment concentration within the Greater Golden Horseshoe, and confirmed that Mississauga has a large and competitive employment land supply - one of the largest in the Greater Toronto Area and Hamilton.

The Ontario Municipal Board dealt with a number of appeals to the new Zoning Bylaw, all in the City's favour, with only three appeals remaining.

The Ontario Municipal Board handed down a landmark decision in the City's favour by supporting its intensification policies and refusing a redevelopment application requesting high rise apartments and townhouses for the northeast corner of Lakeshore Road and Deta Road.



FOCUS ON NEIGHBOURHOODS

As the first phase in the District Policies Review for Port Credit and Lakeview, a public engagement process and visioning exercise brought together community and stakeholder ideas to develop a community vision and concepts to form the basis for Official Plan Policies to guide future development.

A new four-lane McLaughlin Road Bridge over Highway 401 featuring bicycle lanes and pedestrian sidewalks was constructed, replacing the former two-lane bridge and improving north/south traffic flow.

51 Conditional Building Permits were issued to allow the start of building construction at an earlier stage.

The City published the 2008 Street Guide, featuring an alphabetical street index, school index and major points of interest in Mississauga - available from the City's online eStore.

The City assumed 16 new subdivisions and about 31 kilometres of new road.

SAFETY

Safe City Mississauga, formerly the Crime Prevention Association, was established to operate as an independent organization to lead a common vision concerning safety and crime prevention.

The City's Transportation and Works Department celebrated National Public Works Week to educate citizens about the role of public works and how programs such as seasonal services, transit, and road maintenance improve their quality of life.

Using input from an on-line survey, presence at the Civic Centre Canada Day Celebrations, and four public information sessions, the Cycling Strategy Study was launched to develop a long-term, comprehensive plan addressing on and off road cycling, including routes, amenities, safety and the promotion of cycling.

The "I am not a target" pedestrian safety campaign was launched in collaboration with the Mississauga Safe Driving Committee to encourage pedestrian safety in Mississauga.



FOCUS ON NEIGHBOURHOODS

Maps showing the locations of propane facilities in Mississauga were produced for the Emergency Operations Centre to support emergency service response plans.

Staff completed 695 inspections for West Nile Virus with 104 of those inspections related to complaints of standing water.

A Robbery Prevention Program was launched in collaboration with Peel Regional Police Crime Prevention Unit to help protect local taxi drivers.

The City's Compliance and Licensing section developed a new partnership program with Peel Regional Police to counter illegal activity in Mississauga.

A Neighbourhood Speed Awareness Program (NSAP) was set up in collaboration with the Mississauga Traffic Safety Council to educate the public about vehicle operating speeds using Speed Display Devices in residential neighbourhoods.

Along with community partners, the City hosted Emergency Preparedness Day, with a family preparedness theme.

Zebra-striped crosswalks were installed at 41 locations to promote pedestrian safety, raising the total number of locations with zebra-striped crosswalks throughout the city to 84.

Pedestrian countdown timers are now installed at 28 intersections and audible pedestrian signals are now installed at eight intersections to promote pedestrian safety.

A new Fire training centre will be named in honour of the late Fire Chief Garry Morden: the Garry W. Morden Centre - Dedicated to Fire and Life Safety.

All 30 front-line fire apparatus are now equipped with thermal imaging cameras which allow fire rescue personnel to locate trapped victims in heavy smoke conditions.



STIMULATE OUR LOCAL ECONOMY

Meet City Hall Day, co-presented by the Mississauga Board of Trade and the City's Economic Development Office (EDO), gave Mississauga businesses an opportunity to learn about various City services available to them.

EDO launched a new study focusing on Mississauga's expanding life sciences sector, highlighting the continual increase in the level of employment of this sector, which added more than 5,000 knowledge workers from 2003 to 2007.

As a partner, EDO helped launch the Research Innovation Commercialization (RIC) Centre designed to assist businesses in the commercialization of research initiatives and gain access to the Ontario commercialization network.

EDO's director joined a team of business leaders and representatives from the Greater Toronto Marketing Alliance (GTMA) in New York City to promote its financial service capabilities and the concept of working in partnership with the financial services sector.

As a partner, EDO helped Mississauga launch the Partners in Project Green initiative to help businesses 'green' their bottom lines by creating an internationally-recognized 'eco-business zone' around the Toronto Pearson business district.





STIMULATE OUR LOCAL ECONOMY

EDO participated in the Greater Toronto Marketing Alliance's (GTMA) Business Mission to Taiwan, South Korea and Japan. The mission's objective was to promote the Greater Toronto Area (GTA) as a preferred location to invest.

The City co-produced and presented the first Mississauga Technology Awards for small and large businesses and students pursuing an education in technology.

During the Mississauga Business Enterprise Centre's "Salute to Small Business" month, the BizPal online service was launched to give small businesses easy access to government information and services.

Arts, culture and heritage organizations received \$870,869 from the City's Arts and Culture Grant Program, plus \$36,130 from the Capacity-Building Grant Program.

The Office of Arts and Culture embarked on the development of an Arts and Culture Master Plan to guide decisions and investments in arts, culture and heritage for the next five years, with input from residents, businesses, community groups and stakeholders.

Council approved a series of recommendations for increased funding to help build financial stability among arts and culture organizations in Mississauga and to grow the arts, culture and heritage sector in the city.



PROTECT OUR ENVIRONMENT

Living Green was established as the City's new environmental slogan. Under this banner, a new environment website was launched showcasing the City's current and future efforts in land, air, energy and water stewardship.

The City joined the world in the fight against climate change by participating in Earth Hour from 8 to 9 p.m. on March 29 resulting in a 3.6 per cent reduction in electricity use.

Thousands of residents and businesses cleaned up areas of the city during Earth Days' 20-Minute Makeover and Community Cleanup.

In the past five years, the City's energy management program resulted in a reduction of 11,700 tonnes of greenhouse gas emissions - the equivalent of removing 2,600 cars from Mississauga roadways for one year.

The City promoted the Ontario Power Authority's first Energy Conservation Week from May 25 to May 31 to encourage residents to do their part to reduce energy use in their homes and communities.

Smart Commute Mississauga, the Mississauga Cycling Advisory Committee and Metrolinx partnered to host a Mississauga Bike to Work Day on June 6.

Mississauga participated in the Canadian Broadcasting Corporation's (CBC) nationwide massive environmental campaign, One Million Acts of Green (OMaOG), by registering participants via the City's Living Green website.

The Streetsville Cemetery Beautification Project was completed with an official opening and dedication ceremony for the Veterans' Memorial; the project was mentioned several times in the Communities in Bloom award competition process.

Over 22,000 tonnes of material, collected from road excavating and street-sweeping, was diverted from landfill sites and screened into clean useable fill.





The City's Green Fleet program now includes 57 owned and 15 leased hybrid-electric and fuel-efficient vehicles to help reduce greenhouse gas emissions and air contaminants.

Car Free Day and the International Car Free Day Challenge were held in September as part of My Mississauga, in partnership with Smart Commute Mississauga and Sierra Club Ontario. Mayor McCallion's bike ride to work received 13,921,822 media impressions.

The City's Recycling Facilities Program was expanded to include all City parks and outdoor sports facilities.

An innovative recovery system to extract waste heat from hot ammonia refrigerant was designed and installed at Iceland Arena to be used in rink ice-making. The ice resurfacing machines for flooding the ice rink used recovered hot water instead of heating cold municipal water.

The City saved 51,000 cubic metres of natural gas fossil fuel that would otherwise be required to heat water and 13,000 kilowatt hours of electrical energy with reduced operation of cooling tower fans.

Agreements for \$152,000 in grants were signed between the City and the Municipal Eco Challenge Fund, which will benefit energy efficiency and new innovative technology projects.

Energy-efficient lighting improvements were completed in five arenas, six community centres, the Central Library and the Living Arts Centre, resulting in a reduction of 240 tonnes of greenhouse gases (equivalent to removing 53 cars from Mississauga roads).

54 large bay doors in 12 maintenance yards and Zamboni garages were interlocked with unit heaters to prevent heating the outdoors when doors are left open beyond two minutes. This project provides annual natural gas savings of \$9,900 and a reduction of 45 tonnes of GHG emissions (equivalent to removing 10 cars from Mississauga roads).

The Parks Watch Bike Patrol pilot project was launched by Corporate Security and Parks/Forestry for an environmentally-friendly approach to City patrols.



ACCOUNTABILITY

CUSTOMER SERVICE, TECHNOLOGY & COMMUNICATION

Visits to the City's website increased by 13.8 per cent.

A new online tax centre was launched to enable residents to access self-serve tax services with the click of a mouse.

The paperless Mississauga Zoning Bylaw was launched, providing an interactive and environmentally-friendly online alternative.

47 per cent of Recreation and Parks program registrations were processed via the Connect2Rec option.

81 per cent of Tax Certificates were processed via the eStore.

Free wireless internet service was available at all 19 local libraries, 14 major community centres, six stand-alone recreation facilities, the Central Library Square as well as the Civic Square and Great Hall.

eMaps, Mississauga's interactive online mapping service, was updated with new aerial imagery, including the latest information for landmarks and City facilities in Mississauga, plus archival aerial images from 1997, 1963 and 1944.

A consolidated Transportation and Works Department Customer Service Counter opened on the first floor at 3185 Mavis Road, to improve customer service by integrating like services in one convenient, accessible location.

The Planning Services Centre was added as the first point of contact for the public and for customers to facilitate the early stages of the development process. Organizational changes improved efficiencies and streamlined the development approvals process.

A door-to-door licensing program for domestic pets was set up so that these animals could be quickly and safely returned to their owners without extra costs to the City's Animal Shelter. This program yielded 1,485 tags, totaling \$35,745.

An integrated Enforcement Bicycle Unit of Municipal Law Enforcement Officers was introduced to educate residents about the City's Animal Care and Control Bylaw and the City's Traffic Bylaw.



ACCOUNTABILITY

Two portable snow-melting machines were used to reduce dependence on snow-dumping areas and strengthen snow clearing operations.

The total of media hits, as a result of 161 news releases, reached 605 million - a 40 per cent increase from last year, with 94 per cent of the articles being rated as positive or balanced.

The Civic Centre Information Desk provided 23,774 visitors with information and inquiries assistance.

Through Rogers Television, City Report was produced to highlight City news and information in 60-second vignettes on a weekly basis.

An enhanced Recreation and Parks website was launched with new online services and functions.

Mississauga was the first municipality in Ontario to collect customers' feedback about their experiences in recreation programs through online surveys - 2,500 customers provided feedback in December alone.

A partnership was formed with the City of Brampton and Region of Peel for an outdoor wireless pilot on Hurontario Street from Lake Ontario to Brampton, which provided Wi-Fi integration with Transit buses and traffic monitoring.

Phase II of the Call Centre Consolidation was completed, improving customer service and call handling for the Office of the City Clerk, Animal Services, Revenue (Tax), parking enforcement, snow calls, Recreation & Parks booking & registration, cemeteries and general inquiries. All were answered in the new call centre which operates from 7 a.m. to 7 p.m.

The Customer Service Call Centre handled over 220,000 telephone calls and just over 4,000 public e-mails. All calls were tracked in the Customer Relationship Management (CRM) system with approximately 95 per cent of calls completed in the Call Centre and five per cent requiring a service request to a specific unit within the City for follow-up.



EFFICIENT OPERATIONS

The City achieved \$1.3 million in efficiency savings for various programs and services, and these savings were incorporated in the 2008 Budget.

A tax increase of 1.37 per cent (City's portion of the total tax bill) maintained or improved service levels, and an additional \$236.5 million supported capital requirements.

Through Metrolinx, \$65.5 million in provincial funding was received for key transit projects, including the purchase of 22 buses for the Hurontario Street and Dundas Street corridors; completing the Cooksville GO Station pedestrian overpass; building a Bus Rapid Transit (BRT) Station on Renforth Drive and carrying out higher-order transit studies on the Hurontario Street and Dundas Street corridors - projects that are all identified in the Metrolinx Regional Transportation Plan.

The City received \$733,470 through the Metrolinx BikeLinx Program to purchase and install bicycle racks on Mississauga Transit buses, and for secure bicycle parking.

A one per cent infrastructure levy was implemented for capital expenditures to generate approximately \$2.5 million per year for the City.

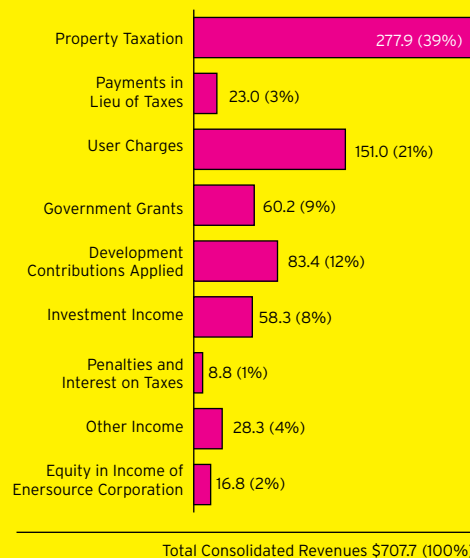
The e3 program, which analyzes City services for economy, efficiency and effectiveness, completed reviews for fleet maintenance and street lighting resulting in savings of approximately \$500,000.

A 2008 Services Review Update successfully assisted Council in addressing 2009 budget pressures.



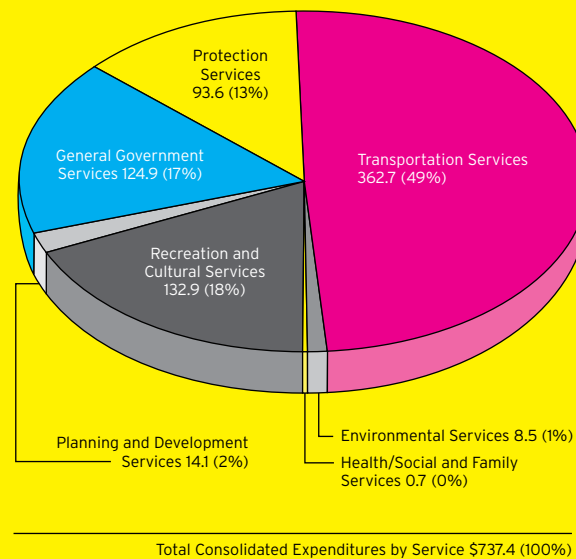
CONSOLIDATED REVENUES BY TYPE

(in millions) *unaudited financial results



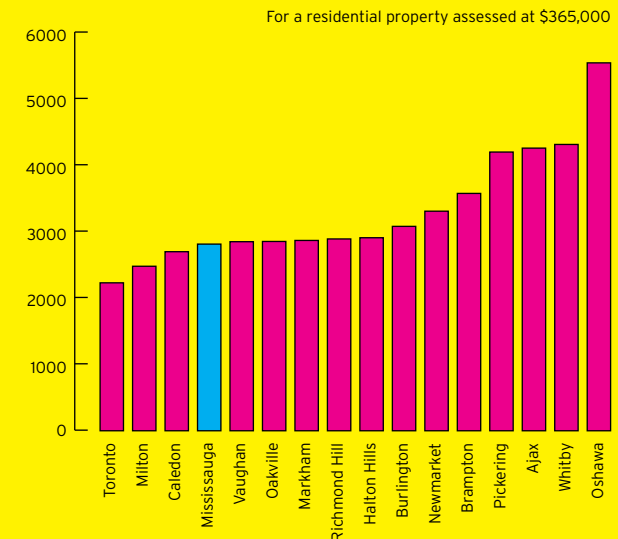
CONSOLIDATED EXPENDITURES BY TYPE

(in millions) *unaudited financial results



2008 TOTAL MUNICIPAL TAXES PER HOUSEHOLD

(excludes regional portion of tax bill)



eCity eCommerce highlights included sales revenue of \$10.7 million; 81 per cent of all Tax Certificates processed via the eStore; 47 per cent of Recreation and Parks registrations processed online via the Connect2Rec option; 17.6 per cent increase in parking tickets paid online; a 102 per cent increase in transit tickets and passes, and 99 per cent increase in City souvenirs sold on eStore.

2008 eStore sales revenue increased by six per cent over 2007 year-end revenue, which included Tax Certificates at \$285,000, Transit Media at \$125,000 and Property Compliance reports at \$94,000.

Total energy savings at current prices added up to \$24,500 a year and a substantial environmental benefit of 102 tonnes a year reduction of greenhouse gas emissions, equivalent to removing 23 cars from Mississauga roads.

The first multi-year, services-based 2009-2010 City Business Plan and Budget was completed, outlining Mississauga's investment priorities over the next two years.

AAA credit rating was assigned to the City of Mississauga by Standard and Poor's for the fifth straight year.

The City updated 15 existing City policies and approved 10 new policies including a new Public Complaint Procedure.

After a period of increased court backlogs, the Courthouse reduced the number of matters awaiting trial from 32,000 to 24,000, resulting in most matters being heard in court within eight months of the offence date.

As one of approximately 72 municipalities offering civil marriage ceremonies, the Office of the City Clerk continued this highly successful service, doubling the number of ceremonies to 441 from the previous year.

ACCOUNTABILITY



CONTACT US

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City Manager & Chief Administrative Officer

Brenda R. Breault
Commissioner, Corporate Services & Treasurer

Martin Powell
Commissioner, Transportation & Works

Paul A. Mitcham
Commissioner, Community Services

Edward R. Sajecki
Commissioner, Planning & Building

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