



AGENDA

GENERAL COMMITTEE

THE CORPORATION OF THE CITY OF MISSISSAUGA
www.mississauga.ca

WEDNESDAY, APRIL 18, 2012 - 9:00 AM

COUNCIL CHAMBER – 2nd FLOOR – CIVIC CENTRE
300 CITY CENTRE DRIVE, MISSISSAUGA, ONTARIO L5B 3C1

Members

Mayor Hazel McCallion	
Councillor Jim Tovey	Ward 1
Councillor Pat Mullin	Ward 2
Councillor Chris Fonseca	Ward 3
Councillor Frank Dale	Ward 4
Councillor Bonnie Crombie	Ward 5
Councillor Ron Starr	Ward 6
Councillor Nando Iannicca	Ward 7
Councillor Katie Mahoney	Ward 8 (Chair)
Councillor Pat Saito	Ward 9
Councillor Sue McFadden	Ward 10
Councillor George Carlson	Ward 11

Contact:

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CALL TO ORDER

DECLARATIONS OF DIRECT (OR INDIRECT) PECUNIARY INTEREST

APPROVAL OF THE AGENDA

PRESENTATIONS

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MATTERS TO BE CONSIDERED

1. Economic Development Corporations – Research Update
2. 2012 Services Agreement between the City of Mississauga and the Greater Toronto Marketing Alliance
3. Charitable Bingo and Gaming Revitalization Initiative
4. 2012 South Asian Canada Day Grant Request
5. Stormwater Financing Study – Briefing Report
6. Lower Driveway Boulevard Parking – Forrestdale Circle (Ward 10)
7. Corporate Policy – Closed Circuit Television (CCTV) Traffic Monitoring Systems
8. Single Source Award for the Relocation of Transit Shelters CBS Outdoor
9. Mississauga Bus Rapid Transit (BRT) Project – Amendment to the MTO Construction and Maintenance Agreement (Wards 3 and 4)
10. Licence Agreement between the City of Mississauga, Suncor Energy Products Partnership and 2215296 Ontario Inc. Pursuant to Site Plan Application (Ward 5)
11. Region of Peel Proposal to Stockpile Material on Park #358 (“Arsenals”) (Ward 1)
12. 2011 Annual Report on Investments

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13. 2011 Year End Operating Results as of December 31st, 2011
14. Single Source Award for City Banking Services Contract Renewal
15. Amending Agreement to Amend the Option to Re-convey of Lands Located at 5730 Rose Cherry Place Sold to the Islamic Propagation Centre of Ontario (Ward 5)

ADVISORY COMMITTEE REPORTS

Environmental Advisory Committee – Report 3-2012 – April 10, 2012

Mississauga Cycling Advisory Committee – Report 4-2012 – April 10, 2012

COUNCILLORS' ENQUIRIES

CLOSED SESSION

(Pursuant to Subsection 239 (2) of the *Municipal Act*)

Security of the Property – BraeBen Golf Course – Amendments to Phase II – Operation and Maintenance Agreement between the Municipality of Peel and the Corporation of the City of Mississauga (Ward 6)

ADJOURNMENT

CALL TO ORDER

DECLARATIONS OF DIRECT (OR INDIRECT) PECUNIARY INTEREST

APPROVAL OF THE AGENDA

PRESENTATIONS

DEPUTATIONS

MATTERS TO BE CONSIDERED

1. Economic Development Corporations – Research Update

Corporate Report dated April 3, 2012 from the City Manager and Chief Administrative Officer with respect to Economic Development Corporations.

RECOMMENDATION

That the report of the City Manager and Chief Administrative Officer dated April 3, 2012 entitled “Economic Development Corporations – Research Update” be received for information.

2. 2012 Services Agreement between the City of Mississauga and the Greater Toronto Marketing Alliance

Corporate Report dated March 30, 2012 from the City Manager and Chief Administrative Officer with respect to the 2012 Services Agreement with Greater Toronto Marketing Alliance.

RECOMMENDATION

That a by-law be enacted to authorize the Mayor and City Clerk to execute a Services Agreement between the City of Mississauga and the Greater Toronto Marketing Alliance (GTMA), substantially in the form attached, (Appendix 1.) and as described in the City Manager and Chief Administrative Officer's report dated March 30, 2012.

3. Charitable Bingo and Gaming Revitalization Initiative

Corporate Report dated April 4, 2012 from the Commissioner of Transportation and Works with respect to the Charitable Bingo and Gaming Revitalization Initiative.

RECOMMENDATION

That a by-law be enacted to authorize the Mayor and Clerk to sign an agreement with the Ontario Lottery and Gaming (OLG) related to the Charitable Bingo and Gaming Revitalization Initiative (Revitalization Initiative) as outlined in the report dated April 4, 2012 from the Commissioner of Transportation and Works to General Committee.

4. 2012 South Asian Canada Day Grant Request

Corporate Report dated April 11, 2012 from the Commissioner of Community Services with respect to the 2012 South Asian Canada Day Grant Request.

RECOMMENDATION

That the grant request for the 2012 South Asian Canada Day outlined in the report “2012 South Asian Canada Day Grant Request”, dated April 11, 2012, from the Commissioner of Community Services, be denied.

5. Stormwater Financing Study – Briefing Report

Corporate Report dated March 28, 2012 from the Commissioner of Transportation and Works with respect to the Stormwater Financing Study.

RECOMMENDATION

That the report dated March 28, 2012 from the Commissioner of Transportation and Works titled *Stormwater Financing Study – Briefing Report* be received for information.

6. Lower Driveway Boulevard Parking – Forrestdale Circle (Ward 10)

Corporate Report dated April 3, 2012 from the Commissioner of Transportation and Works with respect to lower driveway boulevard parking on Forrestdale Circle.

(6.)

RECOMMENDATION

That a by-law be enacted to amend By-law 555-2000, as amended, to implement lower driveway boulevard parking between the curb and sidewalk, at anytime, on the north, west and south side (outer circle) of Forrestdale Circle.

7. Corporate Policy – Closed Circuit Television (CCTV) Traffic Monitoring Systems

Corporate Report dated April 2, 2012 from the Commissioner of Transportation and Works with respect to a proposed Corporate Policy and Procedure for Closed Circuit Television Traffic Monitoring.

RECOMMENDATION

That the proposed Corporate Policy and Procedure entitled “Closed Circuit Television (CCTV) Traffic Monitoring Systems” attached as Appendix 1 to the Corporate Report dated April 2, 2012 from the Commissioner of Transportation and Works be approved.

8. Single Source Award for the Relocation of Transit Shelters CBS Outdoor

Corporate Report dated March 23, 2012 from the Commissioner of Transportation and Works with respect to a single source award for the relocation of Transit shelters.

RECOMMENDATION

That the purchasing agent be authorized to execute the necessary agreements with CBS Outdoor for the relocation of transit shelters for a period of three years for an estimated amount of \$500,000 (plus tax).

9. Mississauga Bus Rapid Transit (BRT) Project – Amendment to the MTO Construction and Maintenance Agreement (Wards 3 and 4)

Corporate Report dated April 3, 2012 from the Commissioner of Transportation and Works with respect to the Mississauga Bus Rapid Transit Project.

(9.)

RECOMMENDATION

That a by-law be enacted to authorize the Commissioner of Transportation and Works and the City Clerk to execute and affix the corporate seal on behalf of the City an amending agreement to amend the current agreement with Her Majesty the Queen in right of the Province of Ontario as represented by the Minister of Transportation for the Province of Ontario (MTO) and Metrolinx for the construction and maintenance of the Mississauga Bus Rapid Transit (BRT) Project within MTO lands and the Controlled Access Highway of King's Highway 403 from Hurontario Street easterly to Cawthra Road on the south side of King's Highway 403, in a form satisfactory to Legal Services.

10. Licence Agreement between the City of Mississauga, Suncor Energy Products Partnership and 2215296 Ontario Inc. Pursuant to Site Plan Application (Ward 5)

Corporate Report dated March 21, 2012 from the Commissioner of Transportation and Works with respect to a Licence Agreement with Suncor Energy Products Partnership and 2215296 Ontario Inc.

RECOMMENDATION

That a by-law be enacted to authorize the Commissioner of Transportation and Works and the City Clerk to execute and affix the Corporate Seal to the Licence Agreement between Suncor Energy Products Partnership and 2215296 Ontario Inc. and the Corporation of the City of Mississauga to the satisfaction of the City Solicitor.

11. Region of Peel Proposal to Stockpile Material on Park #358 ("Arsenals") (Ward 1)

Corporate Report dated April 3, 2012 from the Commissioner of Community Services with respect to the Region of Peel's proposal to stockpile material on Park #358 ("Arsenals").

RECOMMENDATION

1. That the report dated April 3, 2012 from the Commissioner of Community Services, entitled "Region of Peel Proposal to Stockpile Material on Park #358 ("Arsenals"), Ward 1" be received for information;

(11.)

2. That notwithstanding that the City is not the owner of Park #358, the Commissioner of Community Services or designate be authorized to enter into negotiations with the Toronto and Region Conservation Authority and the Region of Peel to establish the conditions relating to the future development of Park #358, subsequent to the Region of Peel's proposed stockpiling of material, in order to secure appropriate site reinstatement and to reimburse the City for the cost of the delay in the park development schedule; and
3. That the Commissioner of Community Services be authorized to execute any agreement(s) required to secure appropriate conditions for the use, site reinstatement and reimbursement for the delay in park development, and that such agreements be in a form satisfactory to Legal Services.

12. 2011 Annual Report on Investments

Corporate Report dated April 2, 2012 from the Commissioner of Corporate Services and Treasurer with respect to the 2011 Annual Report on Investments.

RECOMMENDATION

That in compliance with Provincial legislation governing municipal investment practices, the 2011 Annual Report on Investments dated April 2, 2012 from the Commissioner of Corporate Services and Treasurer be tabled for information.

13. 2011 Year End Operating Results as of December 31st, 2011

Corporate Report dated April 3, 2012 from the Commissioner of Corporate Services and Treasurer with respect to the 2011 Year End Operating Results as of December 31, 2011.

RECOMMENDATION

That the 2011 Year End Operating Results as of December 31st, 2011 as outlined in the report dated April 3, 2012 from the Commissioner of Corporate Services and Treasurer be received for information.

14. Single Source Award for City Banking Services Contract Renewal

Corporate Report dated April 2, 2012 from the Commissioner of Corporate Services and Treasurer with respect to a single source award for City banking services contract renewal.

(14.)

RECOMMENDATION

1. That the Purchasing Agent be authorized to negotiate and enter into banking services agreements (the "Agreements"), for the supply of banking services, short term borrowing with CIBC, remittance services with INTRIA (Division of CIBC), Credit Card services with Global Payments and Investment Custody services with CIBC Mellon, for terms not to exceed five years and in a form satisfactory to the City Solicitor.
 2. That the Purchasing Agent be authorized to extend each of the Agreements for a further term not to exceed five (5) years, subject to negotiation of satisfactory pricing and terms and the performance of the vendor(s).
15. Amending Agreement to Amend the Option to Re-convey of Lands Located at 5730 Rose Cherry Place Sold to the Islamic Propagation Centre of Ontario (Ward 5)

Corporate Report dated March 26, 2012 from the Commissioner of Corporate Services and Treasurer with respect to an Amending Agreement for the lands located at 5730 Rose Cherry Place sold to the Islamic Propagation Centre of Ontario.

RECOMMENDATION

That a by-law be enacted authorizing the Commissioner of Community Services and the City Clerk to execute an Amending Agreement, and all documents ancillary thereto, between The Corporation of the City of Mississauga ("City") and the Islamic Propagation Centre of Ontario ("IPC") to amend the Option to Re-Convey Agreement dated May 7, 2009, registered against a parcel of land containing an area of approximately 6,209 square metres (66,835.31 square feet) forming part of 5730 Rose Cherry Place, to provide an extension of time until December 1, 2012 to allow for the completion of the construction of a parking lot by IPC.

The subject lands are legally described as Part Block 14, Registered Plan 43M-425, designated as Part 3 on Reference Plan 43R-23228, City of Mississauga, Regional Municipality of Peel, in Ward 5

ADVISORY COMMITTEE REPORTS

Environmental Advisory Committee – Report 3-2012 – April 10, 2012

(Recommendation EAC-0013-2012 to EAC-0022-2012)

Mississauga Cycling Advisory Committee – Report 4-2012 – April 10, 2012

(Recommendation MCAC-0023-2012 to MCAC-0031-2012)

COUNCILLORS' ENQUIRIES

CLOSED SESSION

(Pursuant to Subsection 239 (2) of the *Municipal Act*)

Security of the Property – BraeBen Golf Course – Amendments to Phase II – Operation and Maintenance Agreement between the Municipality of Peel and the Corporation of the City of Mississauga (Ward 6)

ADJOURNMENT



Corporate Report

Clerk's Files

Originator's
Files

DATE: April 3, 2012

TO: Chair and Members of General Committee
Meeting Date: April 18, 2012

FROM: Janice M. Baker, FCA
City Manager and Chief Administrative Officer

SUBJECT: **Economic Development Corporations – Research Update**

GENERAL COMMITTEE

APR 18 2012

RECOMMENDATION: That the report of the City Manager and Chief Administrative Officer dated April 3, 2012 entitled “Economic Development Corporations – Research Update” be received for information.

BACKGROUND: City Council, at its meeting on November 9, 2011, received the Mississauga Summit’s “Big Ideas” presentation, which proposed among other things, the establishment of an Economic Development Corporation (“EDC”) for the City of Mississauga’s (the “City”) waterfront. The Mississauga Summit 2011 “Making the Big Ideas a Reality” launched the following five transformational “Big Ideas”:

- Creating a post-secondary education strategy to complement our economic and human capital development;
- Building Mississauga’s human services infrastructure;
- Waterfront development and environmental sustainability;
- Cultivating Mississauga as a Centre of Excellence for diversity and immigration;
- Creating quality jobs for the short and long term.

Council referred the presentation to the City Manager and Chief Administrative Officer for further research and report.

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The concept of an economic development corporation is one that is also referenced in the City's Strategic Plan and staff have been exploring options in this regard since that time.

Legal Services staff undertook extensive research on twenty-two (22) EDCs across Canada, the United States and abroad. In partnership with City Strategy & Innovations staff and Economic Development staff, Legal Services identified additional steps that need to be taken to determine whether an EDC is a viable option for the City.

REPORT SUMMARY: In the municipal realm, an EDC is a broad term which usually refers to a not-for-profit corporation incorporated by a municipality to fulfill a specific mandate, ranging from purely business development/marketing initiatives, to managing the development of a specific area within the municipality while operating at arm's length. Sources of funding, structure of ownership, corporate governance and relationships with the municipality and its Council vary depending on what the EDC is created to achieve.

In Canada, EDCs created by municipalities are usually owned solely by the municipality or by the municipality and other level(s) of government. There are very few public-private models.

A. Best Practices

Staff from several municipality-associated EDCs were interviewed by City staff and have identified the following best practices when determining the viability and structure of an EDC:

1. ***Start Small:*** Many recommend an entrepreneur, independent from the City and Council, be chosen to lead the creation and establishment of the EDC and the due diligence required. Waterfront Toronto is an example of an economic development corporation that was started with the appointment of a single individual in an office at Toronto City Hall, who then developed a model for consideration and input by the stakeholders and shareholders.
2. ***Go slow:*** There is a vast amount of research and due diligence required to ensure that the right decisions are made with respect to determining if an EDC is a viable option and, if it is, setting

up the EDC. Other municipalities have advised that rushing into incorporating an EDC will lead to mistakes being made and the mandate of the EDC not being fulfilled. This, in turn, leads to excess tax dollars being spent, additional staff resources and a delay in realizing the goals of the EDC. The City needs to be realistic about how long the process of establishing an EDC will take from researching the viability of an EDC for the City, to choosing a structure that will work, to forming a team to address next steps, to negotiating with stakeholders etc.

3. ***City-owned:*** Sole ownership of the EDC by the City ensures that the City has 100% input into its creation, thus ensuring that the mandate of the EDC is fulfilled in the timeline desired, and other municipalities recommend it.
4. ***Arm's length:*** The EDC's Board should be at arm's length from the City and Council. This will ensure that it can operate as a separate entity for the purpose for which it was incorporated. A key benefit of an EDC is the speed with which it can make business decisions, however a close relationship with the City and Council is vital to fulfill the EDC's purpose. Regular information sessions with Council and financial reporting requirements *in camera* are recommended.
5. ***Execute an Agreement:*** The City and the EDC should enter into a formal relationship agreement whereby each party's rights and obligations are clearly set out to ensure no ambiguity.
6. ***P3s on a Project by Project basis:*** The City can share the risk and financial burden of a particular capital project by exploring various P3 models with the private sector and the EDC as the appropriate opportunities arise.

B. Considerations

In order to determine whether an EDC is a viable option for the City, and if so what form of EDC, there are several matters to be further researched, including the following:

1. *Role and Purpose:*

EDCs range from economic development vehicles akin to a department within a municipality tasked with attracting businesses to the community and offering assistance to new businesses, to stand-alone corporations with broad powers that make them independent from the municipality, with responsibilities which extend beyond marketing.

The City already has a very effective economic development division, so it is not envisioned that this role would be shared with an EDC. The purpose of the arm's length corporation type of EDC ranges from the management of multiple projects to the redevelopment of a specific geographical area or site, or a specific type of project.

2. *Ownership of EDC:*

EDCs within Canada have vastly different ownership structures varying from the municipality as the sole owner, to tri-party ownership with other levels of government. There is also a model of a public-private corporation.

Even with a model of the City as the sole owner of the EDC, future research should focus on EDCs that operate at arm's length from the municipality and for project-specific purposes.

3. *Powers:*

Powers of EDCs may include the power to conduct real estate transactions, provide incentives to businesses and developers and the power to borrow money, among other normal corporate powers. The role of the EDC will partially guide this.

4. *Ownership of Land:*

EDCs may own land however, in situations where neither the City nor the EDC owns the land of which the EDC is to manage the development, then one of the EDC's responsibilities could be negotiating with landowners. There are models for this in large cities including New York and London, England that will be researched in greater detail.

5. *Corporate Governance:*

Models for corporate governance will be explored that include the size and composition of a Board of Directors for the EDC. The potential role of private citizens and business representatives, with representation from City Council or staff in EDC governance will be researched.

6. *Funding:*

Options for funding the operations of an EDC and any capital projects are to be explored as well, including the implications of any such decisions.

7. *Relationship between City and EDC:*

The City and the EDC should execute a relationship agreement setting out each party's rights and obligations and various options for this will be researched further. As a general principle, the EDC should be required to report its business plan to Council for information purposes. Financial reporting should be required and should take place in *in camera* meetings to ensure that confidentiality of this independent corporation's business is maintained. The relationship agreement will define the reporting requirements more fully.

8. *Legislation:*

Section 203 of the *Municipal Act, 2001* and O.Reg. 599/06 authorize municipalities to establish corporations, including economic development corporations. Consideration may also need to be given as to whether special legislation is required to create the EDC and continue its operations if the legislation does not provide sufficient authority.

C. Identified Potential Areas for an EDC in Mississauga

Two areas of the City have been identified as having significant potential for an EDC, downtown and the waterfront, given the size of these two areas of the City, the potential for infrastructure investment and related benefits.

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1. *Downtown21*

Discussions around an operating structure for the downtown were part of the Downtown21 Master Plan process and the possibility of an EDC is one of the structures under discussion. Several factors make considering an EDC in the downtown reasonable, including the fact that the City owns land in the downtown, the advanced state of the vision for the downtown and the potential economic benefits for the City.

2. *Waterfront*

The size of Mississauga's waterfront and the potential economic benefits of an EDC make the waterfront a prime location for consideration of an EDC. In comparison with the downtown, however, the City does not own most of the land available for development on the waterfront. A comprehensive review of the Vision for all components of the waterfront from Lakeview to Clarkson would have to be undertaken to ensure an EDC is the right operating structure. Alternatively, an EDC that governs portions of the waterfront instead of the entire waterfront could be considered.

PRESENT STATUS:

Legal Services has recruited a graduate student from the Master of Public Policy and Governance program of the University of Toronto to assist with the following next steps during the summer of 2012:

1. Research in greater detail the various EDC models being used by municipalities.
2. Research specific municipalities that have already been identified as having EDCs with features that align with the City's strategic objectives, and their associated EDCs for advice respecting the model in place in each:
 - a. Manhattan (Battery Park): strict planning and environmental controls in place; planning and development have been ongoing since the 1960s; profit making venture for NYC – transfer of \$1.4 billion from EDC to NYC since 1989;

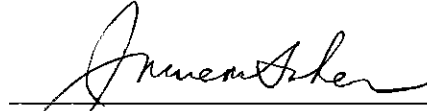
- b. Halifax: strict planning and development requirements; long history with knowledge of what works and what doesn't work;
 - c. Kingston: business incentives;
 - d. London (Ontario): arm's length public private partnership, with funding from other levels of government; and various incentives to attract businesses including no development charges, wage subsidies and tax credits;
 - e. Burlington: strong working relationship with Burlington's City Council;
 - f. Brampton: public private partnership model for downtown, with ties to the City;
 - g. Niagara: non-profit model, arm's length from City; and
 - h. Calgary: public private model involving Province, and operating with an MOU with the City to develop a creative hub, energy centre and global business centre.
3. Assist in shaping recommendations on a model for a Mississauga EDC.

STRATEGIC PLAN: The Connect pillar of the City's Strategic Plan includes the Action "Establish a development corporation" and recommends the City establish a development corporation to fund infrastructure. Pursuing an EDC is in alignment with the Strategic Plan.

FINANCIAL IMPACT: With respect to next steps in the research process of this project, in addition to Staff time spent on this project, Legal Services has engaged a graduate student from the Master of Public Policy and Governance program of the University of Toronto for the summer of 2012 to assist with the research required for the next series of reports to Council. This position will be funded through gapping.

CONCLUSION: Staff have undertaken the research required to be able to make a recommendation on the creation of an EDC in the City of Mississauga, as identified in the City's Strategic Plan. A waterfront development corporation was also identified by the Mississauga Summit in 2011 as one of its five transformational "Big Ideas". Further research needs to be performed to determine the viability of

an EDC for the City and to properly make recommendations on the form and mandate of an EDC. Staff will report back on a model of an EDC after this due diligence is completed.



Janice M. Baker, FCA
City Manager and Chief Administrative Officer

*Prepared By: Mary Ellen Bench, BA, JD, CS
City Solicitor*

2.



Corporate Report

Clerk's Files

Originator's Files

DATE: March 30, 2012

TO: Chair and Members of General Committee
Meeting Date: April 18, 2012

GENERAL COMMITTEE
APR 18 2012

FROM: Janice M. Baker, FCA
City Manager and Chief Administrative Officer

SUBJECT: **2012 Services Agreement between the City of Mississauga and the Greater Toronto Marketing Alliance**

RECOMMENDATION: That a by-law be enacted to authorize the Mayor and City Clerk to execute a Services Agreement between the City of Mississauga and the Greater Toronto Marketing Alliance (GTMA), substantially in the form attached, (Appendix 1.) and as described in the City Manager and Chief Administrative Officer's report dated March 30, 2012.

BACKGROUND: The GTMA is a not-for-profit corporation that was established in 1997 by the GTA Mayors and Chairs initiative as a public-private partnership for the purpose of enhancing the international marketing of the Greater Toronto Area (GTA) for foreign direct investment.

The GTMA serves as a key point of contact for foreign businesses exploring business location opportunities in the GTA. It works collaboratively with the 29 GTA Regional and local municipalities, the governments of Ontario and Canada, several not-for-profit organizations and a broad cross section of private sector corporations.

The City of Mississauga's Economic Development Office (EDO) works closely with the GTMA and is one of the core municipal funding partners who provide an annual contribution totalling

\$500,000 to the GTMA for its investment marketing activities. The municipal funding partners include the City of Toronto and the four regional areas in the GTA.

As the Region of Peel does not have an economic development mandate, the GTMA contribution comes from the local municipalities. The total annual municipal contributions to the GTMA are as follows:

- Region of Durham \$100,000.
- City of Toronto \$100,000.
- Region of York \$100,000.
- Region of Halton \$100,000.
- City of Mississauga \$ 56,250.
- City of Brampton \$ 37,500.
- Town of Caledon \$ 6,250.

COMMENTS:

The GTMA is a valuable resource to the City of Mississauga Economic Development Office. Among its services and accomplishments, the GTMA has led numerous international business missions and delegations and has assisted in attracting over 70 companies to the GTA. Many of these companies have located in Mississauga including, Satyam, Polaris, Ranbaxy, Fronius and Wavefront.

The attached report (Appendix 2) provides further details regarding recent accomplishments and activities of the GTMA.

The Services Agreement was created in partnership with the above-referenced municipal funding partners and sets out a number of key deliverables that the GTMA is expected to achieve. As an overview, the deliverables include the following:

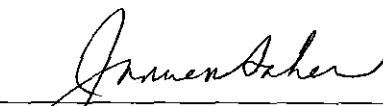
- Develop and maintain GTA data and a GTMA website.
- Undertake GTA-based international marketing initiatives in line with local economic development strategies.
- Develop and coordinate GTA investment leads.
- Develop and coordinate GTA business investment missions.
- Consult with and report annually to municipal funding partners.

The Services Agreement was reviewed and approved by the City Solicitors Office.

FINANCIAL IMPACT: In 2012, the City of Mississauga would provide a financial contribution in the amount of \$56,250. to the GTMA. This amount can be accommodated within the 2011 - 2014 Corporate Business Plan & Budget.

STRATEGIC PLAN: The relationship between the City and the GTMA helps to achieve the "Prosper" pillar of the City Strategic Plan. In addition, it is directly aligned with the recently approved Economic Development Strategy for Mississauga which includes the goal of being a "Global Business Magnet."

CONCLUSION: From an economic development perspective, the GTMA is a beneficial partner and provides good value that fosters foreign direct investment and international marketing benefits for the City. As such, the proposed Services Agreement between the City of Mississauga and the GTMA is supported.



Janice M. Baker, FCA
City Manager and Chief Administrative Officer

Prepared By: Larry Petovello, Ec.D., Director, Economic Development

Appendix 1: Services Agreement

Appendix 2: 2011 GTMA Client Activity Summary

2c

International Marketing Services Agreement

This Agreement made this ____ day of _____, 2012

Between:

The City of Mississauga
("The City")

- And -

Greater Toronto Marketing Alliance Inc.
(the "GTMA")

This Agreement outlines the key understandings the GTMA has with The City to promote the Greater Toronto Area (the "GTA") as a location of choice for foreign direct investment.

WHEREAS:

The GTMA was incorporated in 1997 as a not-for-profit corporation and established as a public-private partnership. The GTMA was founded for the purpose of enhancing the international marketing of the geographic area of the GTA as a location of choice for foreign direct investment.

In order to attract new or expanding companies with operations headquartered elsewhere in Canada, the United States and internationally to invest in the GTA, a positive international value proposition for the GTA region as a whole is required to compete with the marketing efforts of other regions around the world

The City recognizes and supports that the marketing of the GTA region by the GTMA internationally supports economic growth and is beneficial to all residents and businesses in the GTA.

The GTMA's Board of Directors seek to implement an annual program of initiatives guided by the GTMA 2007-2010 Corporate Strategic Plan which includes the:

Vision:

"To contribute to the growth of the economy as a leader in facilitating foreign, direct investment into the Greater Toronto Area"

Mission:

“The GTMA acts as an investment gateway, working collaboratively with its public and private sector partners across the GTA to connect them with international investors”

Value Proposition:

“The GTMA provides value to its partners and stakeholders by showcasing business opportunities and providing the information and support necessary to successfully attract foreign direct investment into the GTA more efficiently and effectively than the partners are able to on their own”

The GTMA’s efforts are not meant to replace the marketing efforts of individual municipalities, but to leverage and help coordinate international aspects of those activities. The GTMA’s cooperative marketing effort is designed to attract potential foreign direct investors and showcase the business advantages of the GTA region.

The involvement of private sector partner business leaders is encouraged as it offers the GTMA additional expertise, new business networks and additional funding.

1.0 DEFINITIONS

GTMA Board of Directors – means 21 (and up to 24) persons including;

- a position for the Chair & Chief Executive Officer of the GTMA
- a position for the President & Chief Operating Officer of the GTMA
- a position elected official (mayor, deputy mayor, or councillor) nominated from each of the: The City of Toronto or Invest Toronto, The Regional Municipality of Durham, The Regional Municipality of Halton, The Regional Municipality of York
- one position elected official (mayor, deputy mayor, or councillor) nominated for the 3 municipalities of: The City of Brampton, The City of Mississauga, and The Town of Caledon
- two positions nominated from the GTAEDP
- up to fifteen (15) positions nominated by the GTMA Board of Directors

The Municipal Partners or Municipal Funding Partners- mean the municipalities and/or regions as follows:

The Regional Municipality of Halton, The Regional Municipality of Durham, The City of Toronto or Invest Toronto, The Regional Municipality of York, The City of Brampton, The City of Mississauga, The Corporation of the Town of Caledon.

The Municipal Partners provide annual funding for international investment attraction to the GTA and engage in cooperative activities with the GTMA as described herein.

The term “Municipal Partners” is **not** intended to imply any legal commitment among the municipalities regarding the formation of a legal "partnership" and does not imply that each municipality is a partner pursuant to the *Limited Partnerships Act*, R.S.O. 1990, c. L.16, and/or the *Partnerships Act*, R.S.O. 1990, c. P.5, and its regulations, as amended. Further, the term is not intended to imply any municipality has a legal liability for any other municipalities’ actions or omissions. The use of the terms “partners” and “partnership” throughout the Agreement is intended to be descriptive only of the relationship.

The GTA - means the full geographic area comprising the Municipal Partners. The Municipal

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The GTA - means the full geographic area comprising the Municipal Partners. The Municipal Partners agree that this geographic area is to be referred to as Greater Toronto, the Greater Toronto Area or the initials GTA all with the same meaning, and to be represented by the GTMA as such and to work collaboratively with the GTMA on international marketing initiatives of benefit for this GTA geographic area.

Greater Toronto Economic Development Partnership (the "GTAEDP") - means the group of municipal staff providing economic development services in the GTA from the 25 local municipalities and 4 regional municipalities who meet regularly to discuss common issues.

Private Sector Partner(s) - means any for profit business person or corporation contributing funding or unpaid services to the GTMA.

Investment Lead – is a business person or corporation operating for profit, not currently in the GTA, that has indicated to the GTMA that they may undertake site selection for a new location in the GTA and they may visit the GTA in the future.

Investment Prospect – is an investment lead with no current site selection or GTA visiting plans.

Investment Intermediaries – are persons and organizations that have the potential to refer investment leads and prospects to the GTMA, including officials in government and real estate site selection involved with foreign direct investment.

Contact(s) – is an individual persons name(s), with addresses, corporate or organizational affiliation, and contact phone or e mail, for any investment lead, prospect, or intermediary.

2.0 ROLES

2.1 The parties to this Agreement commit to a partnership characterized by ongoing reciprocal communication and a mutual commitment to work together to ensure plans and activities are complementary and focused on the mutual benefit of attracting investments and jobs to the GTA for the betterment of all its citizens.

3.0 COMMITMENTS OF THE GTMA

3.1 The GTMA commits to applying The City's funding with anticipated funding from and collaboration with other Municipal Partners to international investment attraction activities including:

WEBSITE

- a) To develop and maintain a GTMA website providing up to date, comprehensive information and contacts for potential investors with links to the websites of The City, the websites of the other Municipal Partners and the local municipalities in the GTA. The GTMA will also maintain, on a password-protected section of its web-site, a catalogue of non confidential GTA marketing initiatives in accordance with a protocol agreed upon by The City. Provincial and federal partners may join this password protected area so activities can be coordinated. Content of the website will

be updated by the GTMA as needed, but at a minimum comprehensively at least once each calendar year.

- b) To ensure The City, other Municipal Partners and Private Sector Partner logos and branding appears prominently on the web site and printed materials

DATA AND INFORMATION

- c) To provide current GTA-wide economic data and information, including key sector profiles to assist potential foreign direct investment leads and prospects.

LEAD GENERATION

- d) To undertake targeted marketing including but not limited to in person meetings with foreign direct investment leads and prospects and the provision of e-mail marketing and advertising targeted to investment leads, prospects, investment intermediaries, and other contacts, and engage the municipal partners wherever possible directly in these activities. The GTMA will undertake these lead generation activities with a 'GTA-first' approach to program development and activity prioritization.

LEAD SERVICING

- e) To promote new GTMA information and newsletter content, and catalogue this information in the website's publicly accessible archives.
- f) To provide specific and customized information to foreign direct investment leads and prospects,
- g) To coordinate and manage the servicing and tracking of GTMA investment leads, investment prospects, and, to provide servicing information to The City's economic development staff and the Municipal Partners' economic development staff, as needed, and to engage the municipal partners directly in lead servicing and follow up, and to provide an annual record to all Municipal Partners about these investment leads, and prospects according to a protocol agreed to with the Municipal Partners' economic development staff within 30 days of the execution of this agreement.

BUSINESS DELEGATION

- h) As part of the GTMA's annual marketing plan, the GTMA shall, following consultation with The City provide annually one business sales trip focused on pre-qualified meetings to a foreign global location on behalf of and with the agreement of the majority of the Municipal Funding Partners. If there is no agreement of the Municipal Funding Partners to a location, the GTMA may proceed to allocate the associated budget to other aspects of this agreement.

The location shall be selected in consultation with federal and provincial in-market consultants and trade office representatives. The decision on the location needs to be confirmed prior to June 30 in any given year.

The cost of the business sales trip can be provided from Municipal Partner funding (excluding travel, personal meals and accommodation costs) and/or private sector funding or other sources that do not require additional City or other Municipal Partner funding.

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The GTMA will provide the option within the scope of the business sales trip, for up to fifteen (15) representatives to join this trip at the sole discretion of the municipalities as follows:

The Regional Municipality of Halton, three (3) representatives
The Regional Municipality of Durham, three (3) representatives
The Regional Municipality of York, three (3) representatives
The City of Toronto or Invest Toronto, three (3) representatives
Together, The City of Mississauga, The City of Brampton, The Town of Caledon, three (3) representatives

If additional municipal representatives (staff or elected officials) wish to participate their fee will be based on full program cost-recovery.

REPORTING

- i) To submit once-yearly a report by March 30 to The City's Council or appropriate Council committee on the prior years' activities. This report will include a written communication on the status of the commitments of the GTMA as outlined in Section 3.0, and complementary programming activities (Section 5.0), and the most recent audited GTMA annual financial statement. This report may be combined with reporting identified in Section 6.0
- j) To develop a multi-year marketing program, including major sector focus and annual delivery program in collaboration with The City and Municipal Partners targeted at attracting foreign direct investment to the GTA. The annual program will include objectives, performance measures and indicate the delivery components and sources of funding
- k) The annual program (j) and the achievement of Section 3 activities will be communicated by two methods:
 - (i) The GTMA will initiate quarterly conference calls with The City and the Municipal Partners' economic development staffs; and
 - (ii) The GTMA will initiate twice yearly full group meetings with the GTMA staff responsible for the Section 3 activities and (j) marketing program, and the entire group of economic development staff of the Municipal Partners.

4.0 COMMITMENTS OF THE CITY OF MISSISSAUGA

4.1 The City agrees to:

- a) Advise and collaborate with the GTMA regarding their individual international marketing plans and to provide advice to the GTMA in the development of its plans.
- b) Assist the GTMA directly in Lead Generation and Lead Servicing through municipal staff involvement in prospect outreach activities and/or follow-up activities.

- 2h
- c) Provide information and data to the GTMA that could be of use in the preparation of reports and research that goes to prospective investment leads and prospects.
 - d) Share contact information for other regional economic development groups in Ontario with GTMA staff in order to better coordinate information and international marketing efforts.
 - e) Pay its annual fees to the GTMA by April 30th of each calendar year.
 - f) Make best efforts to advise the GTMA of upcoming local economic development breakfasts, lunches and programs.

5.0 COMPLEMENTARY PROGRAMMING

The City acknowledges that Complementary Programming that directly supports the Commitments of the GTMA listed in Section 3.0 may be initiated and require additional funding on a full cost recovery basis from stakeholders, including the GTMA's Private Sector Partners, other levels of government, institutions and/or The City or other Municipal Partners. Complementary Programming involving Lead Generation must adhere to a 'GTA-First' approach to program development and prioritization.

6.0 DELIVERABLES

6.1 The GTMA shall track and report on the following deliverables:

- a) On an annual basis, Partnerships and Revenues
 - An audited annual financial statement, including a notation of The City and the total Municipal Partners funding.
 - A listing of GTMA corporate partners by category, and funding level.
 - A description of what the Municipal Partner funding may be used for during the year of this agreement and was used for in the prior year.
- b) On a quarterly basis, Marketing Activities.
 - Web page views (counted pages viewed) and unique visitors for the prior year.
 - A list of web content updates advertising and/or newsletters done or distributed during the prior year.
 - Business sales missions completed for the prior year, including details on attendance.
 - Complementary Programming completed for the prior year, including details on attendance.
- c) On a quarterly basis, Lead Generation and Marketing Contacts
 - Quarterly lists (delivered by email to The City's economic development staff), will be provided during the year of this agreement including full names, company names and addresses for all investment contact leads, and prospects and intermediaries, made by all GTMA client servicing staff.

A classification of contacts developed in accordance with an agreed to protocol by The City and the other Municipal Partners' economic development staff will be provided during the year of this agreement. This will include investment leads

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that visited the GTA and any resultant investment and employment creation or retention.

- d) The GTMA will include in annual reporting, annual comparisons of measurable totals for all Activity and Lead Generation Targets.

7.0 CITY OF MISSISSAUGA FUNDING

7.1 The City shall provide funding to the GTMA in the aggregate amount of Fifty Six Thousand Two hundred and Fifty Dollars (\$56,250.00), annually during the Term of this Agreement.

The GTMA will advise The City by June 30, if any Municipal Partner has not signed their respective version of this agreement or contributed to the GTMA in the annual January to December full calendar year prior to the start of the January to December full calendar year, including the date of this Agreement or in the same calendar year of this Agreement, at least the following amounts:

The Regional Municipality of Durham	\$100,000
The City of Toronto or Invest Toronto	\$100,000
The Regional Municipality of York	\$100,000
The City of Mississauga	\$ 56,250
The City of Brampton	\$ 37,500
The Corporation of the Town of Caledon	\$ 6,250

7.2 The City agrees to assess the need for any funding increase in any subsequent agreement based on the GTMA's measurable performance.

7.3 The City shall pay its annual funding obligation to the GTMA no later than April 30th of each calendar year.

8.0 ADDITIONAL FUNDING

8.1 The GTMA may enter into other agreements with The City, other Municipal Partners, or any local municipality within the GTA to provide additional marketing services on a separate agreement basis, and shall disclose to the municipal partners any such agreements.

8.2 The GTMA has the right, without restriction or limitation, to enter into other funding agreements with third parties to support the delivery of complementary programming, and other services in accordance with the provisions of Sections 3.0 and 5.0 of this agreement, and shall disclose to the municipal partners any such third party agreements .

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9.0 REPRESENTATION ON THE GTMA BOARD OF DIRECTORS

- a) The City of Mississauga, The City of Brampton, and The Corporation of the Town of Caledon shall be entitled to nominate one (1) elected official (mayor, deputy mayor or councillor) to represent all three municipalities on the GTMA Board of Directors.
- b) The GTMA will provide notice to The City of any change in the following GTMA Board of Directors entitled representation:
 - (i) The Regional Municipality's of Durham and York shall be entitled to nominate each one (1) elected official (mayor, deputy mayor or councillor) to represent their respective Municipalities on the GTMA Board of Directors.
 - (ii) The City of Toronto (or Invest Toronto) shall be entitled to nominate one (1) elected official (mayor, deputy mayor or councillor) to represent it on the GTMA Board of Directors.
 - (iii) The City of Brampton, The City of Mississauga and The Corporation of the Town of Caledon shall be entitled to nominate one (1) elected official (mayor, deputy mayor or councillor) to represent all three municipalities on the GTMA Board of Directors.
 - (iv) The GTAEDP shall be entitled to nominate two (2) economic development officials to represent the interests of the GTAEDP on the GTMA's Board of Directors.

10.0 TERM OF AGREEMENT & PROVISIONS FOR AMENDMENT AND TERMINATION

- 10.1 This Agreement commences on the date hereof and continues in full force and effect until March 31, 2013.
- 10.2 The parties acknowledge that it is the intention of the parties to provide continuity of international marketing and as such the parties will endeavor to create a subsequent annual agreement with a term commencing January 1 and ending December 31.
- 10.3 Not later than July 31, the GTMA shall initiate a review of this Agreement through correspondence to the Council of The Regional Municipality of Halton, attaching a draft agreement and requesting a subsequent agreement. Amendments to this draft agreement responding to trends and changes in international marketing will be considered at this time.
 - 10.3.1 The Parties to this Agreement may give written notice of the nature of any default of any of the obligations of the Agreement. Such notice shall be made in a manner provided as Specified in Section 10.4.2 and delivered not less than three (3) months prior to December 31, 2012. Any party to this Agreement may wish to remedy such default within sixty (60) days and provide written notice of such remedy to the other Parties not less than (1) month prior to December 31, 2012. Failure to remedy a default will be a factor in the drafting and consideration of any subsequent agreement.
 - 10.3.2 Unless otherwise provided in this Agreement, any notice provided for under this Agreement shall be in writing and shall be sufficiently given if delivered personally, or if transmitted by facsimile with an original signed copy delivered personally within twenty-four (24) hours thereafter, or mailed by prepaid registered post addressed to the party or

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parties, whichever the case, at their respective addresses set forth below or at such other then current address as is specified by notice.

If to the City:

The City of Mississauga
300 City Centre Drive
Mississauga, Ontario,
L5B 3C1
Attention: City Clerk

If to the GTMA:

The Greater Toronto Marketing Alliance
350 Bay Street.
Suite 1200
Toronto, Ontario
M5C 3A1
Attention: Chair and CEO

- 10.4 The parties acknowledge that this Agreement describes a subsequent agreement being discussed subject to section 10.3. If termination is anticipated by The City, the notice provisions of section 10.4 must be initiated not less than three months prior to December 31, 2012 or upon The City's receipt of the GTMA Agreement review, pursuant to section 10.3. This agreement will terminate on March 31, 2013.

11.0 LIABILITY

- 11.1 The City shall only be liable for claims resulting from its actions, omissions or failures under this Agreement. If found liable The City shall only pay for its proportionate share of damages or costs resulting from its actions, omissions or failures and in no event shall such a share exceed fifty six thousand two hundred and fifty dollars (\$56,250.00), being The City's contribution pursuant to this agreement.
- 11.2 The parties acknowledge and agree that this Agreement does not constitute a legal partnership as defined in the *Limited Partnerships Act*, R.S.O. 1990, c. L.16, and the *Partnerships Act*, R.S.O. 1990, c. P.5, and its regulations, as amended.
- 11.3 The parties acknowledge and agree that this Agreement does not constitute a joint venture.

This Agreement shall ensure to the benefit of and be binding upon the parties hereto, their respective successors and assigns.

(Executions are on page 10 of this Agreement)

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IN WITNESS WHEREOF the parties have caused to be affixed their corporate seals under the hands of their duly authorized officers on that behalf

Dated the _____ day of _____, 2012

Greater Toronto Marketing Alliance

Chair and CEO

Dated the _____ day of _____, 2012

The City of Mississauga

Hazel McCallion, Mayor

Crystal Greer, City Clerk



HONOURARY CHAIR
Mayor Hazel McCallion
 City of Mississauga

HONOURARY BOARD REPRESENTATIVES

George A. Fierheller (Chair Emeritus)
 President
 Four Halls Inc.

Mayor Susan Fennell
 City of Brampton

Kathy Lee
 President & CEO, GE Capital

Lawrence M. Tanenbaum
 Chairman & CEO
 Kilmer Van Nostrand Co. Limited
 Chairman of the Board, Maple Leaf Sports
 and Entertainment

BOARD OF DIRECTORS

Lou Millrad (Co-Chair, Private Sector)
 Greater Toronto Marketing Alliance

Mayor David Ryan (Co-Chair, Public Sector)
 City of Pickering

Michael Ras (Vice-Chair)
 Vice President, Public Affairs
 GCI Group

George Hanus
 President & CEO
 Greater Toronto Marketing Alliance

Regional Chair Gary Carr
 Regional Municipality of Halton

Councillor Josh Colle
 City of Toronto

John Davidson
 Director, Economic Development
 Regional Municipality of Halton

Renato Discenza
 President & CEO
 Invest Toronto

Don Edmonds
 Partner, Private Company Services
 PricewaterhouseCoopers LLP

Jim Fejr (Associate Director)
 Director General & Senior Trade Commissioner
 Foreign Affairs and International Trade Canada

Paul Green
 Director, Sales
 Enbridge Gas Distribution Inc.

John Howe
 Vice President, Investment Strategy and
 Project Evaluation
 Metrolinx

Toby Lennox
 Vice President, Corporate Affairs &
 Communications
 Greater Toronto Airports Authority

Don Macintosh
 Partner
 Fraser Milner Casgrain LLP

Derek Millar
 Regional Manager
 Ian Martin Limited

Mayor Marolyn Morrison
 Town of Caledon

Mayor Steve Pellegrini
 Township of King

Janet Richards
 Vice President, Sales and Marketing
 Herman Miller Canada, Inc.

Dr. Pamela Ritchie
 Dean, Faculty of Business & Information
 Technology
 University of Ontario Institute of Technology

Colin Ross
 Senior Vice President & Manager Office Leasing
 DTZ Barnicke Limited

2011 GTMA Client Activity Summary

Leads

In 2011, the GTMA dealt with a total of **330 leads**. These are qualified investment related inquiries generated by participation in trade shows and conferences, missions, pre-qualified lead generations programs or by direct contact through the web or as a referral from government and private sector.

Here is a breakdown of the **330 leads**:

Sectors

- **48%** were in the **Energy & Environment (EN2)** sector;
- **21%** were in the **Information & Communications Technology (ICT)** sector;
- **16%** were in the **Agri-food sector**.
- These sector concentrations can be attributed to the GTMA's international marketing initiatives for 2011, which focused primarily on these sectors.

Place of origin

- **46%** of leads were from **Europe**
- **40%** of leads were from **North America**
- These concentrations can be attributed to the GTMA's international marketing initiatives for 2011, which focused primarily on these two markets.
- **South America** accounted for **7%** of leads, **Asia 6%**, while the remaining **1%** was from **Australasia**

Sources

The two major sources of leads were **marketing initiatives (79%)** and **government (19%)**. The **remaining 2%** of leads were from **direct contact, and private referrals**.

The majority of leads are the result of the GTMA's yearly targeted international marketing campaigns in our key target sectors – ICT, Agri-food, and Advanced Manufacturing (cleantech) and geographies – US, Europe, South America, and Asia.

Prospects

In 2011, the GTMA dealt with a total of **21 prospects**. These are qualified investors that have visited the GTA and have received a substantial amount of direct servicing including meetings with representatives from the GTMA and its partners with the potential investor's key location decision-makers.



Four Halls Inc.

Herman Miller

Greater Toronto Marketing Alliance

York Region

2305 Bay Street, Suite 1200, 12th Floor, Toronto, Ontario, Canada M5H 2S6, Tel: 416-360-7320 Fax: 416-360-7331
 Toll Free North America: 1-800-411-4482 International: 1-800-735-3280 askus@greatertoronto.org www.greatertoronto.org

Here is a breakdown of the **21 prospects**:

Sectors

- **33%** are in the **ICT** sector;
- **19%** are in **Energy & Environment (EN2)** sector;
- The **remaining 48%** of prospects are distributed **across a range of other sectors**.

Place of Origin

- **52%** of the prospects were from **Europe**
- **29%** were from **Asia**

Client Type	CLIENT ACTIVITY					Conversion Rate 2011
	Quarter				Total	
	1st	2nd	3rd	4th		
Leads	35	133	55	107	330	
Hot Leads	0	7	8	7	22	
Prospects	5	7	4	5	21	13% (Leads to hot lead or prospect)
New Investments	5	1	3	3	12	28% (Hot lead or prospect to new investment)

- The **remaining 19%** of prospects are distributed across **North America and South America**.

Sources

The major sources of prospects were **government sources (76%)**. The remaining **24%** came **from GTMA marketing initiatives and referrals** from other private sources.

The majority of prospects are the result of referrals from the Federal and Ontario governments, with whom the GTMA has close working relationships.

* See attached excel file for numbers.

New Investments

1. Martifer Solar

- A Portuguese solar panel manufacturer
- Established a 2-person sales office in Toronto
 - Has potential of a manufacturing facility that would employ 50-100, created through a \$15 million investment

2. Flo2Cash

- A New Zealand based IT company
- Incorporated in Canada and will set up a small sales office in Toronto

3. Gameloft

- A leading international publisher and developer of video games for mobile phones from France
- Created a game development studio in Toronto that will employ 200 in three years

4. American United Entertainment

- An American film and television entertainment company, with subsidiaries in game development and 3d technology,
- Will invest \$40 million and employ approximately 150 people in the production of a film

5. Arkadium

- An advergaming company that focuses on the casual and social games from the USA
- Created a studio that will employ 5 people initially and grow to 20 within a couple of years

6. Foster Moore

- a. A New Zealand based IT company
 - i. Won a \$13 million contract with the Province of Ontario. They have already incorporated in Canada with a temporary address in Toronto.
 - ii. More details to follow

7. Wrench Solutions

- a. An India-based IT solutions provider
- b. Establishing a North American sales and support centre in Mississauga
- c. Will start with a small staff with plans to grow rapidly once established in the market
- d. For more information, refer to the news article "WRENCH Solutions expands into North America by setting up a fully owned Subsidiary in Toronto (Mississauga) to handle sales and support."
<http://wrenchsolutions.com/wrench-news-archive.php>

8. Target (Distribution Centre)

- a. US-based retailer
- b. Establishing a distribution centre in Milton
- c. Will employ 300 to 400 people in a 1.3 million-square-foot facility
- d. For more information about the investment, please refer to the following article:
<http://www.insidehalton.com/news/business/article/1085338--massive-target-distribution-centre-coming>

9. Target (Canadian Headquarters)

- a. US-based retailer
- b. Establishing a Canadian head office in Mississauga
- c. Will employ 500
- d. For more information about the investment, please refer to the following article:
<http://www.thestar.com/business/article/1046496--target-canada-now-hiring-for-2013-launch>

10. Credit Risk Management Canada

- a. Canadian provider of end-to-end solutions for credit grantors
- b. Established a 45-person call centre in Milton

11. Shimifrez

- a. A precision metal manufacturer from Iran
- b. Established a new operation in Vaughan that will create 5 new jobs

12. Wipro

- a. Wipro of India provides delivery in software testing and high-end technology services with a focus on the energy space. In addition, this operation will become the hub of Wipro Eco Energy Services
- b. Established office in Mississauga



Corporate Report

Clerk's Files

Originator's
Files

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DATE: April 4, 2012

TO: Chair and Members of General Committee
Meeting Date: April 18, 2012

FROM: Martin Powell, P. Eng.
Commissioner, Transportation and Works Department

SUBJECT: **Charitable Bingo and Gaming Revitalization Initiative**

GENERAL COMMITTEE APR 18 2012

RECOMMENDATION: That a by-law be enacted to authorize the Mayor and Clerk to sign an agreement with the Ontario Lottery and Gaming (OLG) related to the Charitable Bingo and Gaming Revitalization Initiative (Revitalization Initiative) as outlined in the report dated April 4, 2012 from the Commissioner of Transportation and Works to General Committee.

BACKGROUND: The Revitalization Initiative is a collective effort, spearheaded by the OLG, to transform an industry in decline. The common vision is to sustain social and economic benefits to local communities by developing a unique charitable gaming entertainment experience for current and future customers.

The Revitalization Initiative means a transition in the legal framework from Section 201 (1) (b) to 207 (1) (a) of the *Criminal Code* of Canada for participating halls.

In the current Section 201 (1) (b) paper halls, the charities hold the conduct and manage accountability for the bingo games. For halls participating in the Revitalization Initiative, the conduct and management accountability will belong solely to the OLG under Section 201 (1) (a).

In these electronic halls (known as charitable gaming centres), the OLG will be accountable for the conduct and management of all paper and electronic games. Under the *Criminal Code* of Canada only the government of a province is permitted to conduct and manage electronic games.

To best preserve the current roles of charities, bingo centre service providers and municipalities under Section 207 (1) (a), and with the least amount of disruption, the OLG requires that stakeholders enter into standard agreements for the provision of services to the OLG. Each stakeholder will have clearly defined services and roles to fulfil in order to receive compensation set out in the financial commission share model. The OLG requires agreement from charities, bingo centre service providers and the municipality in order to participate in the Revitalization Initiative.

At its meeting of Wednesday, October 26, 2011 Council adopted Recommendation GC-0658-2011:

“That staff be directed to move forward with finalizing a contractual agreement between the City of Mississauga and the Ontario Lottery and Gaming Corporation for the “Charity Bingo and Gaming Revitalization Initiative” and report back to Council with a final report.

That the Ontario Lottery and Gaming Corporation be requested to reimburse the City of Mississauga for any loss in revenue for the charity Bingo and Gaming Revitalization Initiative during the first year of operation.

That the correspondence received from Peter Howard, Meadowvale Bingo and John Wisternoff, Ontario Lottery and Gaming Corporation dated October 19, 2011 be received.”

The purpose of this report is to present the contractual agreement between the City and the OLG, outline the issues in the Revitalization Initiative, the Agreement, and recommend the next steps.

COMMENTS:

On Monday, December 19, 2011 staff received the Agreement from the OLG. Staff have reviewed the agreement independently, with the OLG, and in concert with representatives from other municipalities. On Monday, February 13, 2012 the OLG hosted a meeting with various municipalities, including Barrie, Brampton, Kingston, Newmarket, Oakville, Richmond Hill, Sudbury and Toronto, to discuss the agreement.

Issues with the Agreement

On February 13, 2012 legal and licensing staff from the above noted municipalities, including the City, attended a roundtable meeting with representatives from the OLG to discuss the Agreement. The issues of concern identified are as follows: slot machines, termination of the agreement, term of the agreement, liability and revenue shortfalls. The attached (Appendix 1) provides a summary of the five main issues of concern identified with the Agreement; OLG's response to the issues raised and outline of some of the possible risks associated with these provisions.

It is important to note that the list of issues in Appendix I is not exhaustive. The issues listed are, however, the main ones that cause the most concern identified as such at the meeting on February 13, 2012.

Status of Other Municipalities

Information received from the OLG confirms that Penetanguishine, Peterborough and Sudbury Councils have authorized the execution of the Agreement and the following municipalities are recommending the execution of the Agreement to their respective Councils or General Committees in April: Oakville (General Committee, April 11); Kingston (Council, April 17); Toronto (General Committee, April 25); Richmond Hill (General Committee, April 30).

Status of the Bingo Industry

Information received from the OLG confirms that the industry has been in a decline for the past decade with an average provincial contraction of 8% to 10% year after year. The OLG further advises

that attendance at Meadowvale Bingo Hall was down in 2011 compared to 2010 resulting in a revenue decline of over 10% for the hall operator and an 8.5% decline for the Meadowvale Bingo Charity Associations.

In addition, the hall operator has confirmed that if this trend continues, they will reach a point where it will be no longer viable to operate from a commercial standpoint resulting in loss of tax revenue for the City and loss of revenue for numerous charities.

Staff are also in receipt of numerous letters of support from charities operating bingo events at the Meadowvale Bingo Hall and from the Meadowvale Bingo Sponsors Association (MBSA). The collective theme in the letters is that they support the Revitalization Initiative based on a variety of reasons, most notably, the fact that bingo revenues are a critical source of fundraising used by charities to provide needed services in Mississauga and not moving forward with this initiative will adversely affect their revenues.

Support for Charitable Bingo and Gaming Revitalization Initiative in Mississauga

Meadowvale Bingo remains strongly committed to moving forward with the Revitalization Initiative. They have advised staff in a letter dated March 27, 2012 (Appendix 2) that there is real urgency in obtaining municipal approval as they are scheduled to commence the transition over the next six months. The MBSA, the representative of the charities, has also confirmed with staff their support for the Revitalization Initiative and their desire to see it implemented expeditiously.

Delta Bingo is not participating in this new Revitalization Initiative. They have confirmed with staff in a letter received April 2, 2012, (Appendix 3) total support for the Revitalization Initiative, however, are taking a "wait and see approach". Staff have also received confirmation from the President of the Hall Charities Association that their position remains unchanged. They do not support the Revitalization Initiative due to the significant risk to charities as there is no persuasive evidence to support claims of incremental sales to generate offsetting earnings.

Impact on Staffing

It is expected that the roles of staff administering charity gaming will change. It can, however, be managed within existing resources.

Next Steps

Option 1:

The City can hold off participating in the Revitalization Initiative to a later date. This would provide staff with an opportunity to obtain and review the actual statistical financial data from the sites that choose to move forward with the Revitalization Initiative and compare it to the OLG's growth assumptions. A report could then be brought back to General Committee for consideration on whether to recommend moving forward with the Revitalization Initiative.

The risks involved in delaying the decision to move forward with the Revitalization Initiative are as follows:

- Potential loss of revenue to the City, Charities and Hall Operator if the OLG's growth assumptions are realized.
- Charitable Associations may not be in a position to continue to provide their current level of services to the residents of the City if their revenues continue to decline.
- The Hall Operator may determine that it is no longer viable to continue to operate from a commercial standpoint resulting in loss of revenue for the City, Charities and loss of employment for staff employed by the Hall Operator.

Option 2:

The City can move forward with the Revitalization Initiative. This is clearly the preference of Meadowvale Bingo and the MBSA. Moving forward may provide the City, Hall Operator and Charities an opportunity to increase their revenue resulting in increased benefits for all, including the residents of the City.

The risks involved in moving forward with the Revitalization Initiative are as follows:

- Potential loss of revenue for the City, Hall Operator and Charities, if the OLG's growth assumptions are not realized. The OLG has advised that it is not in a position to contemplate revenue guarantees for any stakeholder.
- The main risks identified in the Agreement as described in Appendix 1.

FINANCIAL IMPACT: Bingo licence revenues for the City have been declining over the last few years. Charity Bingo revenues have been declining province wide over the years. Mississauga charities have experienced a decline but not to the extent as elsewhere. The attached OLG Updated Financial Analysis for the City of Mississauga notes the following information (Appendix 4):

“The OLG Business model illustrates a net benefit to the municipality of Mississauga which is projected to begin during the first full year of launch. Total upside for the city under the OLG Charitable Bingo and Revitalization Initiative is \$347,000 over a five-year period, versus the current flat fee licensing arrangement already in place”.

“The analysis is based on historical data obtained from the site as well as financial projections for Meadowvale Bingo. The forecast is then compared to the status quo, which is calculated using an annual market decline rate of 10% for the location (i.e. the actual site experience). The benefits to the host municipality and Charity Association are then calculated and evaluated”.

“The current revenues garnered by the municipality are based on licensing fees which are paid by the Hall Charity Association and are “session based” in nature. Each bingo gaming session attracts a fee of \$150 and is payable to the Corporation of the City of Mississauga. Based on 2010 and 2011, the number of patron bingo sessions at the Meadowvale

facility was 1,254. The facility had 1,245 such sessions in 2009”.

“The five-year total will approximate \$940,500 which assumes the facility will continue with a similar volume of sessions. However, the site has experienced a significant decline in 2011 (versus 2010) and this could place pressure on the facility to reduce the number of sessions or in keeping its doors open in two to three years time. This is according to site management. These scenarios are provided in this report as well”.

“Based on the OLG model, host municipality participates in the adjusted net win (i.e. after a 7% marketing fund allocation) generated by the facility. Each city’s participation rate has been set at 3%. The plan is to lift site net win from current levels by 20% due to OLG’s product line-up and further enhance performance with the introduction of Break Open Ticket Dispensers (50 such units performing at win per unit per day of \$200). The forecast illustrates Mississauga will benefit each and every year, versus the current \$188,100 that it receives from license fees today from Meadowvale Bingo”.

“OLG has projected a 20% increase in site net win in the first full year of operations for Meadowvale under the Revitalization Initiative. This is a realistic estimate based on key lessons learned from OLG’s pilot sites, operating since 2005. The pilots demonstrated a 9.5% growth initially with only one new product line. Our projections are also supported by empirical data from one other Canadian jurisdiction operating a similar program. Revenues in an Alberta e-bingo hall grew by 17% in the first year with the introduction of a limited number of electronic games. Revenue has continued to grow incrementally, over time”.

“Furthermore, very recently (December 2011), OLG introduced new and interactive Play on Demand games which has lifted the net win for this product category by 400% across four pilot sites. This provides evidence that OLG’s new product line-up can make a substantial impact on site financial performance and in increasing attendance levels”.

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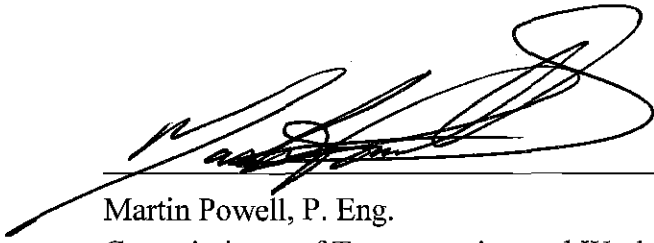
Depending on the growth assumptions used, the new model may be cost neutral to the City. However, staff have no way of determining the validity of the OLG's assumptions and consider them very optimistic. Staff continues to be concerned that the new model may result in revenue losses for the City. The 2012 proposed operating budget for Regulatory Services includes an estimated \$25,000 reduction in charity gaming revenues, assuming the new model is implemented in May 2012.

CONCLUSION:

Staff recommend moving forward with the Revitalization Initiative and executing the Agreement with the OLG for the following reasons:

- The state of the Bingo Industry is in serious decline and has been for over a decade with an average contraction of 8% to 10% year after year.
- The Revitalization Initiative was developed and is supported by the OLG, Ontario Charitable Gaming Association and the Commercial Gaming Association Ontario.
- The stated goal of the Revitalization Initiative is to “create a new entertainment experience in charitable bingo gaming centres to both retain current players and reach out to new players for the overall benefit of generating revenues for charities to support the local funding model”.
- The Revitalization Initiative is supported by both the Meadowvale Bingo Hall and the Delta Bingo Hall.
- The MBSA is supportive of the Revitalization Initiative.
- The OLG Business Model illustrates a net benefit to the City which is projected to begin during the first full year of its launch.
- The Revitalization Initiative offers the only alternative currently available to assist a Bingo Industry in decline.

- ATTACHMENTS:**
- Appendix 1: Issues with the Contractual Agreement
 - Appendix 2: Meadowvale Bingo letter of support dated March 27, 2012
 - Appendix 3: Delta Bingo letter of support received April 2, 2012
 - Appendix 4: Updated Financial Analysis, dated March 21, 2012



Martin Powell, P. Eng.
Commissioner of Transportation and Works

*Prepared By: Douglas Meehan, Manager, Compliance and
Licensing Enforcement*

MF:DM:jmk

APPENDIX 1

31

Issue	OLG Response	Risk, generally
<p>The Agreement reads that the OLG may, from time to time, add new games without consulting the municipality. Will slot machines be introduced in the future to local Charitable Gaming Centres? If not intended, will the OLG guarantee this in writing? Will municipalities be given any opportunity to refuse future equipment/games proposed by OLG?</p>	<p>The OLG will not commit to consulting the municipality or to guaranteeing that it will not introduce slot machines. Specifically, it responded:</p> <p><i>“The Province of Ontario direction to OLG contemplates the continuing expansion of electronic bingo (eBingo) and additional eSuite of products (i.e. electronic Break Open tickets); and introducing new games such as Rapid Draw Bingo. OLG will provide a non-contractual statement in writing based on this direction from the Government of Ontario in letter form to municipalities outside of the Standard Agreement.”</i></p>	<p>There is no guarantee that the OLG will not introduce slot machines into Mississauga.</p>
<p>There is currently no right for municipalities to terminate the Agreement. Will municipalities be given an equal right to terminate the Agreement?</p>	<p>The OLG is not changing its position on this issue. Specifically, it responded:</p> <p><i>“There is no termination clause in the Standard Agreements for charity associations, bingo centre service providers or municipalities. The rationale is that all three parties must be aligned to the same contract term to fulfil key financial targets. The initial pilot markets have been operating for approximately seven years without a termination clause.”</i></p>	<p>The City will not be able to terminate this agreement for any reason. The term of the agreement is eight years with two consecutive renewal options of four years at the sole discretion of the OLG. Therefore, the City could be bound by the terms of the Agreement for 16 years.</p>
<p>The initial term of the Agreement is too long (8 years), especially if there is no right for the municipalities to terminate.</p>	<p>The OLG is not changing its position on this issue. Specifically, it responded:</p> <p><i>“OLG developed a common standard term of one (1) eight year initial term with two (2) four year renewals that supports:</i></p> <p><i>alignment of all stakeholders - bingo centre service providers, charity associations and municipalities within each participating market</i></p>	<p>See above.</p>

	<p><i>a long-term, viable role and revenue stream for municipalities as a service provider under OLG's Conduct and Manage responsibilities</i></p> <p><i>cost recovery for OLG over an eight year period for provision of all hardware, software, product development, etc.</i></p> <p><i>a payback period for bingo centre service providers to recoup capital investment in their respective sites to house OLG's new charitable games."</i></p>	
<p>The municipalities are expected to release the OLG from liability, yet the OLG will not release the municipalities from liability even where the OLG is fully liable.</p>	<p>The OLG is not changing its position on this issue. Specifically, it responded:</p> <p><i>"OLG does not typically extend mutual liability or indemnification clauses in service provider agreements. This is standard practice for service provider contracts in OLG's various lines of business."</i></p>	<p>The OLG will not agree to indemnify the City for the OLG's acts or omissions which give rise to claims by third parties against the City. While a Court may decide that the OLG is responsible, it may mean that the City needs to litigate the issue before this decision being made.</p>
<p>Protection of initial revenue short falls at start up of the program has been refused.</p>	<p>The OLG is not changing its position on this issue. It referred to the issue in its response document as a request that participating municipalities remain revenue neutral for the first full year of operation and responded as follows:</p> <p><i>"OLG conducted extensive financial sensitivity analysis in order to develop a fair commission share model or all stakeholders. None of the stakeholders – including OLG – have a revenue guarantee. It is in everyone's best interest to ensure revenue projections are being met. OLG is not in a position to contemplate revenue guarantees for any stakeholder. However, there is a commitment to work collaboratively to endeavour to meet financial projections."</i></p>	<p>The City does not have a guarantee that it will not lose money.</p>

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APPENDIX 2



Mr. Mickey Frost,
Director of Enforcement
City of Mississauga
300 City Centre Drive
MISSISSAUGA
Ontario L5B 3C1

RECEIVED

MAR 27 2012

ENFORCEMENT

27th March 2012

Dear *Mickey*,

RE: REVITALISATION OF CHARITABLE BINGO & GAMING INITIATIVE

On the 16th October 2011 the *Revitalisation of Charitable Bingo & Gaming initiative* was brought before Council for approval. As you are aware, as the Commercial Operator of Meadowvale Bingo Centre, I have already indicated my strong support for this important initiative.

It is my understanding that Council approved the direction conditionally at the October council meeting contingent upon reviewing the municipal contract with Ontario Lottery and Gaming and having some issues addressed by OLG. It is also my understanding that OLG has provided a detailed market analysis and clarified all questions related to the municipal contract.

I am now *extremely concerned* at the length of time that this important matter has taken to bring back to council for approval. Meadowvale Bingo Centre is scheduled to transition over the next six months and there is a real urgency to obtaining municipal approval.

As you and your team are very much aware, we continue to experience ever decreasing visitations and revenues both for the Commercial Operator and for our numerous charities, who benefit from the Bingo activities and re-deploy those revenue in to the many community projects that all of the Mississauga residents directly or indirectly benefit from. The Commercial Operator revenue was decreased -12.12% over last year. If this trend continues, as is likely, we will be forced to cut non profitable sessions, this will result in a decrease in licencing fees paid, by the charities, to the City.

If we continue to see our revenues decline we will reach a point a which it will be no longer viable to operate Meadowvale Bingo Centre from a commercial standpoint as was the case with The International Centre Bingo that closed its doors in 2010. This will then further impact the City in the loss of tax revenue and the loss of employment and I certainly wish to ensure that does not occur.



I would therefore like to be informed of the date this item will move forward to council for approval and trust that the your report will reflect the tremendous opportunity this initiative brings to all stakeholders. Let us collectively ensure that Mississauga is a leader in this initiative and maintains the direct funding to the thirty five Charity Groups who depend on the Bingo fund raising.

Yours Sincerely,
On Behalf of Meadowvale Bingo Centre

Wally Matskofski
Owner /Operator

c.c. Mayor Hazel McCallion - City of Mississauga
City Councillors - City of Mississauga
Mr. Ron Ko - Director – OLG
Mr. Peter McMahon - Executive Director - CGAO

3m

APPENDIX 3



Douglas Meehan
Manager, Compliance & Licensing Enforcement
City of Mississauga
300 City Centre Drive
Mississauga, Ontario
L5B 3C1

RECEIVED

APR 02 2012

ENFORCEMENT

Mr. Meehan

This letter is to confirm Delta Bingo Inc.'s support for E-Bingo. The association for Delta Bingo Mississauga has developed a "wait and see" approach with regards to E-Bingo and Delta Bingo supports them in that regard.

However, Delta Bingo supports E-Bingo 100% and 3 out of our 6 sites are going forward with the revitalization program. I have been very involved in the development of the revitalization program and feel it is extremely important for us to keep up with today's technology and to continue to move forward.

I understand that Meadowvale Bingo and their charity association have agreed to move forward with the revitalization program and should be given the opportunity.

Please feel free to contact me if you have any questions or require any further information at (416) 219-4457.

Yours truly,

A handwritten signature in black ink, appearing to read "Cam Johnstone", written over a horizontal line.

Cam Johnstone
Owner -- Delta Bingo Inc.

**City of Mississauga – Updated Financial Analysis
Charitable Bingo and Gaming Revitalization Initiative
March 21, 2012**

Financial Analysis

The OLG Business model illustrates a net benefit to the municipality of Mississauga which is projected to begin during the first full year of launch. Total upside for the city under the OLG Charitable Bingo and Revitalization Initiative is \$347,000 over a five-year period, versus the current flat fee licensing arrangement already in place.

Additional scenarios are being provided as part of this financial analysis which should also be given adequate consideration.

The analysis is based on historical data obtained from the site as well as financial projections for Meadowvale Bingo. The forecast is then compared to the status quo, which is calculated using an annual market decline rate of 10% for the location (i.e. the actual site experience). The benefits to the host municipality and Charity Association are then calculated and evaluated.

The current revenues garnered by the municipality are based on licensing fees which are paid by the Hall Charity Association and are "session based" in nature. Each bingo gaming session attracts a fee of \$150 and is payable to the Corporation of the City of Mississauga. Based on 2010 and 2011, the number of patron bingo sessions at the Meadowvale facility was 1,254. The facility had 1,245 such sessions in 2009.

If the site maintains the current number of sessions, the annual funding received by the City is calculated as follows:

$$1,254 \text{ session per calendar year} \times \$150 \text{ per session} = \$188,100$$

The five-year total will approximate \$940,500 which assumes the facility will continue with a similar volume of sessions. However, the site has experienced a significant decline in 2011 (versus 2010) and this could place pressure on the facility to reduce the number of sessions or in keeping its doors open in two to three years time. This is according to site management. These scenarios are provided in this report as well.

Based on the OLG model, host municipality participates in the adjusted net win (i.e. after a 7% marketing fund allocation) generated by the facility. Each city's participation rate has been set at 3%. The plan is to lift site net win from current levels by 20% due to OLG's product lineup and further enhance performance with the introduction of Break Open Ticket Dispensers (50 such units performing at win per unit per day of \$200). The forecast illustrates Mississauga will benefit each and every year, versus the current \$188,100 that it receives from license fees today from Meadowvale Bingo.

OLG has projected a 20% increase in site net win in the first full year of operations for Meadowvale under the Revitalization Initiative. This is a realistic estimate based on key lessons learned from OLG's pilot sites, operating since 2005. The pilots demonstrated a 9.5% growth initially with only one new product line. Our projections are also supported by empirical data from one other Canadian jurisdiction operating a similar program. Revenues in an Alberta e-bingo hall grew by 17% in the first year with the introduction of a limited number of electronic games. Revenue has continued to grow incrementally, over time.

Furthermore, very recently (December 2011), OLG introduced new and interactive Play on Demand games which has lifted the net win for this product category by 400% across four pilot sites. This provides evidence that OLG's new product lineup can make a substantial impact on site financial performance and in increasing attendance levels.

Table 1.0 – Projected Municipal Fees (Current versus OLG's Model)

Municipality Scenario	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Status Quo*	\$188,100	\$188,100	\$188,100	\$188,100	\$188,100	\$ 940,500
OLG Model	<u>\$249,442</u>	<u>\$254,431</u>	<u>\$259,519</u>	<u>\$262,114</u>	<u>\$262,114</u>	<u>\$1,287,620</u>
Difference	\$61,342	\$66,331	\$71,419	\$74,014	\$74,014	\$347,120

* Assumes 1,254 sessions per year

The table above illustrates over a five-year period, the City will benefit each and every year beginning in Year 1. Total upside is illustrated above at \$347 K, over a five-year period. The numbers have been updated to reflect actual 2011 experience.

Table 2.0 – Projected Charity Receipts from Bingo (Current versus OLG's Model)

Charity Scenario	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Status Quo*	\$1,373,000	\$1,210,000	\$1,063,000	\$931,000	\$813,000	\$5,390,000
OLG Model	<u>\$2,079,000</u>	<u>\$2,120,000</u>	<u>\$2,163,000</u>	<u>\$2,184,000</u>	<u>\$2,184,000</u>	<u>\$10,730,000</u>
Difference	\$706,000	\$911,000	\$1,099,000	\$1,253,000	\$1,371,000	\$5,340,000

* Amounts are before HST payments and other typical administration fees that Charity Associations currently face. These admin costs are decreased significantly in OLG's model; hence the net benefit can be even higher than depicted above

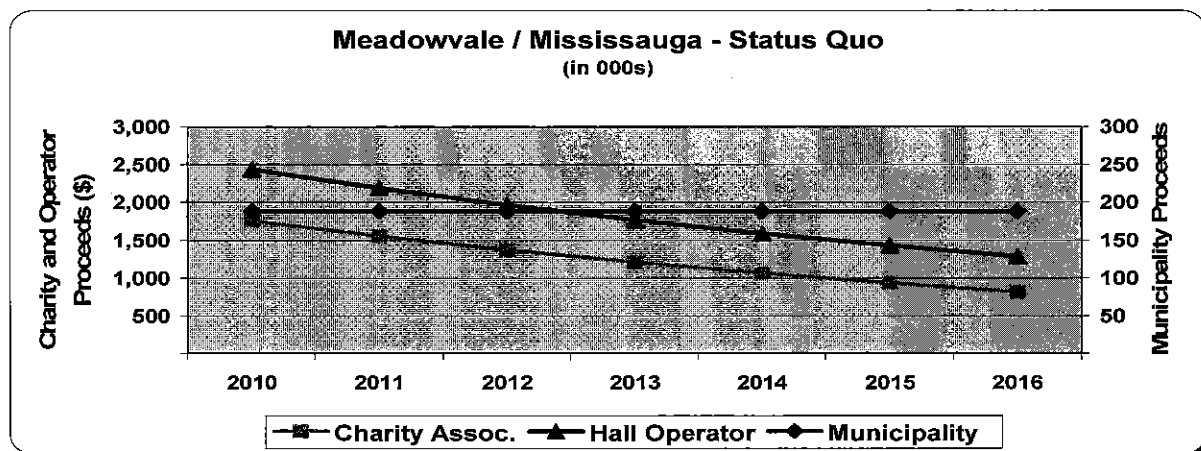
The table above illustrates that over a five-year period, the Meadowvale Charity Association will also benefit each and every year beginning in Year 1. Total upside is estimated at \$5.3 M, over a five-year period. The numbers have been updated to reflect actual 2011 experience.

Table 3.0 – Variance Analysis (Yearly Improvements versus SQ)

Variance Analysis

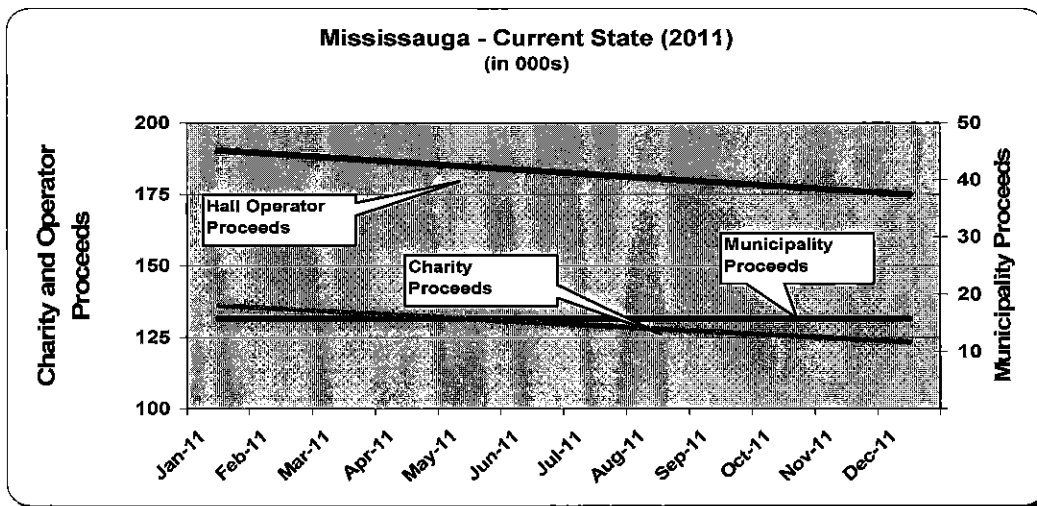
	Year 1	Year 2	Year 3	Year 4	Year 5	5yr Total (11-15)	Average
Net to Charity	\$706	\$911	\$1,099	\$1,253	\$1,371	\$5,340	\$1,068
Net to Municipality	\$61	\$66	\$71	\$74	\$74	\$347	\$69
+/- % - Charities	51%	75%	103%	134%	169%	99%	
+/- % - Municipality	33%	35%	38%	39%	39%	37%	

Exhibit 1.0 – 5 Year SQ Forecast (all stakeholders)



Calendar 2011 Site Experience

Exhibit 2.0 - Current State Summary – 2011 Results



The exhibit above illustrates the cash flow effect of all three current stakeholders involved with Meadowvale Bingo. The city's funding remains flat lined, even though net revenues to Charity Association and the Operator are on the decline. How sustainable will this be in the future is anyone's guess.

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Scenario Analyses

The following two additional (and realistic) scenarios were developed to reflect possible outcomes of the future Meadowvale. Current bingo conditions across the country reflect an average decline of roughly 8% per year. The exhibit below reflects an annual 10% drop in the net revenue at Meadowvale which has been the recent experience. A 4% session drop at Meadowvale represents a reduction of 52 sessions in Year 1 (i.e. one session per week). Meadowvale, on average, currently runs 24 bingo sessions per week.

Scenario 1 – Revenue and Session Decline

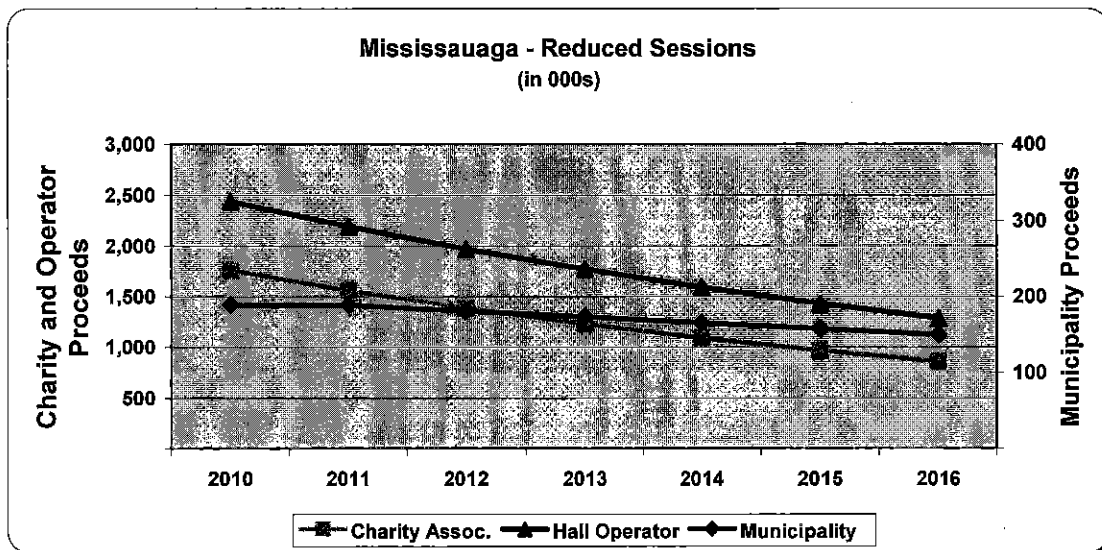
A 10.1% market decline coupled with a 4% decline in the number of patron sessions offered at Meadowvale facility (per year). This equates to one less session per week and has been reviewed by site management for reasonableness.

Table 4.0 and Related Graph – Business Volume and Patron Session Reductions (10% and 4% per year, respectively)

Reduced Sessions - (reduction of 52 sessions per year)

	2010 (Actual)	2011 (Actual)	Year 1 - 2012	Year 2 - 2013	Year 3 - 2014	Year 4 - 2015	Year 5 - 2016	5 yr Total (12-16)
Net Win - Bingo	\$4,924	\$4,425	\$3,978	\$3,575	\$3,213	\$2,888	\$2,596	\$16,249
Adjusted Net Win - Bingo	\$4,431	\$3,983	\$3,580	\$3,217	\$2,892	\$2,599	\$2,336	\$14,628
Gross Charity Proceeds - 45%	\$1,994	\$1,792	\$1,611	\$1,448	\$1,301	\$1,170	\$1,051	\$6,581
Municipal Licensing Fee	\$188	\$188	\$180	\$173	\$165	\$157	\$149	\$824
Provincial Licensing Fee (assumed)	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$250
Net to Charity before Admin Fees & HST	\$1,756	\$1,554	\$1,381	\$1,225	\$1,087	\$963	\$852	\$5,507
Gross Hall Operator Commission - 55%	\$2,437	\$2,191	\$1,969	\$1,770	\$1,590	\$1,429	\$1,285	\$8,041
Number of Sessions	1254	1202	1150	1098	1046	994	942	8650

The table above illustrates significant reductions to charity receipts and municipal licensing fees if the current trend continues and management takes action to cut costs in order to better match business volumes.



Scenario 2 - The closure of Meadowvale Bingo in two years time

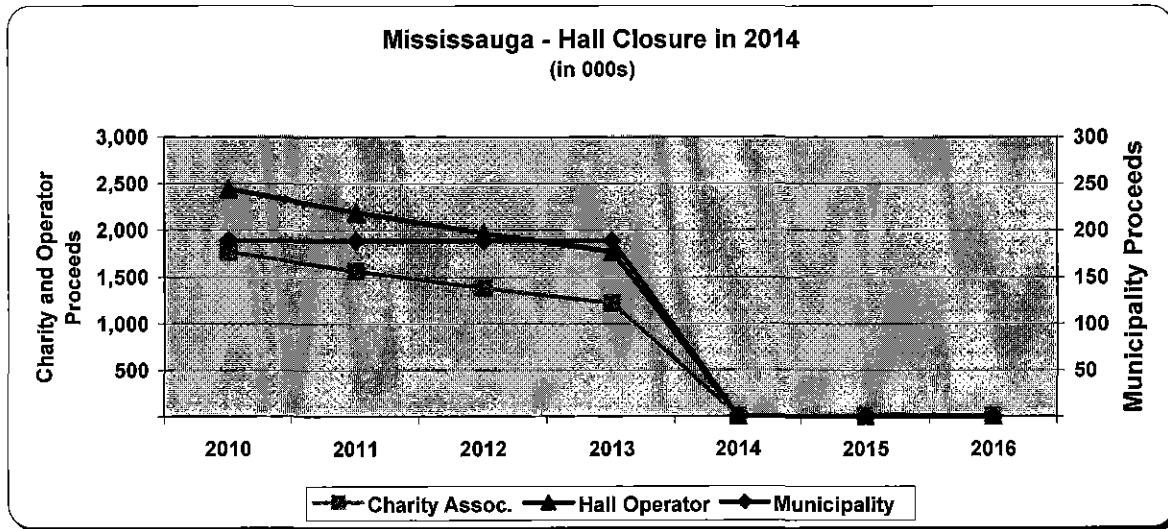
A potential site closure is not an unrealistic scenario according to site management. The effects are devastating for all stockholder's involved, including people employed at site level. It is uncertain whether the other bingo hall will absorb all of the current revenue from Meadowvale Bingo or even offer more sessions for patrons. This will reduce net funding per charity and also reduce funds earned by the host city.

Exhibits are shown below.

Table 5.0 and Related Graph – Site closure in 2014

Hall Closure in 2014 (Year 3)

	2010 (Actual)	2011 (Actual)	Year 1 - 2012	Year 2 - 2013	Year 3 - 2014	Year 4 - 2015	Year 5 - 2016	5 yr Total (12-16)
Net Win - Bingo	\$4,924	\$4,425	\$3,978	\$3,575	\$	\$	\$	\$7,552
Adjusted Net Win - Bingo	\$4,431	\$3,983	\$3,580	\$3,217	\$	\$	\$	\$6,797
Gross Charity Proceeds - 45%	\$1,994	\$1,792	\$1,611	\$1,448	\$	\$	\$	\$3,059
Municipal Licensing Fee	\$188	\$188	\$188	\$188	\$	\$	\$	\$752
Provincial Licensing Fee (assumed)	\$50	\$50	\$50	\$50	\$	\$	\$	\$200
Net to Charity before Admin Fees & HST	\$1,756	\$1,554	\$1,373	\$1,210	\$	\$	\$	\$2,589
Gross Hall Operator Commission - 55%	\$2,437	\$2,191	\$1,969	\$1,770	\$	\$	\$	\$3,736





Corporate Report

Clerk's Files

Originator's
Files

4.

DATE: April 11, 2012

TO: Chair and Members of General Committee
Meeting Date: April 18, 2012

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

SUBJECT: **2012 South Asian Canada Day Grant Request**

GENERAL COMMITTEE

APR 18 2012

RECOMMENDATION: That the grant request for the 2012 South Asian Canada Day outlined in the report "2012 South Asian Canada Day Grant Request", dated April 11, 2012, from the Commissioner of Community Services, be denied.

BACKGROUND: The annual recommendations for grants under the 2012 Community Cultural Festivals and Celebrations grant program were presented to General Committee on March 21, 2012. Included in the grant recommendations was a request from the South Asian Canada Day committee for funding of \$20,000 to support their annual event. The arms length grant assessment panel, who review and evaluate all grant requests, recommended no grant for this group. At the General Committee meeting a deputation from the South Asian Canada Day committee resulted in this request being deferred. Recommendation GC-0149-2012 states: "That the Cultural Festivals and Celebrations Grant Application for the South Asian Canada Day be deferred until after the April 2, 2012 meeting with Mayor Hazel McCallion, the Culture Division staff and the applicants."

COMMENTS: Mayor McCallion, Susan Burt, director, Culture Division and two representatives of South Asian Canada Day, Masood Khan and Zeshan Khan attended a meeting on April 2, 2012 to discuss the grant application. The reasons for the assessors' recommendation of no grant award were reviewed. Representatives from South Asian Canada Day

4a)

committee disputed these concerns. Mayor McCallion examined the grant submission alongside the application questions and requirements and concluded the assessors' recommendation was appropriate. As a result, staff continue to support the original conclusion that the grant request be denied.

FINANCIAL IMPACT: N/A

CONCLUSION: As directed by General Committee recommendation GC-0149-2012, Mayor McCallion and staff from the Culture Division met with representatives of the South Asian Canada Day committee to review their 2012 grant request. As a result of this meeting, Mayor McCallion concluded the assessors' recommendation for no grant to South Asian Canada Day was appropriate. Staff concur and consequently recommend this grant request be denied.



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

Prepared By: Susan Burt, Director, Culture Division



Corporate Report

Clerk's Files

Originator's
Files

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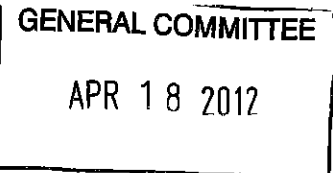
5.

DATE: March 28, 2012

TO: Chair and Members of General Committee
Meeting Date: April 18, 2012

FROM: Martin Powell, P. Eng.
Commissioner of Transportation and Works

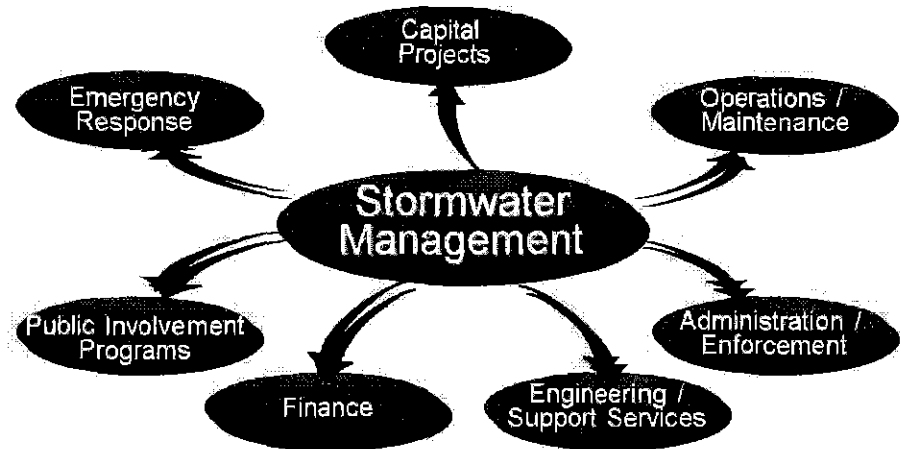
SUBJECT: **Stormwater Financing Study – Briefing Report**



RECOMMENDATION: That the report dated March 28, 2012 from the Commissioner of Transportation and Works titled *Stormwater Financing Study – Briefing Report* be received for information.

BACKGROUND: The City's stormwater management system comprises valuable infrastructure assets including storm sewers, catchbasins, inlets and outlets, bridges and culverts, watercourses and ponds. The management of these assets includes the design and construction of capital projects such as stormwater management ponds, stream rehabilitation and flood mitigation works, operations, maintenance and rehabilitation of existing infrastructure, environmental compliance, emergency response and clean-up, street sweeping and the enforcement of by-laws among other activities. By controlling the quality and quantity of stormwater reaching our streams and rivers, stormwater management systems protect the health and safety of the public and the natural environment.

The illustration below highlights the multiple facets of the City's stormwater management system and programs.



The City has consistently invested in its stormwater infrastructure, however it is aging and will incur additional operation, maintenance and capital improvement costs over time to sustain sufficient levels of service that are required from a regulatory standpoint as well as achieving service delivery expectations of residents and businesses. It is expected that the City will face additional pressures in the future that will leave the stormwater management program competing for limited public funds.

In order to support current and future stormwater management programs, alternative funding options beyond property taxes and development charges need to be explored.

A number of Ontario municipalities have already transitioned to alternative financing. Over the last few years, the Town of Aurora and the Cities of London, St. Thomas, Kitchener and Waterloo have implemented stormwater user fees of various types. Most notably, the City of Kitchener has implemented a stormwater rate that charges property owners in accordance with their individual stormwater runoff contribution based on the amount of impervious area on their property. The Towns of Markham and Richmond Hill are currently studying the feasibility of stormwater rates, and it is staff's understanding that the City of Hamilton is proceeding with the implementation phase of a stormwater rate.

In February of 2012, a consulting team led by AECOM was retained

by the City to undertake a Stormwater Financing Study.

This report provides a summary of the work plan for the study along with its current status and the anticipated schedule for its completion.

COMMENTS:

The consulting team has been tasked to identify, review and evaluate alternative funding mechanisms to support the City's stormwater management program and to recommend the preferred funding approach. To achieve this goal, the following steps will be undertaken by the project team:

- compile and quantify the cost of the City's existing stormwater management program including operations and maintenance, asset management, planning and monitoring activities and capital plans
- develop and evaluate various stormwater management program options based on varying levels of service and recommend a program that will meet the desired levels of service, targets for compliance with regulations and other future pressures
- review available stormwater financing options
- recommend the preferred option that offers a fair and equitable method for allocating the costs of the stormwater management program
- develop a strategy to implement the recommendations

An integral part of this study is the formation of a Stormwater Financing Stakeholder Group (SFSG). Members from this group of between 25 and 30 participants will include representatives from stakeholders such as ratepayer groups, the business and development communities, tax-exempt properties and others such as conservation authorities. They will be asked to represent the views of their organizations or sector and provide advice and input on issues such as overall community goals and the priorities of the City's stormwater management program and setting an affordable/sustainable level of service and expenditure to meet these needs.

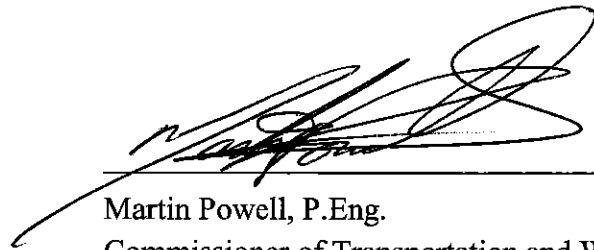
With respect to the current status of this project, City staff and its consulting team are compiling and analyzing data on the City's existing and future stormwater management programs with respect to capital projects and operations and maintenance. Invitation letters to

solicit membership for the SFSG will be sent in early April and it is hoped that the first of six meetings will commence by the end of April. The first public information centre is tentatively targeted for May, 2012 and it is staff's intention to report back to General Committee in October, 2012 with the recommended funding allocation for the City's stormwater management program, the funding mechanism and the plan for its implementation.

STRATEGIC PLAN: The undertaking of a Stormwater Financing Study falls under the Living Green Strategic Pillar and all of its strategic goals to Lead and Encourage Environmentally Responsible Approaches and Conserve, Enhance and Connect Natural Environments and Promote a Green Culture.

FINANCIAL IMPACT: Any future financial impacts will be determined over the course of the Stormwater Financing Study.

CONCLUSION: The Stormwater Financing Study is looking into dedicated funding options for the long-term protection and enhancement of water resources in the City of Mississauga through effective and efficient stormwater management infrastructure capital construction, operation and maintenance programs.



Martin Powell, P.Eng.
Commissioner of Transportation and Works

*Prepared By: Lincoln Kan, P.Eng.
Manager, Environmental Services*



Corporate Report

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6.

DATE: April 3, 2012

TO: Chair and Members of General Committee
Meeting Date: April 18, 2012

FROM: Martin Powell, P. Eng.
Commissioner of Transportation and Works

SUBJECT: **Lower Driveway Boulevard Parking
Forrestdale Circle (Ward 10)**

GENERAL COMMITTEE

APR 18 2012

RECOMMENDATION: That a by-law be enacted to amend By-law 555-2000, as amended, to implement lower driveway boulevard parking between the curb and sidewalk, at anytime, on the north, west and south side (outer circle) of Forrestdale Circle.

BACKGROUND: The Transportation and Works Department has received a completed petition from an area resident to implement lower driveway boulevard parking on Forrestdale Circle. A sidewalk is present on the north, west and south side (outer circle) of the road and lower driveway boulevard parking between the curb and sidewalk is currently prohibited. Three (3) hour parking is permitted on Forrestdale Circle.

COMMENTS: To determine the level of support for lower driveway boulevard parking between the curb and sidewalk, a parking questionnaire was distributed to the residents of Forrestdale Circle on February 29, 2012.

Fifty-eight (58) questionnaires were delivered and 23 (40%) were returned; 19 (83%) supported the implementation of lower driveway boulevard parking and 4 (17%) were opposed.


6a) Since greater than 66% of the total respondents support lower driveway boulevard parking, the Transportation and Works Department recommends implementing lower driveway boulevard parking between the curb and sidewalk, at anytime, on the north, west and south side (outer circle) of Forrestdale Circle.

The Ward Councillor supports the proposal for lower driveway boulevard parking. The existing 3-hour on-street parking will be maintained.

FINANCIAL IMPACT: Costs for the sign installations can be accommodated in the 2012 Current Budget.

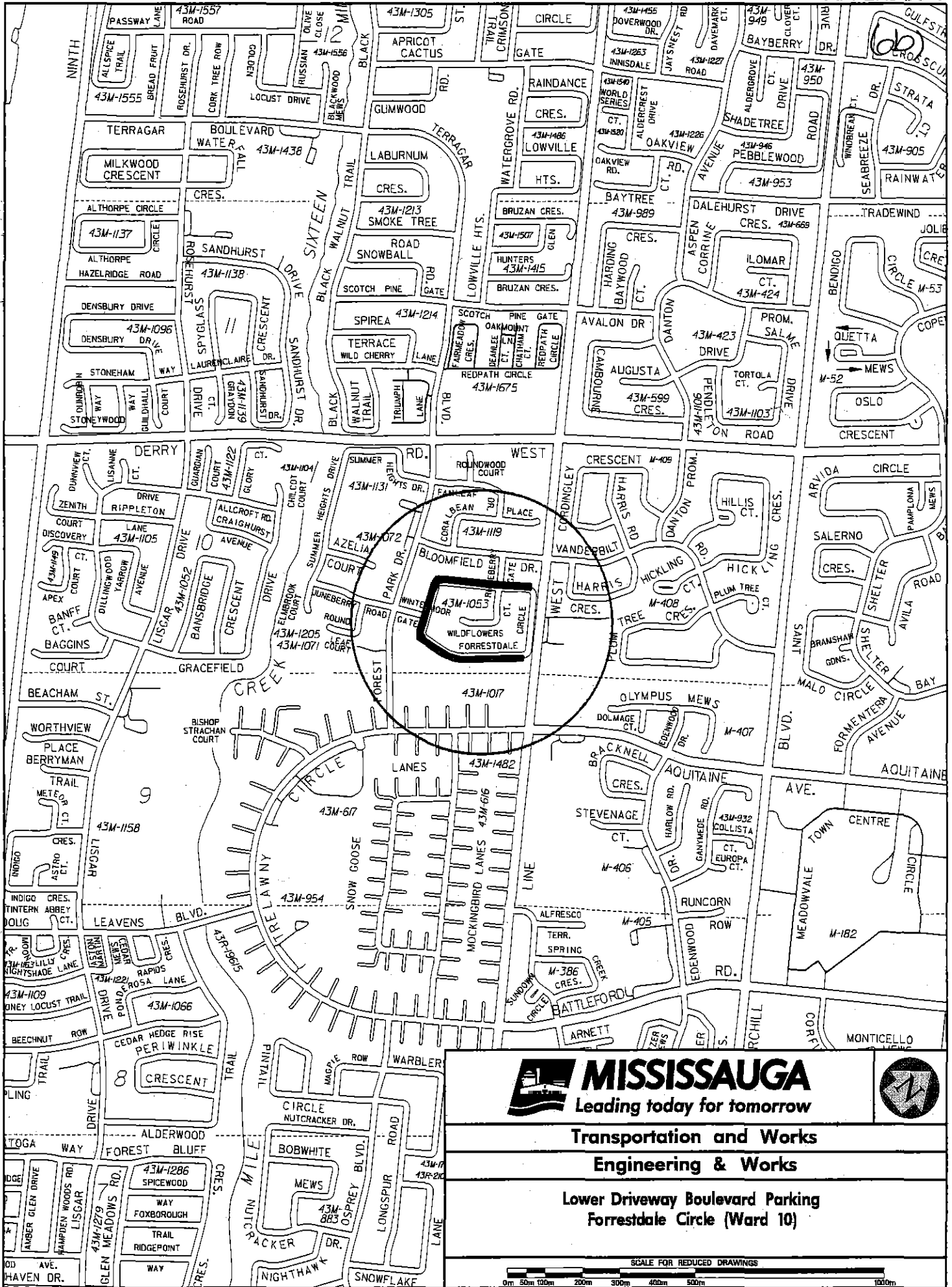
CONCLUSION: Based on the results of the questionnaire, the Transportation and Works Department supports lower driveway boulevard parking between the curb and sidewalk, at anytime, on the north, west and south side (outer circle) of Forrestdale Circle.

ATTACHMENTS: Appendix 1: Location Map: Lower Driveway Boulevard Parking Forrestdale Circle (Ward 10)



Martin Powell, P. Eng.
Commissioner of Transportation and Works

Prepared By: Alex Liya, Traffic Operations Technician

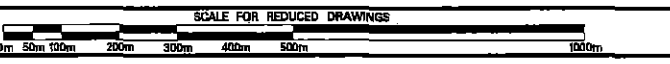


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**Transportation and Works
Engineering & Works**

**Lower Driveway Boulevard Parking
Forrestdale Circle (Ward 10)**





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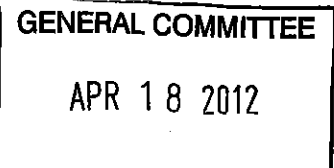
7.

DATE: April 2, 2012

TO: Chair and Members of General Committee
Meeting Date: April 18, 2012

FROM: Martin Powell, P.Eng.
Commissioner of Transportation and Works

SUBJECT: **Corporate Policy - Closed Circuit Television (CCTV) Traffic Monitoring Systems**



RECOMMENDATION: That the proposed Corporate Policy and Procedure entitled "Closed Circuit Television (CCTV) Traffic Monitoring Systems" attached as Appendix 1 to the Corporate Report dated April 2, 2012 from the Commissioner of Transportation and Works be approved.

BACKGROUND: As part of the Transportation and Works Department Intelligent Transportation System initiative, Closed Circuit Television (CCTV) Traffic Monitoring is an effective means of ensuring the efficiency and safety of City roads, the individuals who use them, and the assets located within the municipal road allowance.

The need to ensure optimal efficiency and safety must be balanced with an individual's right to privacy.

To achieve this balance, the establishment of policy and procedure is required to address:

- the installation and operation of the CCTV Traffic Monitoring System;
- the use of the information obtained through the CCTV Traffic Monitoring System; and
- custody, control and access to any records created.

The purpose of this report is to seek approval for the proposed Corporate Policy and Procedure on Closed Circuit Television (CCTV) Traffic Monitoring Systems.

PRESENT STATUS: Currently, the use of video surveillance at any City facility is subject to Corporate Policy and Procedure – Video Surveillance (Policy No. 03-10-02). The Video Surveillance policy addresses privacy implications as they apply to video surveillance efforts; however, it does not specifically deal with traffic camera monitoring efforts within the municipal road allowance.

As part of the Intelligent Transportation System initiative, Transportation and Works has successfully deployed traffic monitoring cameras at 14 locations to monitor traffic conditions in real time. This monitoring ability will be able to detect traffic congestion and make adjustments to traffic signal timings in order to mitigate congestion. Additional traffic monitoring cameras are scheduled to be introduced over the next two years at key traffic signal locations, pending power and communication availability.

With the introduction of a CCTV Traffic Monitoring System within the municipal road allowance, privacy implications need to be addressed.

COMMENTS: The proposed CCTV Traffic Monitoring System policy addresses the following:

- The installation, operation and maintenance of the CCTV Traffic Monitoring System, including roles and responsibilities.
- The use of information obtained through CCTV Traffic Monitoring System within the municipal road allowance.
- The custody, control, accessibility to and retention of records created through the CCTV Traffic Monitoring System within the municipal road allowance.

The use of the CCTV Traffic Monitoring System by Corporate Security for the purposes of conducting or aiding in an investigation pertaining to a law enforcement issue is subject to Corporate Policy and Procedure – Video Surveillance (Appendix 1 - Policy No. 03-10-02).

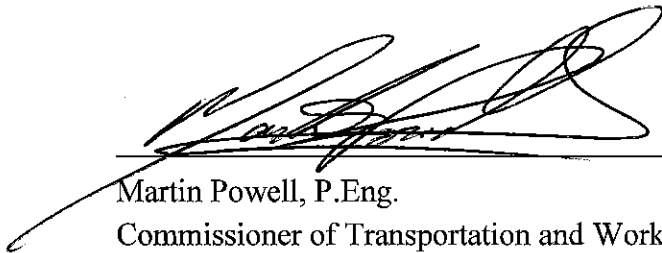
Provisions of the *Municipal Freedom of Information and Protection of Privacy Act*, as amended, were taken into consideration in drafting this Policy.

FINANCIAL IMPACT: The Transportation and Works Department, Engineering and Works Division will be responsible for the installation, operation and maintenance of the CCTV Traffic Monitoring System. Funding for the acquisition and installation of CCTV cameras and technology is included in the Transportation and Works Department Capital Budget.

The administration of this policy can be accommodated with existing resources.

CONCLUSION: The Closed Circuit Television (CCTV) Traffic Monitoring System is an effective tool to ensure the efficiency and safety of City roads, the individuals who use them, and the assets located within the municipal road allowance. The need to ensure efficiency and safety must be balanced with an individual's right to privacy. The proposed policy and procedures, Closed Circuit Television (CCTV) Traffic Monitoring Systems, has been established to achieve this balance.

ATTACHMENTS: Appendix 1: Corporate Policy and Procedure – Closed Circuit Television (CCTV) Traffic Monitoring Systems



Martin Powell, P.Eng.
Commissioner of Transportation and Works

*Prepared By: Al Sousa, P.Eng.
Manager, Traffic Engineering and Operations*

7c

Corporate Policy and Procedure



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TAB: ROADS AND TRAFFIC
 SECTION: TRAFFIC OPERATIONS
 SUBJECT: CLOSED CIRCUIT TELEVISION (CCTV) TRAFFIC MONITORING SYSTEMS

POLICY STATEMENT The City of Mississauga may install Closed Circuit Television (CCTV) Traffic Monitoring System cameras within the Municipal Road Allowance.

POLICY PURPOSE CCTV traffic monitoring, when utilized with other Intelligent Transportation System (ITS) measures, is an effective means of ensuring the efficiency and safety of City roads, the individuals who use them, and the assets located within the Municipal Road Allowance. The need to ensure optimal efficiency and safety must be balanced with an individual's right to privacy. The purpose of this policy is to establish procedures which are intended to achieve this balance. Specifically, this policy addresses requirements and responsibilities with respect to:

- the installation and operation of the CCTV Traffic Monitoring System;
- the use of the information obtained through the CCTV Traffic Monitoring System; and
- custody, control and access to any Records created.

LEGISLATED REQUIREMENTS This policy reflects the provisions of the *Municipal Freedom of Information and Protection of Privacy Act* (MFFIPA), as amended. Refer to Corporate Policy and Procedure - Freedom of Information and Protection of Privacy for general information regarding MFFIPA.

SCOPE This policy applies to the CCTV Traffic Monitoring System installed by the City within Municipal Road Allowances.

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Any use of the CCTV Traffic System by Corporate Security, Facilities and Property Management, Corporate Services Department, for the purposes of conducting or aiding in an investigation pertaining to a law enforcement issue is subject to Corporate Policy and Procedure - Corporate Administration - Video Surveillance.

DEFINITIONS

For the purposes of this policy:

“CCTV Traffic Monitoring System” or “CCTV Traffic System” means any system or device that enables continuous or periodic recording, observing or monitoring of the Municipal Road Allowance. The information collected through the CCTV Traffic System will be routinely overwritten.

“Incident” means an event within the Municipal Road Allowance involving a vehicle(s), pedestrian(s), and/or cyclist(s) that causes interruption to the normal traffic patterns within the Municipal Road Allowance.

“Manager” means the Manager, Traffic Engineering and Operations, Engineering Works Division, Transportation and Works Department, or his/her designate, in writing.

“Municipal Road Allowance” means the width of the roadway from the property line on one side of the roadway to the property line on the opposite side of the roadway, for roadways within the boundaries of the City of Mississauga, whether under the jurisdiction of the City of Mississauga or the Region of Peel.

“Record” means information that has been retrieved from the CCTV Traffic System while it is being utilized for the purpose of traffic monitoring and is stored in a media format that allows the image(s) to be viewed for the purposes outlined in this policy only. There are two (2) types of Records:

“Corporate Security Records” means Records that were

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created by Corporate Security at the request of law enforcement agencies or as a result of a request received under MFFIPA.

“Engineering and Works Records” means Records that were created by Corporate Security at the request of Engineering and Works staff in order to assess the effectiveness of traffic system and efficiency measures.

ADMINISTRATION

The City's Transportation and Works Department, Engineering and Works Division will be responsible for the installation, operation and maintenance of the CCTV Traffic System, the administration of this policy and the custody and security of any Engineering and Works Records.

Corporate Security, Facilities and Property Management, Corporate Services Department, will be responsible for the custody and security of any Corporate Security Records.

Information Technology will be responsible for the network infrastructure service provisions of the CCTV Traffic System infrastructure.

CCTV TRAFFIC SYSTEMS

Use of CCTV Traffic Systems

The use of the CCTV Traffic System, including specific camera positions, is determined on the basis of reasonable and justifiable grounds for the purposes of the provision of public road safety, determining traffic flow and assisting in Incident detection and mitigation within the Municipal Road Allowance.

CCTV Camera Location

Each proposed CCTV camera position will be assessed on a case-by-case basis to determine the effects the CCTV Traffic System may have on movement within the Municipal Road Allowance. The City will take all reasonable steps to mitigate any adverse effects. For example, no CCTV camera will be placed so that it views into an area where individuals have a greater expectation of

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privacy, such as private buildings or other facilities which are not within the Municipal Road Allowance.

Approval

All locations for the installation of the CCTV Traffic System require the approval of the Manager:

ACCOUNTABILITY

Departmental Directors

All applicable departmental directors are accountable for:

- ensuring all applicable managers/supervisors are aware of this policy and of any subsequent revisions; and
- ensuring compliance with this policy.

Manager,
Traffic Engineering and
Operations

The Manager is responsible for:

- creating, maintaining and reviewing protocols for the installation, operation and use of the CCTV Traffic System and for the control of and access to the CCTV Traffic System;
- designating persons to operate the CCTV Traffic System and maintaining an up-to-date list; only those who have been designated may be permitted to operate the CCTV Traffic System;
- providing Corporate Security with a list of persons authorized to request Engineering and Works Records;
- ensuring that all CCTV Traffic System monitoring equipment and devices are securely stored in a controlled access area;
- establishing a training program for the operation of the equipment, including responsibilities with respect to protection of privacy and confidentiality, and ensuring that all operators are trained appropriately;
- maintaining custody and security of all Engineering and Works Records, from creation through to final disposition; and
- ensuring that all proposed changes or additions to the CCTV Traffic System meet the requirements of this policy, as well as other City policies and by-laws, prior to implementation.

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Corporate Security

Corporate Security is responsible for:

- and reviewing protocols for the custody, control, access to and retention of Corporate Security Records created from the CCTV Traffic System;
- maintaining custody and security of all Corporate Security Records, from creation through to final disposition;
- accessing the data collected and stored by the CCTV Traffic System to provide Engineering and Works Records to designated staff in accordance with this policy; and
- authorizing access to CCTV Traffic System information or creating Corporate Security Records in accordance with this policy.

Information Technology

Information Technology is responsible for the network infrastructure service provisions for the CCTV Traffic System, on behalf of the Engineering and Works Division.

Managers/Supervisors

Managers/supervisors with staff who are responsible for the installation, operation and use of the CCTV Traffic System and/or the custody, control, access to or retention of CCTV Traffic System information or Records are accountable for:

- ensuring that each member of staff in their respective work units have signed an acknowledgement that they have read this policy and any subsequent revisions, and that staff are aware of any related protocols;
- ensuring applicable staff are trained on this policy and any related protocols, as well as any subsequent revisions, with respect to their specific job function; and
- ensuring staff comply with this policy and follow any related protocols.

Employees

Applicable employees are responsible for:

- reviewing this policy and/or attending training related to this policy, as required;
- complying with this policy in performing their duties and

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functions related to the operation of the CCTV Traffic System;

- refraining from accessing or using the information contained in the CCTV Traffic System, its components, files, or databases for personal reasons, or destroying, erasing or altering any Record or information without proper authorization; and
- protecting the privacy of individuals with respect to personal information under MFIPPA.

USE OF INFORMATION COLLECTED

CCTV Traffic Systems are not surveillance systems and are intended for the purpose of traffic monitoring only. The information collected through CCTV Traffic Systems will be used only:

- to assess the effectiveness of traffic system and efficiency measures, such as traffic signal timing plans, works maintenance operations programs, temporary work zones, etc.;
- to mitigate the effects of detected Incidents which impact the normal traffic patterns within the Municipal Road Allowance;
- to provide law enforcement agencies with evidence related to an Incident or, upon request, other occurrence under police investigation; and
- for Transportation and Works to investigate Incidents involving the safety of pedestrians, cyclists, motorists or City assets.

INFORMATION AND RECORDS MANAGEMENT

The information collected through the CCTV Traffic System is retained in accordance with system requirements (e.g. captured images will be routinely over-written). A Record will be created from the information collected only when requested under the "Use of Information Collected" section of this policy, provided the requested information has not already been over-written. No

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other Records will be created or retained.

Access Restrictions

In accordance with MFFIPA, access to the information or Records created by the CCTV Traffic System is restricted. Access is limited to:

- individuals responsible for the operation or administration of the CCTV Traffic System;
- individuals who have a legitimate need to access the information for one of the purposes listed in the "Use of Information Collected" section of this policy; and
- individuals whose request for access under MFFIPA has been granted.

When used in this policy, "access" means any of the following:

- Corporate Security staff may provide a summary of the information collected;
- the information may be viewed in the presence of Corporate Security staff; or
- if required by a law enforcement agency or Engineering and Works staff, a Record of the information may be provided.

Access Procedures – Requests from Engineering and Works

Engineering and Works staff designated by the Manager may contact Corporate Security directly by email to obtain a Record when it is required for the purpose of traffic monitoring only. Corporate Security will create an Engineering and Works Record and forward it to the requestor. Engineering and Works staff will keep a log for audit purposes that includes:

- the date and time at which the Record was received;
- the identification of the staff person requesting the Record; and
- the specific reason for the request.

Access Procedures – Requests from Other Sources

Only those having a legitimate need to view CCTV Traffic System information or a Record will be given access.

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An access request form must be completed and submitted to Corporate Security. In making a determination, Corporate Security may consult with Legal Services and/or the Freedom of Information Coordinator, Office of the City Clerk, Corporate Services Department.

When access to CCTV Traffic System information or a Corporate Security Record is given, the following information will be logged for audit purposes:

- the date and time at which the access was allowed or the date on which disclosure was made;
- the identification of the party who was allowed access or to whom disclosure was made;
- the reason for allowing access or disclosure;
- the extent of the information to which access was allowed or which was disclosed; and
- provisions for the return of the Corporate Security Record or its destruction.

Staff who have authorized access to CCTV Traffic System information or any Corporate Security Record created through the CCTV Traffic System will be required to sign a written agreement regarding his or her duties, obligations, and responsibilities with respect to the confidentiality, use and disclosure of the Corporate Security Record.

Unauthorized Disclosure

Any unauthorized disclosure of CCTV Traffic System information is cause for disciplinary action, up to and including termination of employment.

Any City of Mississauga employee having knowledge of any unauthorized disclosure of an Engineering and Works Record must immediately inform the Manager of the breach.

The Manager, Corporate Security, must be informed of any

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unauthorized disclosure of a Corporate Security Record.

The Manager will inform the Freedom of Information Coordinator, and together they will take all reasonable actions to recover the Record and limit the Record's exposure.

REFERENCE:

LAST REVIEW DATE:

CONTACT:

For more information related to the CCTV Traffic System, contact the Engineering and Works Division, Transportation and Works Department.

For more information related to Corporate Security Records, contact Corporate Security, Facilities and Property Management, Corporate Services Department.

For more information related to MFFIPA, contact Legislative Services/Office of the Clerk, Corporate Services Department.



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8.

DATE: March 23, 2012

TO: Chair and Members of General Committee
Meeting Date: April 18, 2012

GENERAL COMMITTEE
APR 18 2012

FROM: Martin Powell, P.Eng.
Commissioner of Transportation and Works

SUBJECT: **Single Source Award for the Relocation of Transit Shelters
CBS Outdoor F.A. 49.512-12.**

RECOMMENDATION: That the purchasing agent be authorized to execute the necessary agreements with CBS Outdoor for the relocation of transit shelters for a period of three years for an estimated amount of \$500,000 (plus tax).

BACKGROUND: MiWay operates bus services providing public amenities in the form of bus shelters at locations where passenger boardings meet the warrant.

Bus shelters are installed and maintained under a multi-year contract that started in July 2000 and ends in 2018 (By-law 613-91 amended 10-94). During the term of this contract, CBS is responsible for the removal, storage and relocation of installed shelters on request. While new installations on the predetermined installation plan and subsequent maintenance is free of cost to the City, there is a charge for relocations.

Each removal and reinstallation has a cost specific to that location.

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Reasons for relocation or removal and reinstallation:

Regional Road Works

- In this case the Region transfers funds to transit for payment on a case by case basis.

City Road Works

- In this case the respective City road work project transfers funds to transit for payment on a case by case basis.

Low Patronage

- Locations where the patronage has dropped to an extent where the shelter may be relocated to a needy location. Cost to transit on a case by case basis.

Customer Requests

- These relocations are due to customer demands and where determined to be justified, cost to transit on a case by case basis.

Non-MiWay new installations are for GO Transit requirements and are installed on request for their customers at locations where MiWay does not have stops or where boardings do not meet warrants. There is no cost to the City.

COMMENTS:

According to the purchasing By-law 374-06, Schedule A - 1 (a) (iii) and Schedule A - 1 (b) (v), Council is authorized to accord approval for issue of a PO to the vendor CBS upon recommendation of the department head.

- (a) the consideration is \$500,000 or less;
- (b) all applicable Council approved policies have been met;
- (c) funding for this initiative is from sources other than the City;
- or
- (d) the funds are within budgets existing or approved by City Council.

FINANCIAL IMPACT: No additional funding is required.

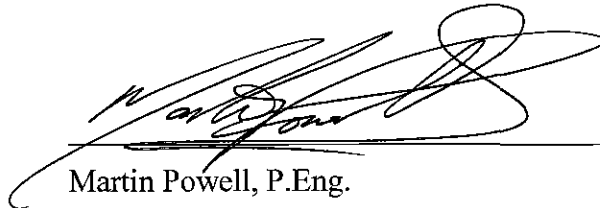
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CONCLUSION:

The City is under contract with CBS Outdoor for the supply and installation of bus shelters in the City of Mississauga. Every year, due to various needs and construction activities, shelters require relocation. These requirements are over and above the contractor's contractual obligations and as such the requester is obligated to pay the vendor for work carried out.

CBS Outdoor is the authorized vendor as per By-law 613-91 (amended 10-94) for supply/install/repair/relocate and maintain all transit shelters in the City of Mississauga. Therefore, a PO may be issued to CBS in the amount of \$ 500,000 to pay for the relocations over a period of three years (to be reviewed at the end of the third year).

Funding for relocations are borne by the agency requesting the relocations or new installations (Peel, GO Transit [new], City of Mississauga) through their funding sources. Costs for relocations to meet customer demands are to be paid through existing budgets.



Martin Powell, P.Eng.

Commissioner of Transportation and Works

*Prepared By: Sunil Kanamala, Transit Facilities Planning Project
Leader, Transit*



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MG.23.REP

9.

DATE: April 3, 2012

TO: Chair and Members of General Committee
Meeting Date: April 18, 2012

FROM: Martin Powell, P. Eng.
Commissioner of Transportation and Works

SUBJECT: **Mississauga Bus Rapid Transit (BRT) Project – Amendment to
the MTO Construction and Maintenance Agreement
(Wards 3 and 4)**

GENERAL COMMITTEE

APR 18 2012

RECOMMENDATION: That a by-law be enacted to authorize the Commissioner of Transportation and Works and the City Clerk to execute and affix the corporate seal on behalf of the City an amending agreement to amend the current agreement with Her Majesty the Queen in right of the Province of Ontario as represented by the Minister of Transportation for the Province of Ontario (MTO) and Metrolinx for the construction and maintenance of the Mississauga Bus Rapid Transit (BRT) Project within MTO lands and the Controlled Access Highway of King's Highway 403 from Hurontario Street easterly to Cawthra Road on the south side of King's Highway 403, in a form satisfactory to Legal Services.

BACKGROUND: The current agreement between MTO, Metrolinx and the City provides details on what is being constructed as part of the Mississauga BRT Project on MTO lands and outlines the cost sharing responsibilities on infrastructure and future maintenance and rehabilitation.

COMMENTS: The construction of the Mississauga BRT is well underway. Recently, an opportunity arose to place additional earth in the form of a berm in the area north of the busway and west of Cawthra Road. Placing the

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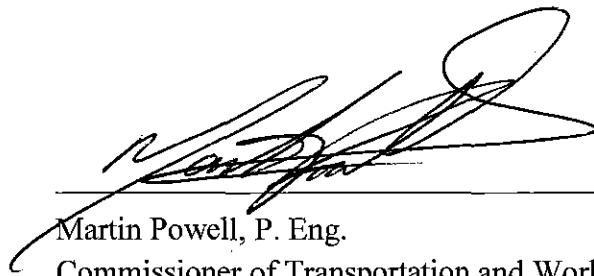
earth locally eliminates the need to truck the material to another location and results in reduced costs. Exercising this option requires changes to the existing agreement.

It is recommended that the Commissioner of Transportation and Works and the City Clerk be authorized to execute an amending agreement to the existing agreement to reflect this change.

FINANCIAL IMPACT: The current agreement between MTO, Metrolinx and the City provides details on responsibilities for future maintenance and rehabilitation of Mississauga BRT Project infrastructure on MTO land.

The City and Metrolinx will enter into a separate agreement to further define the funding responsibilities for the maintenance and operations of the Mississauga BRT Project.

CONCLUSION: This report is seeking authority for the Commissioner of Transportation and Works and the City Clerk to execute an amending agreement to the current agreement with the Ministry of Transportation for the Province of Ontario (MTO) and Metrolinx that outlines the responsibilities of each party for the construction and maintenance responsibilities of the Mississauga Bus Rapid Transit (BRT) Project on MTO land.



Martin Powell, P. Eng.
Commissioner of Transportation and Works

*Prepared By: Andy Harvey, MBA, P.Eng., PMP
Manager, Rapid Transit and Parking*



Corporate Report

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10.

DATE: March 21, 2012

TO: Chair and Members of General Committee
Meeting Date: April 18, 2012

FROM: Martin Powell, P. Eng.
Commissioner of Transportation and Works

SUBJECT: **Licence Agreement Between the
City of Mississauga, Suncor Energy Products Partnership and
2215296 Ontario Inc.
Pursuant to Site Plan Application
SP-10/166 (Ward 5)**

GENERAL COMMITTEE

APR 18 2012

RECOMMENDATION: That a by-law be enacted to authorize the Commissioner of Transportation and Works and the City Clerk to execute and affix the Corporate Seal to the Licence Agreement between Suncor Energy Products Partnership and 2215296 Ontario Inc. and the Corporation of the City of Mississauga to the satisfaction of the City Solicitor.

BACKGROUND: 2215296 Ontario Inc. is the owner of a parcel of land described as 7280 Dixie Road, Mississauga, Ontario, L5S 1E1, being composed of Part of Lot 12, Concession 3, EHS, designated as Part 4 on Plan 43R-23177 in the City of Mississauga. Suncor Energy Products Partnership is the owner of a parcel of land described as 7300 Dixie Road, Mississauga, Ontario, L5S 1E1, being composed of Part of Lot 12, Concession 3, EHS, designated as Parts 1 and 6 on Plan 43R-29523, in the City of Mississauga. Dividing the above-noted properties are lands owned by the City of Mississauga for the future extension of Drew Road.

A Licence Agreement currently exists with Petro-Canada (now Suncor Energy Products Partnership) for the temporary use of the

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City-owned lands for access purposes until such time as Drew Road is constructed and established as public highway.

2215296 Ontario Inc. has submitted a site plan application to construct a new truck gas bar with an accessory drive through and proposes access onto the City-owned lands reserved for the construction of the future Drew Road extension.

COMMENTS:

The Transportation and Works Department has identified that a new Licence Agreement will be required involving both Suncor Energy Products Partnership and 2215296 Ontario Inc. The Licence Agreement will save the City harmless from any acts, actions, damages or costs which may arise as a result of the use of the unopened portion of Drew Road. The format of the Licence Agreement has been reviewed and approved by Legal Services.

FINANCIAL IMPACT:

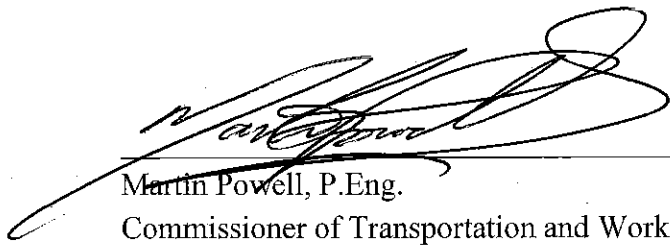
Not applicable.

CONCLUSION:

A new Licence Agreement with the City which includes both Suncor Energy Products Partnership and 2215296 Ontario Inc. is required. It is therefore recommended that a by-law be enacted to authorize the Commissioner of Transportation and Works and the City Clerk to execute and affix the Corporate Seal to the new Licence Agreement to the satisfaction of the City Solicitor.

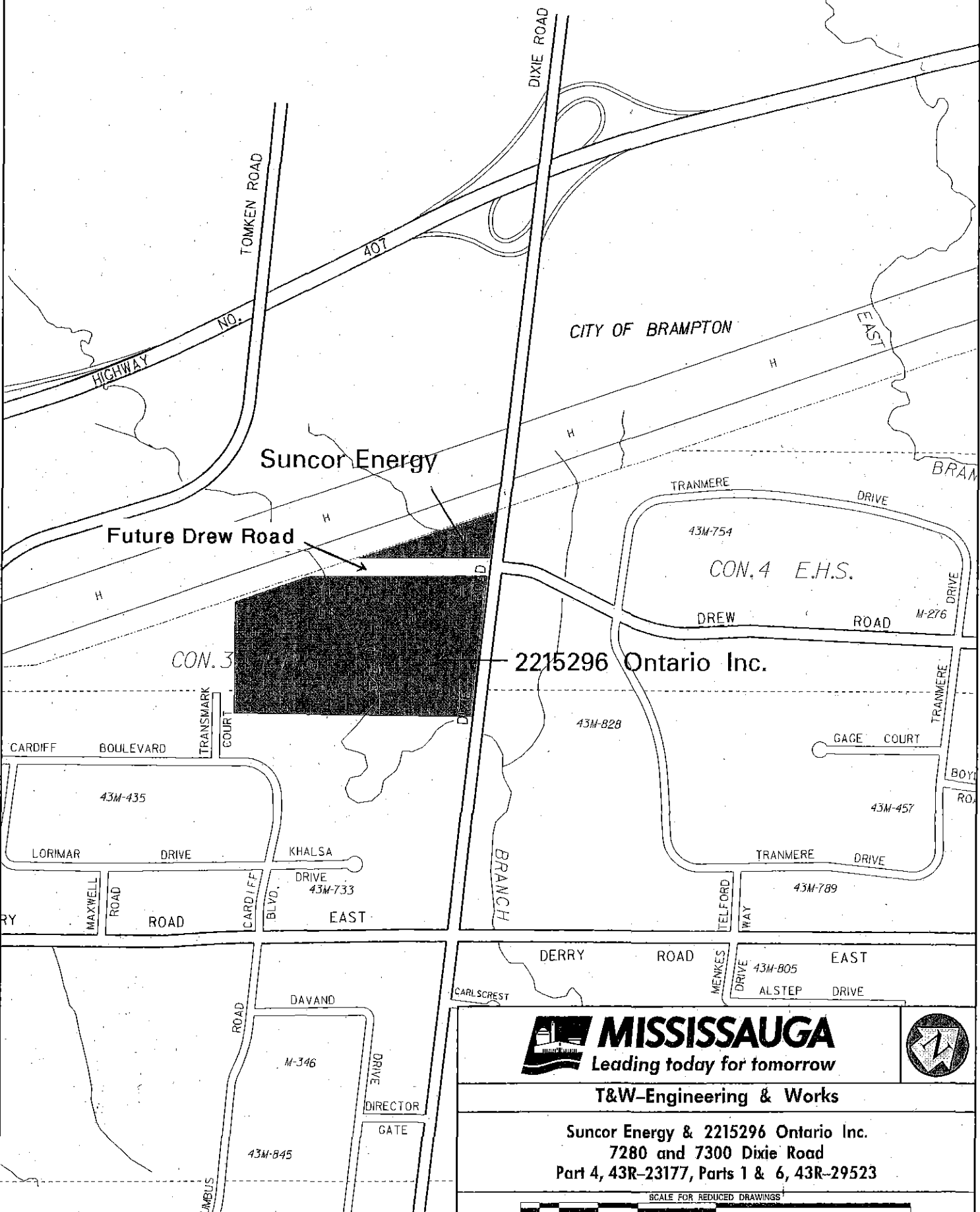
ATTACHMENTS:

Appendix 1 – Site Location Map – 7280 and 7300 Dixie Road.
Appendix 2 – Licence Agreement



Martin Powell, P.Eng.
Commissioner of Transportation and Works

*Prepared By John Salvino, C. Tech.
Development Engineering Technician*



T&W-Engineering & Works

Suncor Energy & 2215296 Ontario Inc.
 7280 and 7300 Dixie Road
 Part 4, 43R-23177, Parts 1 & 6, 43R-29523

SCALE FOR REDUCED DRAWINGS





Corporate Report

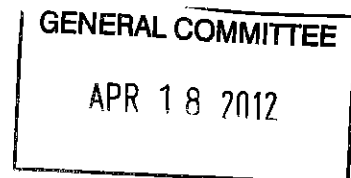
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CD. 10. 358

DATE: April 3, 2012

TO: Chair and Members of General Committee
Meeting Date: April 18, 2012



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

SUBJECT: **Region of Peel Proposal to Stockpile Material on Park #358
("Arsenals")
(Ward 1)**

- RECOMMENDATION:**
1. That the report dated April 3, 2012 from the Commissioner of Community Services, entitled "Region of Peel Proposal to Stockpile Material on Park #358 ("Arsenals"), Ward 1" be received for information;
 2. That notwithstanding that the City is not the owner of Park #358, the Commissioner of Community Services or designate be authorized to enter into negotiations with the Toronto and Region Conservation Authority and the Region of Peel to establish the conditions relating to the future development of Park #358, subsequent to the Region of Peel's proposed stockpiling of material, in order to secure appropriate site reinstatement and to reimburse the City for the cost of the delay in the park development schedule; and
 3. That the Commissioner of Community Services be authorized to execute any agreement(s) required to secure appropriate conditions for the use, site reinstatement and reimbursement for the delay in park development, and that such agreements be in a form satisfactory to Legal Services.

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BACKGROUND:

Park #358 (informally know as "Arsenals"), located at 1400 Lakeshore Road East adjacent to Marie Curtis Park in the City of Toronto (Appendix 1), was purchased in 1991 through a joint collaboration involving the City of Toronto, the Toronto and Region Conservation Authority (TRCA), the Region of Peel (ROP), the City of Mississauga (City) and the Province of Ontario. The lands were purchased for the purpose of park and open space. TRCA assumed ownership of the property.

Throughout the next eighteen years, the TRCA completed technical reports and site remediation works, developed concept plans for redevelopment of the site as a park and conducted public engagement. The TRCA worked alongside the Cities of Mississauga and Toronto in this regard. Given the site's adjacency to Toronto's Marie Curtis Park and the vision of a large regional waterfront destination consisting of both parks, the intention was that both municipalities would share the park development and operations and maintenance responsibilities for Park #358. Development of Park #358 was anticipated to start in 2009.

However, in that year the City of Toronto determined that they would not be party to any capital works or operating expenditures for Park #358 but would proceed to develop the adjacent Marie Curtis Park to align with the future development of Park #358.

In the last three years, the TRCA and City have continued to work cooperatively to move the Park #358 redevelopment project forward and City staff have given many presentations to the public at various community events and meetings, outlining that park design would commence in 2012 and construction in 2013, with an anticipated park opening in 2014. The preliminary concept for the park is shown on Appendix 2.

PRESENT STATUS:

Through recent discussions with the Region of Peel (ROP), Toronto Region Conservation Authority (TRCA), and Councillor Jim Tovey (Ward1), timelines for detailed design and construction of Park #358 have tentatively been deferred.

The ROP and the TRCA are considering options for the temporary stockpiling of up to 500,000 m³ (17,657,237 ft³) of excavated material and rubble generated from the Region's various underground water and sewer system projects including the Hanlan Feedermain project and, potentially, other City projects such as the Bus Rapid Transit

(BRT). The stockpile is estimated to rise to a height of approximately 8 m (26 ft). The use of Park #358 for stockpiling would defer timing of park development as the material would remain on site until used as lake fill for the construction of the Lakeview Waterfront Connection (LWC). TRCA anticipates that the ROP will have removed all the stockpiled materials from Park #358 by late 2017 or 2018, thereby deferring park construction from 2012/2013, by an estimated 5 years or more.

This approach provides the potential for the ROP to reduce the Hanlan feedermain project costs, with the community benefit of using the material to create a new, natural waterfront park/wetland along the shoreline in Lakeview, approximately 85 acres (34 ha) in size through the Lakeview Waterfront Connection (LWC) project. Regional Council has approved the LWC project.

Credit Valley Conservation (CVC) and the ROP are proponents of the LWC Project. The ROP is providing project oversight. CVC, as project manager, is leading the Environmental Assessment (EA) process for the LWC project with technical support from the TRCA. The Inspiration Lakeview Project Team at the City has been liaising with the LWC team as the waterfront connection advances towards the community vision. The first Public Information Centre was held on Thursday, February 23, 2012. At that meeting, the ROP presented the proposal to stockpile material on Park #358 (Appendix 3) and indicated that the proposal was being reviewed by the City.

The TRCA Board is tentatively scheduled to review and make a recommendation on the proposal for the stockpiling use at Park #358 at their upcoming meeting in April, 2012.

Should TRCA approve the use of Park #358 for stockpiling, the ROP will commence stockpiling, subject to approvals, as soon as possible in 2012. It should be noted that although the City has been working with the TRCA to move the park development project forward, the City does not have ownership of the lands in question, and as such, the approval rights of delaying the park development and stockpiling the land with excavated material rest with the TRCA.

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COMMENTS:

Conditions to Protect for Future Park Development

Should the stockpiling proposal proceed, City staff would like to protect the City's ability to develop Park #358 as parkland upon removal of the stockpiled materials. As such, City staff would like to work with staff from the TRCA and the ROP to secure the appropriate conditions for use and site reinstatement to ensure that the lands meet the appropriate standards for parkland development and use. Verbally, both the TRCA and ROP staff have confirmed that City staff will participate in these discussions, particularly as a portion of the material being stockpiled may be from City of Mississauga projects.

Further, City staff recommend that the City seek reimbursement from the ROP for the costs of delaying the park construction. These costs would be assessed in the future and may take the form of an "in-kind" contribution by the ROP towards the future park development.

It is estimated that park development will be delayed six years. The cost impact at 3.5% inflation is approximately \$1,650,000.

Other Agreements

As part of City staff discussions with the TRCA over the years, the TRCA has always identified funds that they would commit to the design and/or development of Park #358. Therefore, it is the intention of City staff to pursue an agreement with the TRCA in the near future to secure these funds (estimated at \$645,000) given the adjusted park development schedule should the stockpiling proposal proceed.

Subsequently, and closer to the adjusted park development schedule, City staff will pursue with the TRCA other agreements to address the park design and construction; management and operations with respect to Park #358.

Other Approvals

City staff has advised the ROP that there may be other matters required to be addressed to permit the stockpiling proposal. These matters may include the need for municipal planning approvals including amendments to the current OS2 (Open Space) Zoning of Park #358, to permit the stockpiling use. In addition, there will be a

requirement for a Heritage Impact Statement. City staff has advised the ROP to pursue these matters directly with the Planning and Building Department, and the Heritage Section of the Culture Division of the Community Services Department, respectively.

Public Communication

TRCA will continue as the lead on public communications with City staff support, regarding information about the stockpiling use, should it proceed, and the future park development of Park #358.

STRATEGIC PLAN: The development of the Arsenal lands as a destination park and natural area supports the Green Pillar for Change in the Strategic Plan which identifies the need to conserve, enhance and connect natural environments in the City of Mississauga. These goals are further defined in the City's Official Plan and final draft of the Living Green Master Plan. The Arsenal lands also support the "Connect" Strategic Pillar for Change in the Strategic Plan by helping to "Build Vibrant Communities" and "Create Great Public Spaces".

FINANCIAL IMPACT: Currently, funding in the amount of \$1,250,000 is available in approved capital projects for park design and construction. Furthermore, the 2012-2021 Capital Budget and Forecast, as approved by Council, includes washroom and park construction in 2013, at a forecasted cost of \$5,850,000 for a total cost of \$7,100,000.

Should there be a delay in the park development, it is recommended that the existing funding of \$1,250,000 be returned, and new funding be budgeted to correspond with a revised future park development schedule and updated costs, subject to capital budget review.

CONCLUSION: City staff recommend that should the stockpiling proposal proceed, the City secure conditions under which Park #358 may be used by the ROP for stockpiling, appropriate site reinstatement and reimbursement for the delay in park development; and that the City be party to these discussions, negotiations and any resulting legal agreements, if appropriate, with the TRCA and the ROP in this regard.

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ATTACHMENT:

Appendix 1: Arsenal location map

Appendix 2: Arsenal Preliminary Block Concept Plan

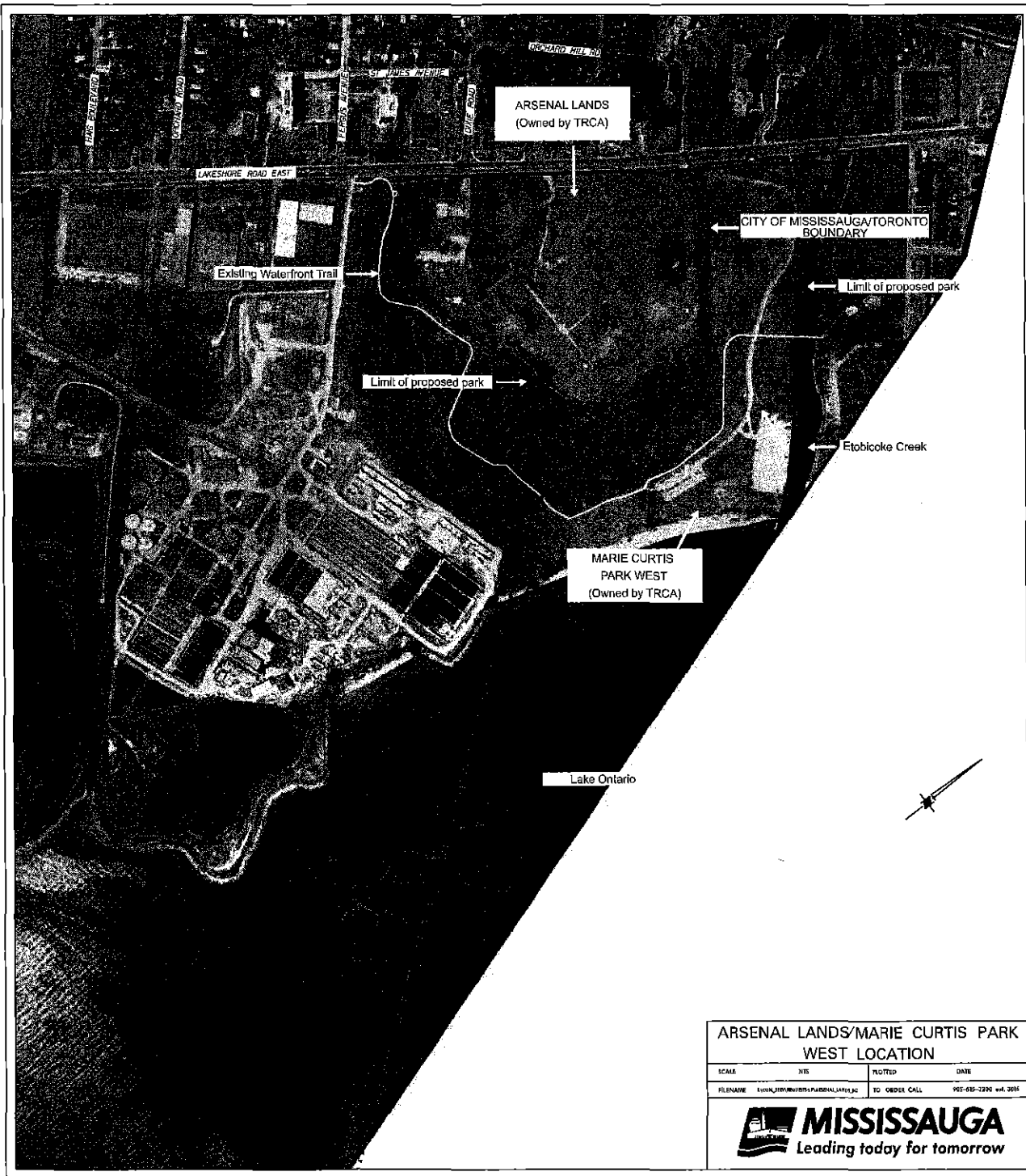
Appendix 3: Arsenal Early Stockpiling Proposal



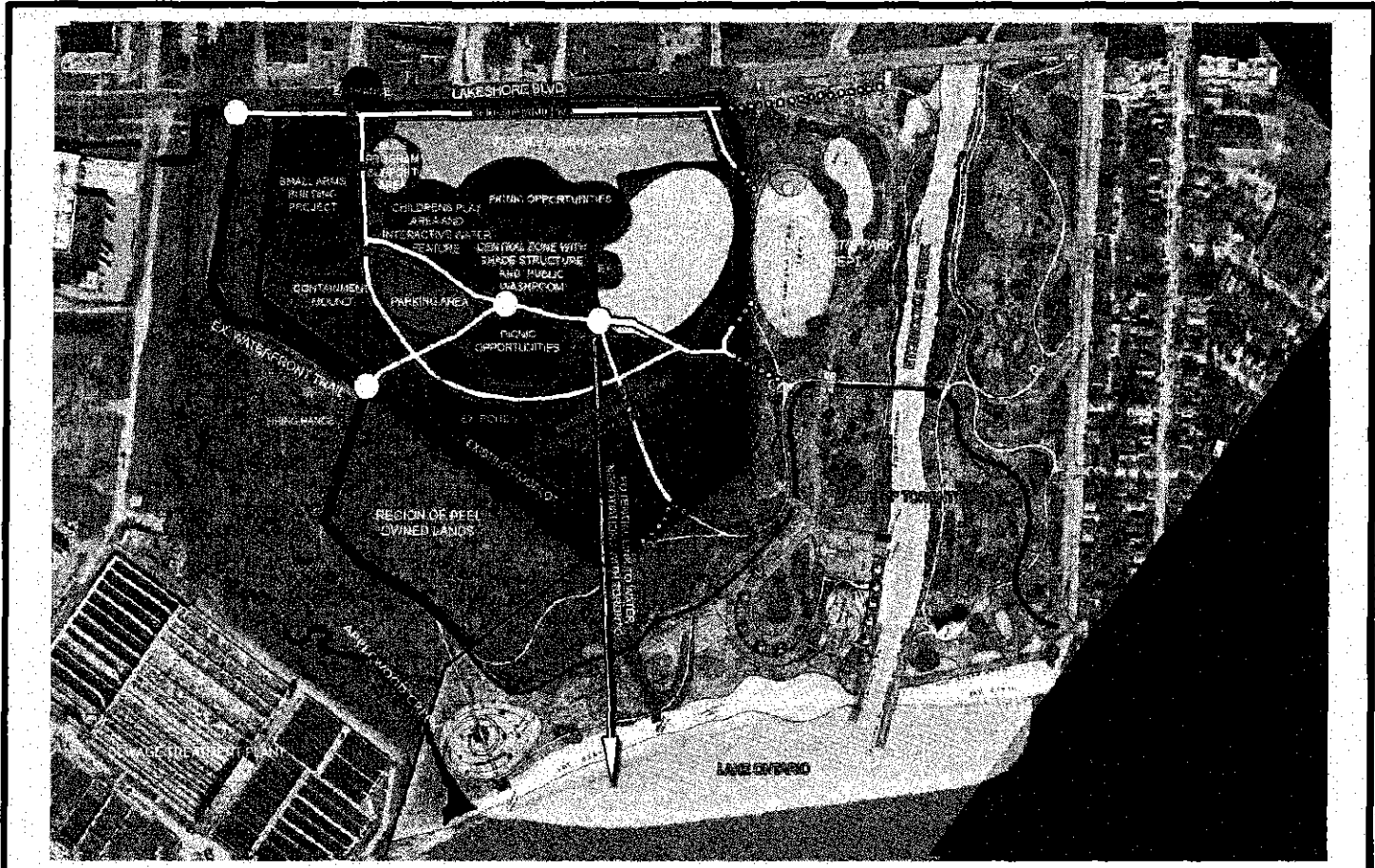
Paul A. Mitcham, P. Eng., MBA
Commissioner of Community Services

Prepared By: Anne Farrell, Planner, Park Planning

APPENDIX 1

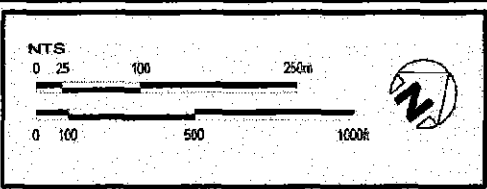


ARSENAL LANDS/MARIE CURTIS PARK WEST LOCATION			
SCALE	NYS	PLOTTED	DATE
FILENAME	E:\GIS\PROJECTS\PARADISE\AR01.DOC	TO ORDER CALL	905-883-2200 ext. 3016
 MISSISSAUGA Leading today for tomorrow			



PARK #356 NOT YET NAMED (ARSENAL LANDS)
 DRAFT BLOCK CONCEPT PLAN - JUNE 2011

MISSISSAUGA
Leading today for tomorrow



NOTES

- WATERFRONT TRAIL
- PROPOSED TRAILS
- TRAIL CONNECTIONS

DESCRIPTION OF THE ENVIRONMENT: ARSENAL LANDS MASTER PLAN – EARLY STOCKPILING PROPOSAL



- Short-term accommodation of 200K m³ of fill originating from Hanlan Feedmain at Arsenal Lands will remove ~20,000 trucks from local and regional roads
- Will avoid pocket wetlands & water tower
- Occupies previous stockpile area and can accommodate up to 500K m³ of fill.
- Implementation of Arsenal Lands Master Plan: short-term delay from 2013 until 2016 or 2017.

IGA
TOMORROW

lake
view

TORONTO AND REGION
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12.

DATE: April 2, 2012

TO: Chair and Members of General Committee
Meeting Date: April 18, 2012

FROM: Brenda R. Breault, CMA, MBA
Commissioner of Corporate Services and Treasurer

SUBJECT: **2011 Annual Report on Investments**

GENERAL COMMITTEE

APR 18 2012

RECOMMENDATION: That in compliance with Provincial legislation governing municipal investment practices, the 2011 Annual Report on Investments dated April 2, 2012 from the Commissioner of Corporate Services and Treasurer be tabled for information.

BACKGROUND: Regulation 438/97, amended to 373/11, of the *Municipal Act, 2001*, requires a municipality to adopt a statement of investment policies and goals and requires the Treasurer to submit to Council, at least annually, an investment report. This report is being tabled in compliance with the Regulation.

As permitted by legislation, the City maintains an operating fund, a number of reserves and reserve funds, and trust funds for various purposes. These funds are invested in accordance with the *Municipal Act* and Ontario Regulation 438/97, as amended, the *Cemeteries Act*, the *Trustee Act* and the City's Corporate Policy and Procedures on investments No. 04-06-02 which was last revised May 23rd, 2007.

The four major priorities of the City's Investment Policy are:

1. Legality of investments – conforming to legislative constraints;
2. Preservation of principal – avoiding the loss of monies which

may result from the default of a debt issuer in the payment of principal or interest;

3. Maintenance of liquidity – the ease by which an investment can be sold and cash received; and
4. Competitive rate of return – maximizing the return on investments while conforming to other objectives.

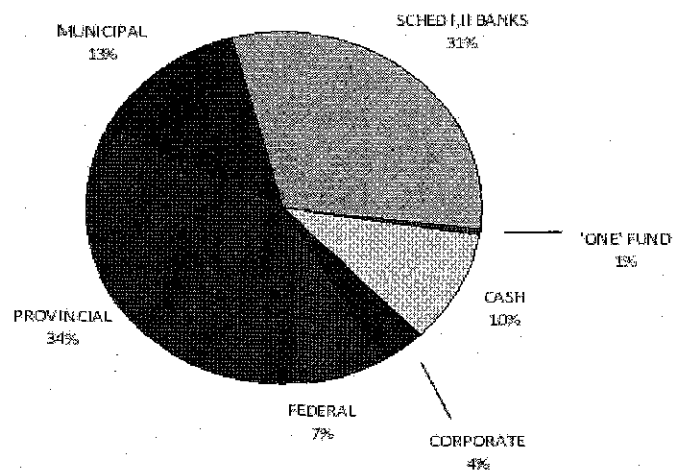
This report outlines the implementation of these priorities and includes a summary of investment results for the City of Mississauga.

The City's investment practices and procedures are subject to ongoing review by both the City's Internal Auditor and the Corporation's external auditors, KPMG.

COMMENTS:

As at December 31, 2011 the City had \$976 million, par value¹, (2010: \$1.05 billion) invested in various investment securities, in conformity with the City's Investment Policy, as follows:

**CONSOLIDATED INVESTMENT PORTFOLIO BY SECURITY
Portfolio \$976,096,633 - December 31, 2011 (par value)**



A more detailed list of the City's investment portfolio mix is shown in Appendix 1.

¹ The Book Value of the Consolidated Investment Portfolio, as at Dec 31st, 2011, was \$876 million. The Par Value of the portfolio identifies what the entire value of the portfolio would be worth, were each security held to its final maturity date. Portfolio yield calculations use changes in book value, from year-end to year-end, based on average actual daily balances.

In 2011, the City earned a total of \$49.4 million in gross investment income² (2010 - \$52.4 million; 2009 - \$73.7 million) with an average net yield of 5.03% (2010 – 5.22%; 2009: 6.36%) as shown below:

Investment Income
by Portfolio Type

2011	Average Daily Investments (Book Value) (\$)	Total Gross Investment Income (\$)	Yield Gross (%)	Yield Net of Costs (%)
Short Term	472,742,878	13,929,518	2.95%	2.93%
Long Term	506,254,535	35,496,077	7.01%	7.00%
Total	978,997,413	49,425,595	5.05%	5.03%

2010	Average Daily Investments (Book Value) (\$)	Total Gross Investment Income (\$)	Yield Gross (%)	Yield Net of Costs (%)
Short Term	517,566,080	8,280,423	1.60%	1.58%
Long Term	482,150,901	44,116,031	9.15%	9.13%
Total	999,716,981	52,396,454	5.24%	5.22%

2009	Average Daily Investments (Book Value) (\$)	Total Gross Investment Income (\$)	Yield Gross (%)	Yield Net of Costs (%)
Short Term	569,477,800	16,124,498	2.83%	2.81%
Long Term	586,147,045	57,542,684	9.82%	9.80%
Total	1,155,624,845	73,667,182	6.38%	6.36%

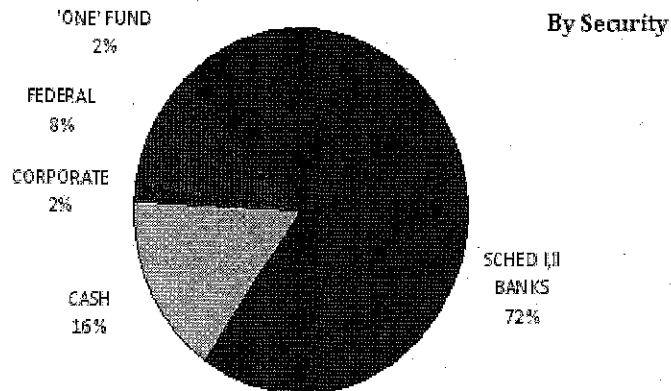
Short Term Investments

The short term portfolio produced a total investment return of \$13.9 million in 2011, with an accompanying net yield of 2.93% (net of costs to manage City investments). This is 2.02 percentage points higher than the 0.91% average yield for 91 Day Canadian Treasury Bills throughout 2011, which is a liquid, low- risk investment benchmark. Using average daily investments, the excess return earned by the short

² Total investment income, on a net basis for 2011, was \$49.2 million.

term portfolio over Treasury Bills translates into \$9.6 million of additional investment income for the year. The following chart depicts the portfolio mix of the short term investment portfolio, at year end:

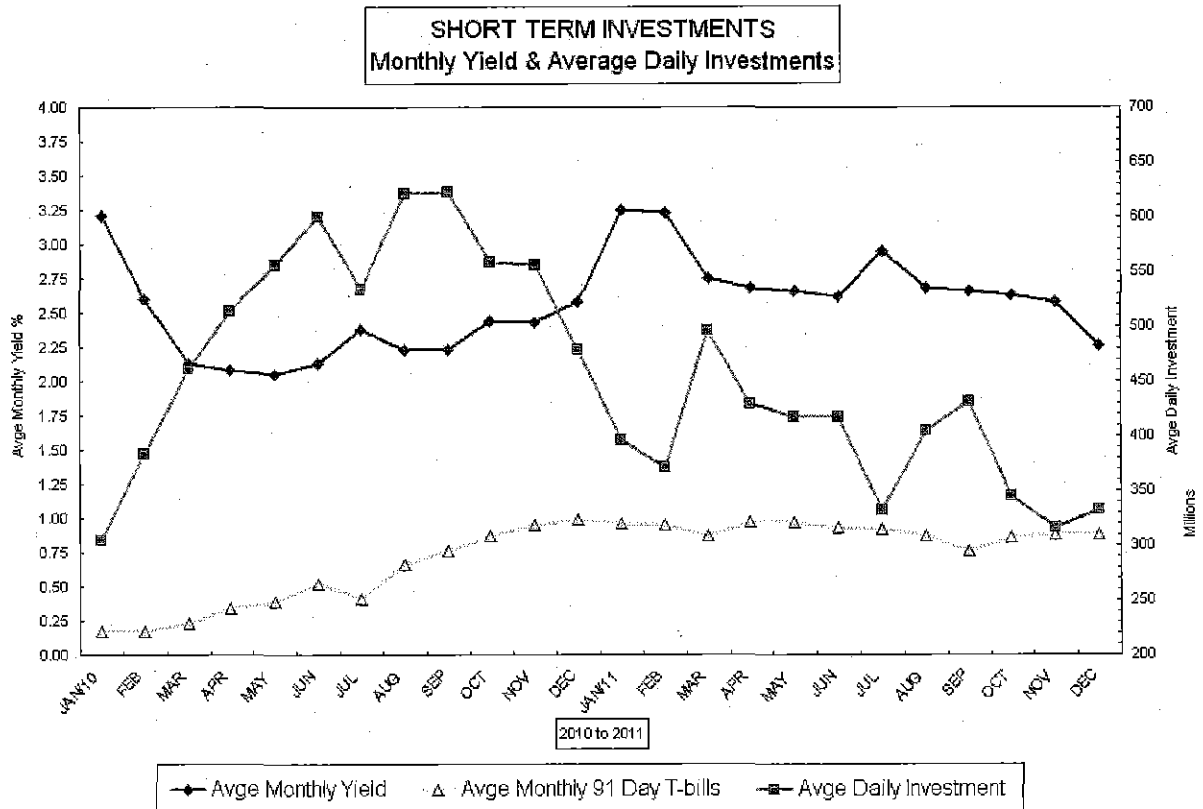
SHORT TERM & DCA INVESTMENT PORTFOLIO
Portfolio \$303,873,401 - December 31, 2011 (par value)



During early 2011, the short term portfolio benefited from relatively high average daily balances (related to unspent ISF funds from 2010 and 2011) coupled with a diversified approach towards investments in chartered bank paper. Balances were invested in Canadian chartered bank structured notes containing features which contributed to the extra interest earned on the short term portfolio vs. returns on Government of Canada TBills. By year-end, however, significant proportions of this higher yielding paper were redeemed, thus increasing liquidity, but also lowering rollover yields.

Also, by the end of 2011, and into 2012, banks had begun to issue more of their paper in the 5 to 10 year term (which was difficult to do during the financial crisis), in order to benefit from lower interest rates further out the yield curve. This has removed an important source of yield to the short term portfolio. Moreover, with average daily balances for the short term portfolio running lower, given the exhaustion of ISF balances, interest income from the short term portfolio will be lower for 2012. While the short term portfolio was running with average daily balances between \$450 and \$500 million during 2010, by the end of 2011, the average daily balances were more in the \$350 million range. The earnings yield forecast against these balances for 2012 is between 1.5% and 2.0%.

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The City’s forecast for short term interest earnings is based on no rate increase in the Bank of Canada’s overnight lending rate. This rate, which did not change for the entirety of 2011, is not expected to move during 2012, with some forecasts not having it rise until 2014.

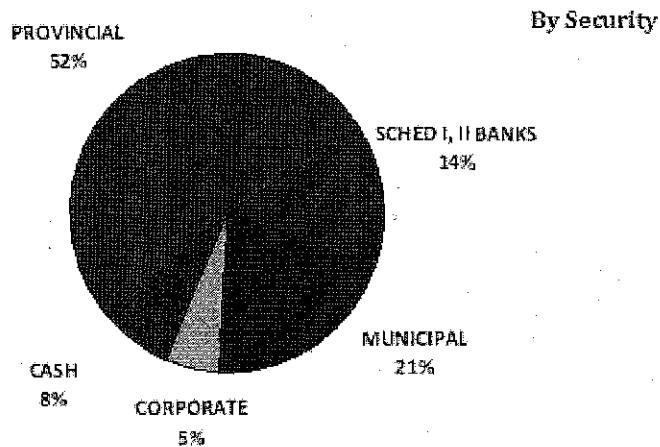
Long Term Investments:

During 2011, the long term portfolio generated total investment income of \$35.5 million, on average daily balances of \$506 million, which translates into a 7.00% investment yield (net of costs) to the City. Of the \$35.5 million return, approximately \$22.2 million was generated from net interest income from investment holdings, while \$13.3 million was attributable to realized capital gains. Returns in the long term portfolio will moderate over 2012 as opportunities to book capital gains are reduced in a stable long term interest rate environment³. Due to the expected stabilization of longer term interest rates at, or even above, current levels, the Investments unit is not forecasting any significant realized capital gains for 2012. Accordingly, the 2012 earnings yield estimate on the long term portfolio is forecast to be between 4% and 5%.

³ N.B. Prices for fixed income securities move inversely with changes in interest rates. As interest rates go down, bond prices go up and vice versa. Hence, a stable rate environment would see no capital gains.

For comparative purposes on long term investment returns, passively holding equal weights (50/50) of the DEX⁴ Domestic Government Bond Index and the DEX Corporate (AAA/AA) Bond Index, from the start of 2011 to year-end would have generated a 2.64% return. The 7.00% return on the long term portfolio exceeded this benchmark by 4.36 percentage points, translating into an estimated \$22 million in extra investment income to the City. The portfolio mix of long term investments, as at December 31, 2011 is shown in the chart below:

LONG TERM INVESTMENT PORTFOLIO
Portfolio \$672,223,232 - December 31, 2011 (par value)



During 2011, the City's portfolio was actively managed by the Investment unit to benefit from changing market and credit conditions in the bond market. Investments in the provincial sector, as well as high grade Canadian bank debt, continued to be favoured, as they paid higher yields relative to Government of Canada bonds.

Once again, as in 2010, the benchmark Government of Canada (GOC) 10 Year Bond interest rate fell throughout 2011, this time by 75 basis points, going from 2.75% to below 2.00% at times. While rates on Ontario bonds underperformed GOC's (Ontario spreads widened out to 90 basis points over GOC's vs. 70 basis points during 2010), the downward rate move by GOC bonds helped the long term portfolio realize capital gains on its Ontario positions.

The most notable event in credit markets during 2011 was the United States credit rating downgrade during August (a close second is the

⁴ The DEX Debt Market Indices are owned and operated by the Toronto Stock Exchange Group Inc. These indices were formerly known as the Scotia McLeod Bond Indices.

ongoing credit crisis in certain Euro zone governments, but that influenced domestic markets to a lesser extent). The U.S. government's credit rating downgrade caused generalized pressure on government credit ratings and, depending on the relative performance of various governments to rein in deficits, Ontario bonds may underperform other provincial bonds, as well as GOC's, over the course of 2012, and beyond.

The ONE Fund:

Section 420(1) of the Municipal Act, 2001, also permits a municipality to enter into an agreement with other municipalities for the joint investment of funds. By Council resolution, the City is a minor participant in the "ONE Money Market Fund". The ONE-Fund investment pools are jointly owned and operated by the Municipal Finance Officers Association and the Association of Municipalities of Ontario. The investment guidelines of the Local Authority Service Limited and the CHUMS Financing Corporation comply with the City's policy.

In 2011, the City's average monthly investment in the ONE Money Market Fund was \$6.2 million, with a return of 1.18%. As the City's in-house investments yield superior results, the Investments unit is monitoring the returns of the ONE fund and assessing the possibility of moving to other better yielding investments.

Securities Lending:

The City has a Securities Lending Agreement with its investment custody bank, CIBC Mellon, and in 2011 received \$55,659 from the lending of City owned securities. This arrangement is secured by eligible securities as collateral and fully indemnified by CIBC Mellon.

Investments Management:

The Investment Unit is responsible for day-to-day operating cash management, City cash flow forecasting and monitoring, investment portfolio management, the coordination of the annual credit rating review and, when necessary, the management of cash proceeds from both temporary borrowing and as well as long term debenture issuance.

The Investment unit, comprised of two full-time staff, continues to demonstrate strong value to the City, with costs running well below those of an externally managed public fund. For example,

management fees for the ONE Fund are 19 basis points (0.19%) for the money market fund, and 40 basis points (0.40%) for the bond fund, which is significantly higher than the 1.7 basis points (0.0167%) cost being incurred by the City for 2011.

Calculated on against average daily balances, this difference between the City's investment management costs and the ONE Fund's represents an overall net saving of \$2.8 million in 2011. Moreover, these operating cost-savings have been augmented by superior investment returns by in-house investment management staff.

The City was awarded a AAA credit rating during 2011 for the 8th rating year in a row (2003-2010). The City benefits from having a credit rating, for the purposes of investment, as the Investment Policy (under the auspice of the *Municipal Act*) allows for broader investment diversification and flexibility than non-rated municipalities.

Finally, while the City's Corporate Policy on Investments continues to serve it well, this Policy will be reviewed and updated during 2012 to reflect some administrative changes, as well as some investment rule changes (since 2009) that have been enacted under the Municipal Act. The last update of the Corporate Policy on Investments was in 2007.

FINANCIAL IMPACT: The City earned \$49.4 million in gross investment income (\$49.2 net) during 2011, of which, \$14.1 million was allocated to the 2011 Operating Budget⁵, and \$35.1 million was allocated to Reserve Funds.

CONCLUSION: In compliance with Provincial Regulation 438/97, amended to 373/11, all investment transactions during 2011 were made by the City of Mississauga, in accordance with the existing City Investment Policy.

As at December 31, 2011, the City had \$876 million (book value) invested in various investment securities and cash. A total of \$49.4 million (\$49.2 net) in investment portfolio income was generated during 2011, translating into an investment yield of 5.05% (5.03% net) to the City. The short term portfolio yielded a net return of 2.95% (2.93% net), while the long term portfolio generated a 7.01% (7.00%

⁵ Various City loan programs and float balance interest payments emanating outside the Investment portfolio provide the Operating Budget approximately \$350,000 in interest income to reach the \$14.4 million operating budget contribution.

net) investment yield. Net proceeds were distributed between the Operating Budget (\$14.1 million) and Reserve Funds (\$35.1 million).

The respective investment portfolios outperformed composite benchmark representations during 2011, resulting in total incremental investment income to the City of \$30.5 million (actual investment income returns for 2011: \$49.4 million total vs. an implied passive investment return of \$19.0 million, using the return on the One Funds Money Market Fund as the Short Term Portfolio, coupled with an equally weighted DEX Index Portfolio of Canadian Government and High Grade Corporate Bonds as the Long Term Portfolio).

For 2012 and beyond, Investments is assuming stable to slowly rising longer term interest rates. The long term portfolio is not expected to experience the magnitude of capital gains achieved in recent years. New investment rates are still much lower than those of securities rolling out of the portfolios. Coupled with declining investment balances, portfolio investment income is forecast to run at a materially lower annual rate (\$27 to \$33 million) over the next several years.

ATTACHMENTS:

Appendix 1: Total Investment Portfolio (as at December 31, 2011)



Brenda R. Breault, CMA, MBA
Commissioner of Corporate Services and Treasurer

Prepared By: Mark Waugh, Investment Portfolio Manager

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ISSUER/GUARANTOR OF SECURITIES	INVESTMENT POLICY LIMIT (%)	LIMIT (\$000)	ACTUAL INVEST (%)	CONSOLIDATED AMOUNTS PAR VALUE (\$000)	INVEST + CASH (%)	SHORT TERM PAR VALUE (\$000)	DEV CHR G ACT PAR VALUE (\$000)	LONG TERM PAR VALUE (\$000)
SCHEDULE I								
BANK OF MONTREAL	20%	175,158	6.28	55,000	5.83	30,000		25,000
CIBC	20%	175,158	1.63	14,300	1.47	5,000		9,300
ROYAL BANK	20%	175,158	5.89	51,600	5.29	41,600	5,000	5,000
TORONTO DOMINION BANK	20%	175,158	2.17	19,000	1.95	14,000		5,000
BANK OF NOVA SCOTIA	20%	175,158	17.13	150,000	15.37	120,000		30,000
NATIONAL BANK	20%	175,158						
MANULIFE BANK	20%	175,158	1.32	11,520	1.18			11,520
	70%	613,054	34.42	301,420	30.88	210,600	5,000	85,820
SCHEDULE II								
HSBC BANK CANADA	10%	87,579						
SCHEDULE III (each)	5%	43,790						
TRUST, CREDIT UNIONS (each)	2%	17,516						
NON-SCHEDULE I INSTITUTIONS	40%	350,316	-	-	-	-	-	-
TOTAL FINANCIAL INST'NS	70%	613,054	34.42	301,420	30.88	210,600	5,000	85,820
GOVT OF CANADA	NONE	875,791	7.99	70,000	7.17	25,000		45,000
PROV OF ONTARIO	NONE	875,791	29.79	260,866	26.73			260,866
OTHER PROVINCES								
ALBERTA	10%	87,579						
BRITISH COLUMBIA	10%	87,579	1.35	11,800	1.21			11,800
MANITOBA	10%	87,579	0.86	7,500	0.77			7,500
NOVA SCOTIA	10%	87,579						
NEW BRUNSWICK	10%	87,579	1.74	15,237	1.56			15,237
QUEBEC	10%	87,579	1.37	12,000	1.23			12,000
SASKATCHEWAN	10%	87,579						
NEWFOUNDLAND	10%	87,579	2.06	18,000	1.84			18,000
TOTAL OTHER PROVINCES	NONE	875,791	7.37	64,537	6.61	-	-	64,537
TOTAL CANADA & PROV GOVTS	30% min	262,737	45.15	395,403	40.51	25,000		370,403
PEEL REGION	10%	87,579	2.62	22,988	2.36			22,988
HALTON REGION	10%	87,579	2.22	19,436	1.99			19,436
TORONTO	10%	87,579	5.49	48,100	4.93			48,100
OTHER ONTARIO MUNICIPAL	20%	175,158	4.28	37,482	3.84			37,482
NON ONTARIO MUNICIPAL	5%	43,790	0.19	1,700	0.17			1,700
TOTAL MUNICIPALITIES	20%	175,158	14.81	129,706	13.29			129,706
TOTAL ASSET-BACKED	20%	175,158	-	-	-	-	-	-
GENERAL ELECTRIC CC	5%	43,790	4.00	35,000	3.59	7,000		28,000
WELLS FARGO CANADA	5%	43,790	0.91	8,000	0.82			8,000
TOTAL CORPORATE	10%	87,579	4.91	43,000	4.41	7,000		36,000
ONE MONEY MARKET FUND	10%	87,579	0.72	6,262	0.64	6,262		
ONE BOND FUND	10%	87,579						
ONE EQUITY FUND	5%	43,790						
TOTAL 'ONE' FUNDS	20%	175,158	0.72	6,262	0.64	6,262		
TOTAL INVESTMENTS			100.00	875,791	89.72	248,862	5,000	621,929
CASH BALANCE				100,306	10.28	47,640	2,372	50,294
TOTAL PORTFOLIO				976,097	100.00	296,502	7,372	672,223



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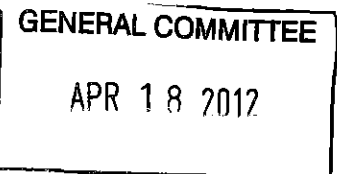
13.

DATE: April 3, 2012

TO: Chair and Members of General Committee
Meeting Date: April 18, 2012

FROM: Brenda R. Breault, CMA, MBA
Commissioner of Corporate Services and Treasurer

SUBJECT: **2011 Year End Operating Results as of December 31st, 2011**



RECOMMENDATION: That the 2011 Year End Operating Results as of December 31st, 2011 as outlined in the report dated April 3, 2012 from the Commissioner of Corporate Services and Treasurer be received for information.

BACKGROUND: In accordance with the Reserve and Reserve Fund and Budget Control By-laws, Council receives a corporate financial overview of operating results three times per year.

This report provides the 2011 final year end operating result of the City, as compared to the City's approved 2011 Operating Budget.

These results will be reflected in the annual Financial Statements. However, the Financial Statements, which are prepared under the reporting principles and standards established by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants, will include various year end accounting adjustments such as depreciation and early retirement benefit provisions which are not included in the information contained in this report. As well, the Financial Statements present the results for both operating and capital while this report addresses only operating results. A separate report on the 2011 year-end status of the City's capital program will be presented to Council in the spring.

COMMENTS:

This report summarizes the status of the City's operating budget results for the year ended on December 31, 2011

A 2011 year-end operation surplus of \$6.6 million was realized compared with a \$0.7 million deficit forecast in the 2011 third quarter operating results report. The surplus was the result of measures put in place to contain costs where possible and to delay the filling of vacant positions as well as the milder than normal weather in November and December last year and the higher than forecast Transit ridership growth. The major changes from the third quarter forecast are outlined below:

- Increased savings from labour gapping and delays in filling vacancies - \$4.4 million
- Additional transit farebox revenue as a result of higher than forecast ridership - \$1.7 million
- Unanticipated winter maintenance savings resulting from the milder than average weather at the end of the year - \$1.0 million

A summary of the major budget variances which contributed to the overall surplus of \$6.6 million are outlined in the following chart:

2011 Year-End Operating Results					
Summary of Budget Variances					
Item	Actual	Budget	Surplus/(Shortfall) (\$million)	%	Explanation
Labour and Benefits	398.8	404.0	5.2	1.3%	Higher salary gapping is due to higher vacancies, retirements and maternity leaves.
Transit Revenue	66.0	61.3	4.7	7.7%	Increase in ridership and fare resulted in a higher than budgeted revenue.
Supplementary Tax	8.3	3.7	4.6	124.3%	Supplementary taxes exceeded the budget due to MPAC adding residential properties on the tax roll quicker.
Interest & Penalty Earned - Tax	9.2	7.0	2.2	31.4%	Higher than budgeted revenue related to outstanding taxes owing.
GTA Pass Revenue	1.1	0.0	1.1	n/a	Prior year correction from Toronto Transit Commission for GTA Passes
Deferring projects and professional services	1.1	0.0	1.1	n/a	Savings as a result of delays of projects in Cycling Office, Ninth Line Corridor Review, Community Improvement Plan, Affordable Rental Housing Strategy and consulting services. Some of the delayed projects were re-budgeted in 2012.
Enersource Dividend	9.6	9.0	0.6	6.7%	Higher than expected dividend received from Enersource.
Bus Shelter Advertising Revenue	2.3	3.6	(1.3)	-35.8%	Revenue shortfall of advertising revenue from bus shelters.
Community Services User Fee Revenues	48.0	50.3	(2.4)	-4.7%	Shortfall of revenue from Hershey, Arenas, Golf, Concessions, Fitness and Bingo.
Insurance Cost	6.9	3.9	(3.0)	-76.9%	Higher insurance costs due to settlement of some high value older claims.
Diesel Fuel Cost	17	13.7	(3.3)	24.1%	The unfavourable expense was caused by higher fuel prices than expected.
Building Permits	6.8	10.6	(3.8)	-35.8%	The revenue shortfall was a result of the economy and the development stage of the city.
Miscellaneous			0.9		Various savings across the City.
Total 2011 Surplus			\$6.6		

The \$6.6 million surplus, which equates to 2.1% of the total net operating budget, has been transferred to reserves in accordance to the Reserves and Reserve Fund policy and recommendations approved by General Committee at its meeting on December 7, 2011, as part of the 2011 Year End Financial Forecast and Budget Adjustments Third Quarter Operating Forecast and Adjustments report.

The surplus was allocated as follows:

Transfers to Reserve and Reserve Fund	\$ Million
General Contingency Reserve	\$ 2.0
Capital Reserve Fund	\$ 4.59
Total Year End Transfer	\$ 6.59

The following chart summarizes the City results by department and reflects the \$6.6 million in transfers to Reserves and Reserve Funds in the Non-Departmental actual amounts.

2011 Year End Operating Results by Department

DEPARTMENT	Actual (\$ million)	Budget (\$ million)	Variance Favourable / (Unfavourable) (\$ million)	Variance %
COMMUNITY SERVICES	\$157.6	\$159.3	\$1.7	1.1%
TRANSPORTATION & WORKS	\$112.3	\$111.5	(\$0.8)	(0.7%)
CORPORATE SERVICES	\$50.7	\$54.0	\$3.3	6.1%
PLANNING & BUILDING	\$7.3	\$5.1	(\$2.3)	(44.3%)
CITY MANAGER'S	\$9.6	\$9.6	(0.1)	(0.7%)
NON-DEPARTMENTAL	(\$22.7)	(\$24.8)	(\$2.1)	(8.6%)
COUNCIL	\$3.8	\$4.1	\$0.3	6.3%
FINAL TOTAL	\$318.7	\$318.7	\$0.0	

An overview of the variances by department follows with full details provided in Appendix 1.

Departmental Variances:**Community Services Department**

DEPARTMENT	Actual (\$ million)	Budget (\$ million)	Variance (\$ million)	Variance %
COMMUNITY SERVICES	\$157.6	\$159.3	\$1.7	1.1%
FIRE AND EMERGENCY SERVICES	\$83.0	\$84.0	\$1.1	1.3%
RECREATION AND PARKS	\$44.0	\$43.2	(\$0.7)	(1.7%)
MISSISSAUGA LIBRARY SYSTEM	\$23.4	\$24.6	\$1.2	5.0%
CULTURE	\$4.4	\$4.5	\$0.1	2.7%
BUSINESS SERVICES	\$2.8	\$2.8	\$0.0	0.1%

Overall, the Community Services department was under budget at year end by \$1.7 million on a budget of \$159.3 million, which is a variance of 1.1%.

Fire and Emergency Services had a favourable variance of \$1.1 million. Labour gapping accounts for \$1.4 million in savings, offset by \$0.3 million over expenditure on overtime. This overtime pressure has been addressed in the 2012 budget as approved by Council. A shortfall in false alarm revenue was partially offset by an increase in the revenues from motor vehicle accidents.

The Recreation and Parks division had an unfavourable variance of \$0.7 million at year end. A favourable permanent labour variance of \$2.0 million is mainly the result of curtailing labour costs to offset revenue shortfalls of \$2.2 million, of which \$0.6 million is in Arenas, \$0.7 million in Golf, \$0.3 million in Concessions, \$0.3 million in Fitness and \$0.2 million in meeting rooms. Most of these pressures have been addressed in the 2012 budget approved by Council. There was also an unfavourable variance of \$0.7 million on part time labour to backfill for vacant front line staff positions.

The Library division had a favourable net variance of \$1.2 million. Labour gapping achieved through operational efficiencies and delays in recruitment have contributed \$0.7 million in savings. Additional labour savings of \$0.3 million are as a result of the temporary closure of four libraries under the ISF program. In addition, there was a repayment of \$0.2 million for property taxes on leased facilities at Meadowvale and Cooksville libraries.

The Culture Division had a favourable variance of \$0.1 million at year end due to labour gapping savings.

Transportation and Works Department

DEPARTMENT	Actual (\$ million)	Budget (\$ million)	Variance (\$ million)	Variance %
TRANSPORTATION & WORKS	\$112.3	\$111.5	(\$0.8)	(0.7%)
ENGINEERING & WORKS DIVISION	\$58.6	\$57.0	(\$1.7)	(2.9%)
TRANSIT DIVISION	\$45.5	\$45.3	(\$0.3)	(0.6%)
TRANSPORTATION INFRASTRUCTURE PLANNING DIVISION	\$3.6	\$4.4	\$0.7	16.7%
BUSINESS SERVICES	\$2.5	\$3.1	\$0.6	18.6%
ENFORCEMENT DIVISION	\$1.6	\$1.5	(\$0.0)	(2.2%)
TRANSPORTATION PROJECT OFFICE	\$0.4	\$0.3	(\$0.1)	(32.4%)

The Transportation and Works Department had an unfavourable variance of \$0.8 million or 0.7% at year end on a budget of \$111.5 million.

The Engineering and Works Division's unfavourable variance of \$1.7 million was due to expenditures in excess of budget on Winter maintenance of \$1.1 million as a result of higher than normal winter activities for the months of January to March, 2011; an unfavourable operating variance of \$1.0 million in the Streetlighting Program as a result of a larger than budgeted increase in hydro rates and the impact of Enersource's electricity distribution rate changes. This was partially offset by a \$0.4 million savings in Corporate Fleet Maintenance due to more new vehicles requiring less maintenance and a small reduction in fleet size.

At year end, the Transit division had an unfavourable variance of \$0.3 million. There was a \$3.3 million over expenditure in diesel fuel related to higher than budgeted prices which was offset by a favourable farebox revenue variance of \$4.7 million resulting from higher than planned ridership and increase in the average fare in the current year. The City benefited from a one-time payment of \$1.1 million from Toronto Transit Commission for prior year's sales of GTA passes at the Islington subway that were allocated to York Region in error. An unfavourable variance of \$1.3 million related to transit shelter advertising revenues was the result of a one-time accounting adjustment for the repayment in 2012 of conditional revenue received from CBS Outdoor in 2011. There is no net impact on guaranteed revenues that the City will receive over the term of the contract. There was \$1.1 million of labour gapping savings due to staff vacancies. All of these variances produced a favourable variance of approximately \$2.3 million that enabled the Transit division to

return the budgeted Provincial Gas Tax transfer back to the reserve as it was not required to fund transit operations.

The favourable variances in Transportation Infrastructure Planning and Business Service are primarily due to labour gapping.

Corporate Services Department

DEPARTMENT	Actual (\$ million)	Budget (\$ million)	Variance (\$ million)	Variance %
CORPORATE SERVICES	\$50.7	\$54.0	\$3.3	6.1%
FACILITY AND PROPERTY MANAGEMENT	\$17.3	\$18.6	\$1.2	6.7%
INFORMATION TECHNOLOGY	\$15.7	\$16.8	\$1.1	6.3%
LEGISLATIVE SERVICES	(\$3.1)	(\$2.6)	\$0.4	16.7%
HUMAN RESOURCES	\$7.2	\$7.3	\$0.1	1.1%
REVENUE, MATERIEL MANAGEMENT AND BUSINESS SERVICES	\$4.8	\$5.1	\$0.3	6.0%
FINANCE	\$4.2	\$4.3	\$0.1	2.0%
COMMUNICATIONS	\$4.5	\$4.6	\$0.1	1.5%

Overall, the Corporate Services Department is reporting a \$3.3 million favourable variance on a budget of \$54.0 million or 6.1% of total budget. Most of the divisions ended the year with surpluses from labour gapping for a total of \$1.5 million, savings on operating expenses of \$0.9 million and higher POA revenues of 0.3 million.

Facilities and Property Management had savings from an under expenditure in building services due to facilities closure associated with the RINC and ISF programs.

Favourable contract negotiations resulted in Information Technology maintenance and telecommunications costs savings of \$0.6 million on a combined budget of \$4.7 million. The 2012 maintenance and telecommunications budgets were reduced to reflect the savings.

Legislative Services had higher Provincial Offences Act (POA) revenue of \$0.3 million as a result of an increased volume of higher traffic violation charges.

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Planning and Building Department

DEPARTMENT	Actual (\$ million)	Budget (\$ million)	Variance (\$ million)	Variance %
PLANNING & BUILDING	\$7.3	\$5.1	(\$2.2)	(44.3%)
BUSINESS SERVICES	(\$0.2)	\$0.0	\$0.2	0.0%
DEVELOPMENT AND DESIGN	\$5.3	\$6.2	\$0.9	14.6%
POLICY PLANNING	\$2.1	\$2.6	\$0.4	17.0%
BUILDING PROGRAM	\$0.1	(\$3.7)	(\$3.8)	(103.2%)

The Planning and Building Department had a year-end unfavourable variance of \$2.2 million, or 44% on an annual budget of \$5.1 million. The greatest contributor to the variance was the Building Permit revenue being \$3.8 million under the \$10.4 million budget. This was partially offset by labour gapping of \$0.6 million and there were small savings in other areas.

The shortfall in the Building Program is the result of the economy and the stage of development in the City. The 2011 Building Permit revenues of \$6.6 million were higher than the \$6.1 million realized in 2010 and the \$5.1 million realized in 2009. Development Application revenues exceeded the budget for Rezoning and Subdivision Application fees. Ongoing implementation of the Planning and Building Three Year Plan is reducing net operating costs and assisting in the transition to a new normal for development related revenues.

City Manager's Office

DEPARTMENT	Actual (\$ million)	Budget (\$ million)	Variance (\$ million)	Variance %
CITY MANAGER'S DEPARTMENT	\$9.6	\$9.6	(\$0.1)	(0.7%)
CITY STRATEGY & INNOVATIONS	\$1.7	\$1.8	\$0.1	6.3%
INTERNAL AUDIT	\$0.9	\$1.0	\$0.2	15.8%
ECONOMIC DEVELOPMENT	\$1.5	\$1.6	\$0.1	8.2%
STRATEGIC COMMUNITY INITIATIVES	\$0.5	\$0.6	\$0.1	12.7%
LEGAL SERVICES	\$5.1	\$4.6	(\$0.5)	(11.9%)

The City Manager's Department had a year-end unfavourable variance of \$0.1 million or 0.7% on an annual budget of \$9.6 million.

Legal Services had an unfavourable variance of \$0.5 million in 2011 for professional services. The Corporation's need for legal services is difficult to predict. With a number of staff vacancies, outside legal

services were required to complete more complex matters such as planning files and issues related to labour and employment and environmental legal counsel. The unfavourable variance was offset by favourable variances in other divisions.

Non Departmental

DEPARTMENT	Actual (\$ million)	Budget (\$ million)	Variance (\$ million)	Variance %
NON DEPARTMENTAL	(\$22.7)	(\$24.8)	(\$2.1)	(8.6%)
PAYMENTS IN LIEU OF TAXES	(\$24.8)	(\$24.9)	(\$0.1)	(0.2%)
INVESTMENT INCOME	(\$14.5)	(\$14.5)	(\$0.0)	(0.0%)
ENERSOURCE DIVIDEND	(\$9.6)	(\$9.0)	\$0.6	6.2%
TAXATION PROGRAM	(\$13.8)	(\$7.1)	\$6.6	92.8%
TRANSFER TO CAPITAL RESERVE FUND	\$21.7	\$21.7	\$0.0	0.0%
RESERVES: TRANSFER TO AND FROM	\$7.0	\$0.5	(\$6.6)	(1464.6%)
INSURANCE	\$6.9	\$3.9	(\$3.0)	(77.5%)
BENEFITS/LABOUR PACKAGE	\$2.8	\$2.5	(\$0.3)	(11.4%)
Other	\$1.5	\$2.1	\$0.6	30.3%

Non-Departmental program shows a deficit of \$2.1 million at year end, including the unbudgeted transfer to reserves for the year-end surplus.

Excluding the transfer of the \$6.6 million year end surplus to reserves, the program had a surplus of \$4.5 million primarily due to the taxation program, partially offset by the insurance program.

A surplus in the Taxation Program of \$4.6 million from supplementary taxes is due to MPAC adding residential properties on the tax roll quicker than anticipated and \$2.2 million of interest and penalty revenue due to a higher than forecasted reduction in taxpayers' willingness and ability to pay.

There is an unfavourable variance of \$3.0 million in Insurance due to settlement of high value older claims.

The City's dividend from Enersource exceeded the \$9.0 million budget by \$0.6 million.

Reserves Transfers includes year end transfer of the \$6.6 million surplus, \$2.0 million to the Reserve for Contingency and \$4.6 million to the Capital Reserve Fund.

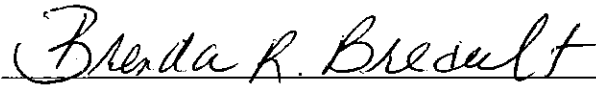
Mayor and Council

DEPARTMENT	Actual (\$ million)	Budget (\$ million)	Variance (\$ million)	Variance %
COUNCIL	\$3.8	\$4.1	\$0.3	6.3%

The Mayor and Council budget had a favourable variance of \$0.3 million or 6.3% on a budget of \$4.1 million. The savings resulted from vacancies and Councillors' general office expenditures.

CONCLUSION: This report summarizes the status of the City's operations for the year ended December 31, 2011.

ATTACHMENTS: Appendix 1: Year-end Status Report – Operating Budget Variances



Brenda R. Breault, CMA, MBA

Commissioner of Corporate Services and Treasurer

Prepared By: Jim Cirello, Acting Manager, Financial Planning and Policy

City of Mississauga
2011 Year End Budget Status Report as of December 31, 2011
Operating Budget Variances (\$ Millions)

Department	Actuals (\$Million)	Budget (\$Million)	Variance (\$Million)	Variance %	Comments
COMMUNITY SERVICES	\$157.6	\$159.3	\$1.7	1.1%	
FIRE AND EMERGENCY SERVICES	\$83.0	\$84.0	\$1.1	1.3%	\$1.4M of saving in labour gapping is due to retirements, maternity leave and a salary differential for replacement hires offset partially by unfavourable variance of (\$0.3M) in overtime. There were more retirements this year due to the mandatory retirement requirement for suppression staff as a result of Bill 181 being passed.
RECREATION AND PARKS	\$44.0	\$43.2	(\$0.7)	(1.7%)	Savings in full time salary gapping of \$2.0M due to vacancies were partially offset by the overspending of \$0.7M in temporary part time wages for back filling the vacant salary positions. Revenues shortfalls totalled \$2.2M from Golf (\$0.7M), Arenas (\$0.6M), Hershey (\$0.3M), Concessions (\$0.3M) and Fitness (\$0.3M). Most of these revenue challenges have been addressed in the 2012 budget approved by council.
MISSISSAUGA LIBRARY SYSTEM	\$23.4	\$24.6	\$1.2	5.0%	Favourable variances in the labour budget of \$0.7M is due to operational efficiencies and salary gapping. The closure of 4 libraries for renovation under the ISF program resulted in a one-time net saving of \$0.3M. Additional savings of \$0.2M from the one-time retroactive repayment of realty taxes on leased facilities at Meadowvale and Cooksville which are now classified as "Municipal Capital Facilities" and therefore exempt from property taxation.
CULTURE	\$4.4	\$4.5	\$0.1	2.7%	The saving is primarily the result of labour gapping due to the delay in hiring three approved positions.
BUSINESS SERVICES	\$2.8	\$2.8	\$0.0	0.1%	
TRANSPORTATION & WORKS	\$112.3	\$111.5	(\$0.8)	(0.7%)	
ENGINEERING & WORKS DIVISION	\$58.6	\$57.0	(\$1.7)	(2.9%)	Overspending of (\$2.0M) due to higher than normal maintenance winter activities for the months of January to March, 2011, an increase in streetlighting hydro rates and the negative impact of Enersource's electricity distribution rate changes. The overspending is partially offset by a \$0.4M surplus from Corporate Fleet Maintenance by purchasing a larger volume of resale parts.
TRANSIT DIVISION	\$45.5	\$45.3	(\$0.3)	(0.6%)	Increase in ridership and fare in 2011 resulted in a higher than budgeted revenue of \$4.7M. This revenue surplus offset the over-expenditure of (\$3.3M) in diesel fuel costs and revenue shortfall of (\$1.3M) from bus shelter advertising. In addition, there is a saving of \$1.1M from labour gapping, a one-time payment of \$1.1M from Toronto Transit Commission for an error correction related to prior years sales of GTA passes, a (\$2.3M) phase in of the reduction in the budgeted Provincial Gas Tax transfer from reserves and an increase reserve transfer of (\$0.5M) to reserves.
TRANSPORTATION INFRASTRUCTURE PLANNING DIVISION	\$3.6	\$4.4	\$0.7	16.7%	Half of the surplus came from labour gapping and the other half primarily derived from the deferral of professional services planned work and delays in the Cycling program.
BUSINESS SERVICES	\$2.5	\$3.1	\$0.6	18.6%	The majority of the surplus is attributed to labour gapping and there were some operating savings in professional services and office supplies.
ENFORCEMENT DIVISION	\$1.6	\$1.5	(\$0.0)	(2.2%)	The closing of the International Centre Bingo Hall contributed to the Bingo revenue shortfall for (\$0.3M) at year end, although most of the shortfall was offset by labour savings of \$0.2M.
TRANSPORTATION PROJECT OFFICE	\$0.4	\$0.3	(\$0.1)	(32.4%)	The unfavourable position of (\$0.1M) is mainly due to the Transportation Demand Management salary position not being funded by Provincial Gas Tax transfer as it was allocated to the Transit division.

City of Mississauga
2011 Year End Budget Status Report as of December 31, 2011
Operating Budget Variances (\$ Millions)

Department	Actuals (\$Million)	Budget (\$Million)	Variance (\$Million)	Variance %	Comments
CORPORATE SERVICES	\$50.7	\$54.0	\$3.3	6.1%	
FACILITY AND PROPERTY MANAGEMENT	\$17.3	\$18.6	\$1.2	6.7%	The favourable variance of \$1.2M is derived from staff vacancies of \$0.8M and under expenditures of \$0.3M from building services due to facility closures due to renovation.
INFORMATION TECHNOLOGY	\$15.7	\$16.8	\$1.1	6.3%	The saving of \$1.0M is mainly driven by staff vacancies for \$0.5M and lower telecommunications and maintenance/licensing expenses resulting from favourable contract negotiations for \$0.5M.
LEGISLATIVE SERVICES	(\$3.1)	(\$2.6)	\$0.4	16.7%	Favourable variance is due to an increased volume of highway traffic ticket issuance and charges laid for other Provincial Offences Act (POA) offences of \$0.3M and staff vacancies of \$0.2M.
HUMAN RESOURCES	\$7.2	\$7.3	\$0.1	1.1%	Favourable variance is due to lower spending on leadership development initiatives and other miscellaneous savings.
REVENUE, MATERIEL MANAGEMENT AND BUSINESS SERVICES	\$4.8	\$5.1	\$0.3	6.0%	Staff vacancies and a higher volume of tax account related transactions and associated revenues contributed to the savings of \$0.3M.
FINANCE	\$4.2	\$4.3	\$0.1	2.0%	The favourable variance is due to staff vacancies and miscellaneous savings.
COMMUNICATIONS	\$4.5	\$4.6	\$0.1	1.5%	The favourable variance is primarily due to internal recoveries on Creative Services projects.
PLANNING & BUILDING	\$7.3	\$5.1	(\$2.3)	(44.3%)	
BUSINESS SERVICES	(\$0.2)	\$0.0	\$0.2	0.0%	Savings in labour gapping of \$0.1M and other operating expenses of \$0.1M offset the revenue shortfall of (\$0.1M) from Condominium Fees/ Part Lot Controls.
DEVELOPMENT AND DESIGN	\$5.3	\$6.2	\$0.9	14.6%	The surplus of \$0.9M mainly came from labour gapping, increased Development Application Fees and some under spending in other operating expenses.
POLICY PLANNING	\$2.1	\$2.6	\$0.4	17.0%	\$0.1M out of the total savings were a result of labour gapping and most of the remaining savings were due to under spending in some projects as a result of timing delays.
BUILDING PROGRAM	\$0.1	(\$3.7)	(\$3.8)	(103.2%)	The main contributor for the unfavourable variance is the revenue shortfall from Building Permit which is (\$3.8M). This shortfall is the result of the economy and the development stage of the City.
CITY MANAGER'S DEPARTMENT	\$9.6	\$9.6	(\$0.1)	(0.7%)	
CITY STRATEGY & INNOVATIONS	\$1.7	\$1.8	\$0.1	6.3%	The variance is primarily from staff vacancies and operating expenses.
INTERNAL AUDIT	\$0.9	\$1.0	\$0.2	15.8%	Half of the savings came from various staff vacancies and the other half of savings was due to the delay in the technical review of the IT Network.
ECONOMIC DEVELOPMENT	\$1.5	\$1.6	\$0.1	8.2%	Savings derived from vacancies and retirement.
STRATEGIC COMMUNITY INITIATIVES	\$0.5	\$0.6	\$0.1	12.7%	Savings are primarily due to labour gapping.
LEGAL SERVICES	\$5.1	\$4.6	(\$0.5)	(11.9%)	This unfavourable variance is mainly due to the use of more expensive external counsel required for complex matters as it relates to planning files, labour and employment, and environmental issues due to a number of staff vacancies throughout the year.

City of Mississauga
2011 Year End Budget Status Report as of December 31, 2011
Operating Budget Variances (\$ Millions)

Department	Actuals (\$Million)	Budget (\$Million)	Variance (\$Million)	Variance %	Comments
NON DEPARTMENTAL	(\$22.7)	(\$24.8)	(\$2.1)	(8.6%)	
PAYMENTS IN LIEU OF TAXES	(\$24.8)	(\$24.9)	(\$0.1)	(0.2%)	Unfavourable variance as a result of a reduced portion of the payment being allocated to the City
INVESTMENT INCOME	(\$14.5)	(\$14.5)	(\$0.0)	(0.0%)	
ENERSOURCE DIVIDEND	(\$9.6)	(\$9.0)	\$0.6	6.2%	Favourable variance of \$0.6M due to higher than anticipated dividends.
TAXATION PROGRAM	(\$13.8)	(\$7.1)	\$6.6	92.8%	Favourable variance of \$4.6M in Supplementary Taxes due to MPAC adding residential properties on the tax roll quicker, and favourable variance of \$2.2M from Interest and Penalty Revenues due to a higher than forecasted reduction in taxpayers' willingness and ability to pay.
TRANSFER TO CAPITAL RESERVE FUND	\$21.7	\$21.7	\$0.0	0.0%	
RESERVES: TRANSFER TO AND FROM	\$7.0	\$0.5	(\$6.6)	(1464.6%)	This variance is due in large part to transfer year end surplus of (\$4.5M) to Capital Reserve and (\$2.0M) to Contingency Reserve due to the surplus position of \$6.6M at year end.
INSURANCE	\$6.9	\$3.9	(\$3.0)	(77.5%)	Unfavourable variance due to a high older claim resolution/settlement, due in part to increased external support.
BENEFITS/LABOUR PACKAGE	\$2.8	\$2.5	(\$0.3)	(11.4%)	Favourable variances primarily due to benefit premiums lower than anticipated and partially offset by unfavourable variances of (0.2M) in Retiree Benefits primarily due to large contingent of Fire retirements.
Other	\$1.5	\$2.1	\$0.6	30.3%	Small favourable variances in revenue from GST Compensation, under expenditures relating to Hershey Corporate expenses, unbudgeted interest revenue from Accounts Receivable and other areas.
COUNCIL	\$3.8	\$4.1	\$0.3	6.3%	Savings resulted from vacancies and Councilors' budget not fully spent.
TOTAL SURPLUS/(DEFICIT)	\$318.7	\$318.7	\$0.0	0.0%	



Corporate Report

Clerk's Files

Originator's
Files

14.

DATE: April 2, 2012

TO: Chair and Members of General Committee
Meeting Date: April 18, 2012

GENERAL COMMITTEE

APR 18 2012

FROM: Brenda R. Breault, CMA, MBA
Commissioner of Corporate Services and Treasurer

SUBJECT: **Single Source Award for City Banking Services Contract
Renewals, File Ref: FA.49. 325-12**

- RECOMMENDATION:**
1. That the Purchasing Agent be authorized to negotiate and enter into banking services agreements (the "Agreements"), for the supply of banking services, short term borrowing with CIBC, remittance services with INTRIA (Division of CIBC), Credit Card services with Global Payments and Investment Custody services with CIBC Mellon, for terms not to exceed five years and in a form satisfactory to the City Solicitor.
 2. That the Purchasing Agent be authorized to extend each of the Agreements for a further term not to exceed five (5) years, subject to negotiation of satisfactory pricing and terms and the performance of the vendor(s).

BACKGROUND: The City utilizes five distinct banking services to support City-wide services and programs:

1. general banking services
2. remittance services
3. short term borrowing facility
4. credit card processing services
5. investment custody services

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1. **General Banking Services (CIBC):** General banking services include pre-authorized payment charges for property tax, recreation, other; general banking service fees (various fees); and miscellaneous banking costs (supplies, special requests, etc.). The 2011 annual fees are approximately \$187,000 (2010: \$187,000) which include both a flat fee and transactional fees. The general services banking agreement also sets the interest rates earned on deposit balances held during the contract period.
2. **Remittance Services (INTRIA):** Remittance Services include the receipt, sort and extraction of mail directed to Mississauga Taxes, deposit of property tax payments, imaging of cheques and remittance advices and electronic transmission of payment information to the City. Remittance Services are provided by INTRIA, a wholly-owned subsidiary of CIBC. Currently, annual fees are approximately \$60,000.
3. **Short Term borrowing Facility (CIBC):** The City has a \$100 million short-term credit facility with CIBC. The short term credit facility allows the City to borrow short term funds on an ongoing basis, to bridge cash flows. To date, the City has not drawn on this credit facility, and there have been no associated fees incurred related to this facility. Since the City is now embarking on Capital projects which will be financed through long term debt, it may be necessary to bridge finance these projects with temporary borrowings from the short term credit facility, in advance of long term debenture issuance.
4. **Credit Card Processing Services (Global Payments Inc.):** Credit card services which involve the City's acceptance of payment by credit card for City services and programs include Visa credit card fees, MasterCard credit card fees, and debit card fees. American Express credit card fees are handled and negotiated under a separate contract with American Express. In 2011, these fees totalled approximately \$866,000 (2010: \$793,000). These fees are calculated on credit card transaction receipts across the organization, including eCity. Recreation program registrations account for the majority of these fees, along with facility rentals. Credit card fees are based on a percentage of the total value of the credit card transaction. Debit card fees are priced on a flat fee per transaction. Credit card fees accounted for the growth in overall banking fees over the last five to 10 years.

5. **Investment Custody Services (CIBC Mellon):** Investment custody banking services comprise investment securities position-keeping and safe-keeping, transaction administration and securities lending. In 2011, the City received net income of approximately \$15,000 from this service agreement, as the income from the CIBC Mellon Securities Lending Program more than offset the cost associated with providing security custody and settlement services.

All City bank service contracts are currently scheduled to expire June 30, 2012 and new contracts will be required to ensure service continuity for the City.

Banking Services History:

CIBC has been the City’s bank of record for the City’s banking needs since May 1, 1991, or 21 years.

Below is a summary of the City’s banking services procurements since 1991.

Banking Contract Period	Successful Bank	Procurement Method
2007-2012	CIBC	Five year contract extension approved by Council
2002-2007	CIBC	Competitive RFP
1997-2002	CIBC	Competitive RFP
1991-1997	CIBC	Competitive RFP

In 2007, the contract with CIBC was renegotiated and renewed for five years until June 30, 2012. This contract extension was approved by Council on May 23, 2007. Through negotiations, CIBC offered lower fees and competitive interest rates (on average about 12% lower fees) from the 2002 contract, mainly due to efficiencies gained through improved City banking processes, as well as other CIBC banking efficiencies and automation.

COMMENTS:

The purpose of this report is to provide Council with information on the current banking market and obtain Council’s approval for the banking services procurement strategies recommended in this report.

Banking Services:

Each of the City's banking service areas is currently supported by separate legal entities under the CIBC umbrella. Each company has its own Account Manager who oversees contract negotiations and manages the provision of services for that specific business area.

Each type of banking service is provided by an independent company with separate fees and contracts. Therefore, combining all banking services into one procurement process will not yield better pricing for the City. Therefore, staff are proposing that a single procurement for all banking services, as previously used, be changed to five separate procurements, one for each type of banking service.

The last competitive banking services procurement, conducted for the period 2002-2007, resulted in over 20 separate contracts, requiring extensive resource support from Legal and Financial Services to put these contracts in place. When the contracts were extended for another five years in 2007, only amended agreements were required for the change in fees. These contracts are all scheduled to expire June 30, 2012.

Changing a banking provider, structure and processes within a major corporation like the City is a complex and costly exercise. Our banking processes and structure are incorporated in Corporate policies related to cash management and cash handling, departmental business processes, Citywide information systems (i.e. SAP, CLASS), equipment (i.e. POS machines, cash registers), eCity (i.e. eStore), and also our armoured courier service provider.

In early 2011, CIBC approached the City and expressed an interest in extending banking services to the City, indicating that they would be willing to offer better and lower fees, for general banking services and more competitive interest rates, in order to retain the City's business. In light of this, Finance staff met with Materiel Management and Legal Services to discuss the City's options and approach to securing the required banking services from both a purchasing and contract perspective.

In accordance with the Acquisition and Disposal By-law no. 374-06 Schedule A, item (b) (iv), City staff may propose single sourcing service contracts if there are demonstrated cost savings by renewing

with the current provider, demonstrated best value pricing or fees, or if the solicitation of competitive bids would not be economical to the City. Staff are proposing to pursue single source procurements for each of the five banking areas if the contract rates which can be negotiated with CIBC demonstrate best value pricing for the City.

General Banking Services (CIBC): The immediate priority is to set up new General Banking Services contracts for a new five (5) year term (plus option for additional five years) by June 30, 2012.

Remittance Services (INTRIA): It is recommended that the INTRIA Remittance Services contract be extended for the same period of time as the General Banking Services contract. It is beneficial to use remittance services provided by the City's bank. Time delays for clearing of items are eliminated. Costs are reduced as payments are received, deposited and cleared within CIBC. As well, payments received at financial institutions are consolidated with cheque payments processed through the remittance service into a single file for transmitting to the City and updating of tax accounts on a more timely basis.

Short-Term Credit Facility (CIBC): Finance staff have negotiated favourable terms and conditions for the proposed Credit Facility extension. It is proposed that a contract for the short term credit facility of five (5) years (plus option for additional five years) be put in place. The City always has the right to secure further borrowing services, if necessary, from multiple lending providers, and the contract extension with CIBC in no way prohibits that right. Over the course of the credit facility contract, in the event that CIBC borrowing rates are no longer competitive, Finance will utilize a roster format for the borrowing facility to ensure competitive rates.

Credit Card Services and Investment Custody Services: Staff recommend extending the current City contracts for credit card services (Global Payments Inc.) and investment custody services (CIBC Mellon) an extra year to June 30, 2013. This extra year will provide the City the time and resources to negotiate fee reductions to support single source procurement. If negotiations are unsuccessful, staff will proceed to a competitive process for the best rates in each service area.

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Finance, Materiel Management and Legal Services support the City entering into single source contracts for banking services as long as there is a demonstrated benefit to the City, and the process complies with the Acquisition and Disposal By-law no. 374-06 Schedule A, item (b) (iv).

Materiel Management conducted surveys across numerous municipalities in the Greater Toronto Area to determine what course of action they were taking regarding renewals of banking services. Some of the municipalities surveyed were seeking an extension with their current banking provider. It was discovered that the number one reason for seeking single source renewal for satisfactory existing banking services was to avoid unnecessary transition costs and impacts on business processes and systems.

FINANCIAL IMPACT: City of Mississauga Transition Costs:

If the City switched banking service providers, the City would experience significant disruption in service and significant staff time and resourcing costs.

A detailed analysis was completed by staff that indicated switching banks for general banking services would cost the City an estimated amount of \$136,000; switching banks for credit card processing services would cost the City an estimated amount of \$130,000. Switching banks for Investment Custody Services would cost the City an estimated amount of \$19,000. The total cost to transition all three banking service areas is estimated at \$285,000.

CIBC General Banking Fee Service Proposal:

Through preliminary negotiations, CIBC presented an offer to the City that is very competitive and includes significant fee reductions (per year). It is recommended that the General Banking Services contract be awarded to CIBC for another five years with the additional option to renew for another 5 years based on equivalent or lower fees.

INTRIA Remittance Service Proposal:

INTRIA presented an offer to the City that is very competitive. As they are a subsidiary of CIBC, pricing is contingent on the City using CIBC as the clearing agent. It is recommended that the Remittance Services contract be awarded to INTRIA for another five years with

the additional option to renew for another 5 years based on equivalent or lower fees.

Legal Services has reviewed CIBC's general banking proposal and INTRIA's remittance services proposal and have identified no concerns with the proposals' language or terms. The language would allow the City to continue with the same contract terms and conditions under the new fee proposals.

Short-Term Credit Facility (CIBC):

CIBC has presented a competitive proposal for the short term credit facility. This \$100 million short term borrowing facility will ensure that the City has ample liquidity, as required, to bridge finance capital expenses, pending any debenture issuance through the Region of Peel.

CONCLUSION:

The City's bundled banking contracts expire June 30, 2012. The process for securing banking services for the future was reviewed by staff. Using banking marketplace information, negotiations ensued with CIBC and competitive discounts were received by the City from CIBC.

As a result of this process, substantial banking service discounts have been secured as outlined below:

1. a significant reduction of banking service fees, as compared to the previous contract (i.e. savings of approximately \$66,000 for both flat and volume driven fees, a 35% saving from the current contract fees)
2. improved terms on interest earned on deposits (i.e. additional interest earnings of approximately \$100,000, due to the improved interest rates)
3. lower fees when borrowing through the short term borrowing facility (i.e. improved borrowing rate savings between 25 to 30 basis points per annum, if required)
4. transition cost avoidance, estimated at \$285,000

Based on this, staff are recommending a single source procurement for general banking services and short term borrowing with CIBC and remittance services with INTRIA, for a term not to exceed five years, so that new contracts can be in place by July 1, 2012. It is also recommended that the current contracts for both credit card services

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and investment custody services be extended for one year to July 1, 2013. Subject to satisfactory negotiations with CIBC, it is recommended that single source contract awards be made for these two banking services for a term not to exceed 5 years. If negotiations are unsuccessful for these banking services, staff will issue a request for proposals through a competitive process.



Brenda R. Breault, CMA, MBA
Commissioner of Corporate Services and Treasurer

Prepared By: Mark Beauparlant, Manager, Corporate Financial Services



Corporate Report

Clerk's Files

Originator's
Files

PO.11.ROS

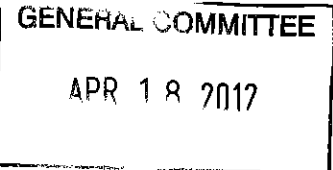
15.

DATE: March 26, 2012

TO: Chair and Members of General Committee
Meeting Date: April 18, 2012

FROM: Brenda R. Breault, CMA, MBA
Commissioner of Corporate Services and Treasurer

SUBJECT: **Amending Agreement to amend the Option to Re-Convey of
Lands located at 5730 Rose Cherry Place sold to the Islamic
Propagation Centre of Ontario (Ward 5)**



RECOMMENDATION: That a by-law be enacted authorizing the Commissioner of Community Services and the City Clerk to execute an Amending Agreement, and all documents ancillary thereto, between The Corporation of the City of Mississauga ("City") and the Islamic Propagation Centre of Ontario ("IPC") to amend the Option to Re-Convey Agreement dated May 7, 2009, registered against a parcel of land containing an area of approximately 6,209 square metres (66,835.31 square feet) forming part of 5730 Rose Cherry Place, to provide an extension of time until December 1, 2012 to allow for the completion of the construction of a parking lot by IPC.

The subject lands are legally described as Part Block 14, Registered Plan 43M-425, designated as Part 3 on Reference Plan 43R-23228, City of Mississauga, Regional Municipality of Peel, in Ward 5.

BACKGROUND: With the enactment of By-law 0091-2009 on April 8, 2009, City Council authorized the sale of part of the City-owned property municipally known as 5730 Rose Cherry Place, located on the south side of Rose Cherry Place, east of Coopers Avenue, containing an area of approximately 6,209 square metres (66,835.31 square feet), to IPC in order to allow IPC to satisfy the zoning by-law parking

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requirements for the proposed expansion of IPC's own building.

As part of the sale conditions, IPC was required to convey a permanent parking easement back to the City for the benefit of the general public attending any event scheduled at 5500 Rose Cherry Place and/or 5725 Rose Cherry Place. IPC was also required to enter into an Option to Re-Convey Agreement with the City whereby the City acquired an option to repurchase the subject property at any time after December 1, 2011 if, by such date, IPC had not completed the construction of the parking lot.

COMMENTS:

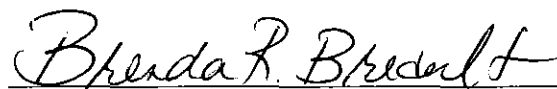
In December, 2011, IPC's lawyer advised Realty Services that the expansion to IPC's building was still under construction and that it would not be practical to pave the parking lot because of the traffic caused by the heavy construction trucks. Therefore, IPC requested a one year extension to complete the parking lot.

Community Services staff was consulted and they indicated they had no objection to the one year extension for IPC to complete its parking lot.

FINANCIAL IMPACT: None - there is no monetary consideration for this transaction.

CONCLUSION: Having been advised that Community Services has no objection to the one year extension to complete the parking lot as a result of the construction of IPC's building, it is reasonable to enter into an Amending Agreement to amend the Option to Re-Convey Agreement to permit an extension for the completion of the parking lot on the subject property to the new date of December 1, 2012.

ATTACHMENTS: Appendix 1: Location of the Subject Property
Appendix 2: Reference Plan 43R-23228



Brenda R. Breault, CMA, MBA
Commissioner of Corporate Services and Treasurer

Prepared By: Stephen Law, Project Leader



Subject Property



MISSISSAUGA

Leading today for tomorrow



Corporate Services

Realty Services

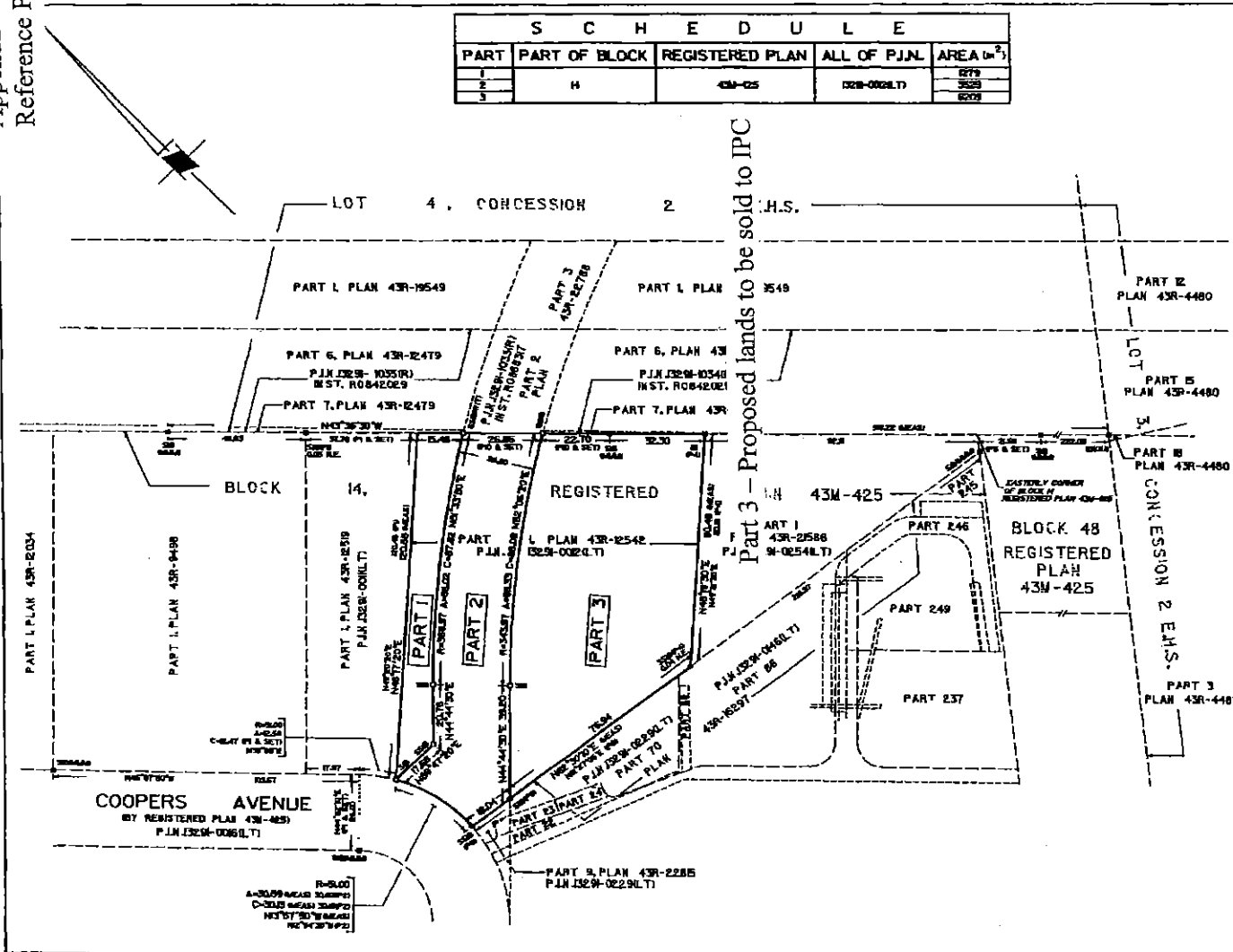
Location of Subject Property
5730 Rose Cherry Place
File: PO.11.ROS (Ward 5)

SCALE FOR REDUCED DRAWINGS

0m 13m 25m 50m 75m 100m 125m 250m

This is not a Plan of Survey

SCHEDULE				
PART	PART OF BLOCK	REGISTERED PLAN	ALL OF P.J.N.	AREA (m ²)
1	H	43-05	(329-0026L.T)	879
2				369
3				807



I REQUIRE THIS PLAN TO BE DEPOSITED UNDER THE LAND TITLES ACT.

DATE: NOVEMBER 23, 1998

R.B. Lawryshyn
R. B. LAWRYSHYN
ONTARIO LAND SURVEYOR

PLAN 43R-23228
RECEIVED AND DEPOSITED

DATE: November 23, 1998

Asst. Carol Carrigan
Asst. Carol Carrigan
DEP. LAND REGISTRAR FOR THE
LAND TITLES DIVISION OF PEEL (NO. 43)

METRIC: DISTANCES SHOWN ON THIS PLAN ARE IN METRES AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048.

PLAN OF SURVEY OF
PART OF BLOCK 14
REGISTERED PLAN 43M-425
CITY OF MISSISSAUGA
REGIONAL MUNICIPALITY OF PEEL
R.B. LAWRYSHYN, O.L.S.



- BEARING REFERENCE AND LEGEND
- BEARINGS ARE OLD BEARINGS REFERRED TO ZONE IT OF THE UNIVERSAL TRANSVERSE MERCATOR PROJECTION, CENTRAL MERIDIAN 87°07' WEST LONGITUDE, AND ARE DERIVED FROM THE FOLLOWING CONTROL MONUMENTS:
 CM 07890054 E-6284-02-060 N-43000352
- SB DENOTES SURVEY MONUMENT FOUND
 - ST DENOTES STANDARD IRON BAR
 - SB DENOTES IRON BAR
 - SSB DENOTES SHORT STANDARD IRON BAR
 - MTD DENOTES MINISTRY OF TRANSPORTATION, ONTARIO
 - WT DENOTES WITNESS
 - MMM DENOTES MARSHALL MACLURE MONUMENTAL ONTARIO LIMITED
 - OU DENOTES ORIGIN UNKNOWN
 - PL DENOTES PLAN 43R-2589
 - P-1 DENOTES PLAN 43R-2542
 - P-2 DENOTES PLAN 43R-2546
 - P-R DENOTES REGISTERED PLAN 43M-425
 - P-3 DENOTES PLAN 43R-2527
 - P-4 DENOTES PLAN 43R-2295
 - P-5 DENOTES PLAN 43R-2278
 - E.O.S. DENOTES EAST OF HURONTARIO STREET
 - T.O. DENOTES TORONTO TOWNSHIP
 - MEAS DENOTES MEASURED

SURVEYOR'S CERTIFICATE

I CERTIFY THAT:

- THIS SURVEY AND PLAN ARE CORRECT AND IN ACCORDANCE WITH THE SURVEYS ACT, THE SURVEYOR'S ACT AND THE LAND TITLES ACT AND THE REGULATIONS MADE THEREUNDER.
- THE SURVEY WAS COMPLETED ON THE 3RD DAY OF NOVEMBER, 1998.

NOVEMBER 23, 1998

R.B. Lawryshyn
R. B. LAWRYSHYN
ONTARIO LAND SURVEYOR

MISSISSAUGA
Transportation and Works

385 MAVIS ROAD
MISSISSAUGA, ONTARIO
L4C 1T7
PHONE 905-896-5000

ENVIRONMENTAL ADVISORY COMMITTEE

April 10, 2012

REPORT 3-2012

GENERAL COMMITTEE

APR 18 2012

TO: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Environmental Advisory Committee presents its third report for 2012 and recommends:

EAC-0013-2012

That the PowerPoint presentation, dated April 10, 2012 and entitled "Lakeview Waterfront Connection: Environmental Assessment," by Kate Hayes, Project Leader, Restoration and Stewardship, Credit Valley Conservation, and Kenneth Dion, Senior Project Manager, Toronto and Region Conservation Authority, to the Environmental Advisory Committee on April 10, 2012 be received.

(EAC-0013-2012)

EAC-0014-2012

That the email message dated March 14, 2012 from Brenda Osborne, Manager, Environment, with respect to Living by the Lake – Credit Valley Conservation Newsletter, Volume One be received.

(EAC-0014-2012)

EAC-0015-2012

That the PowerPoint presentation, dated April 10, 2012 and entitled "Car-Share Service: Downtown Mississauga Pilot Project," by Lorenzo Mele, Transportation Demand Management Coordinator, Transportation Projects Office, to the Environmental Advisory Committee on April 10, 2012 be received.

(EAC-0015-2012)

EAC-0016-2012

That the PowerPoint presentation, dated April 10, 2012 and entitled "Huronario-Main LRT Project: Preliminary Design/TPAP," by Matthew Williams, LRT Project Manager, to the Environmental Advisory Committee on April 10, 2012 be received.

(EAC-0016-2012)

EAC-0017-2012

That The Lung Association's Fact Sheet, entitled "Clearing the Air of Wood Smoke" and distributed to the Environmental Advisory Committee as requested by Lydia Pawlenko Lobos, a Ward 1 resident, be received.

(EAC-0017-2012)

EAC-0018-2012

That the Memorandum dated March 13, 2012 from Mayor Hazel McCallion with respect to smoke from home wood stoves be received and referred to Environmental Management staff for further review and preparation of a draft by-law, in consultation with Legal staff, and a Corporate Report on short- and long-term policy options (including addressing the improper use of home wood stoves and regulation by the provincial government) for home wood stoves for consideration at a future Environmental Advisory Committee meeting.
(EAC-0018-2012)

EAC-0019-2012

That the chart from Environmental Management staff with respect to DRAFT upcoming agenda items and Environmental Advisory Committee (EAC) role be received.
(EAC-0019-2012)

EAC-0020-2012

That the chart dated April 10, 2012 from Julie Lavertu, Legislative Coordinator, Environmental Advisory Committee, with respect to the status of outstanding issues from the Environmental Advisory Committee (EAC) be received.
(EAC-0020-2012)

EAC-0021-2012

That, further to the Memorandum dated February 21, 2012 from Mayor Hazel McCallion with respect to the approval of drive-throughs in the City of Mississauga, the Environmental Advisory Committee supports the existing by-law structure for drive-throughs in the City of Mississauga and may review its position in the fall of 2012 following the appeals to the new Mississauga Official Plan.
(EAC-0021-2012)

EAC-0022-2012

That the Memorandum dated April 4, 2012 from Julie Lavertu, Legislative Coordinator, Environmental Advisory Committee, with respect to the resignation from Lucia Hlasna, University of Toronto at Mississauga Agency Liaison, Environmental Advisory Committee, effective March 13, 2012 be received.
(EAC-0022-2012)

REPORT 4-2012

GENERAL COMMITTEE

APR 18 2012

TO: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Mississauga Cycling Advisory Committee presents its fourth report for 2012 and recommends:

MCAC-0023-2012

That the presentation made by Patricia Kulik, Matthew Cristiano, Vandita Marwah and Axel Thomas students from University of Toronto Mississauga regarding Analyzing Cycling Count Methodologies in the City of Mississauga be received.

(MCAC-0023-2012)

MCAC-0024-2012

1. That the design for the Tour de Mississauga cycling jersey that incorporates a purple colour scheme, full-zip and textured material as presented at the April 10, 2012 Mississauga Cycling Advisory Committee meeting be approved.

2. That the white textured t-shirt for Trail Ambassadors be approved as presented at the April 10, 2012 Mississauga Cycling Advisory Committee meeting.

3. That the red textured t-shirt for the Marshals for Tour de Mississauga be approved as presented at the April 10, 2012 Mississauga Cycling Advisory Committee meeting.

(MCAC-0024-2012)

MCAC-0025-2012

That George Douzenis be the recipient of the 2011 Phil Green Recognition Award.

(MCAC-0025-2012)

MCAC-0026-2012

That the 2012 operating budget for Mississauga Cycling Advisory Committee be approved.

(MCAC-0026-2012)

MCAC-0027-2012

That the memorandum dated April 4, 2012 from Jacquelyn Hayward Gulati, Manager Cycling Office regarding the 2012 Proposed Cycling Network Program be received.

(MCAC-0027-2012)

**MISSISSAUGA CYCLING
ADVISORY COMMITTEE****April 10, 2012**

MCAC-0028-2012

That the revised Terms of Reference for Mississauga Cycling Advisory Committee be approved as presented.

(MCAC-0028-2012)

MCAC-0029-2012

That the 2012 calendar of events regarding Mississauga cycling related events in 2012 be received for information.

(MCAC-0029-2012)

MCAC-0030-2012

That the action list from the meeting held on March 20, 2012 be received for information.

(MCAC-0030-2012)

MCAC-0031-2012

That the following information items at the April 10, 2012 Mississauga Cycling Advisory Committee meeting be received for information:

- a) The poster regarding the Spring into Cycling workshop on May 5, 2012 at Burnhamthorpe Library.
- b) Can-Bike information course for the 2012 spring session.
- c) Share The Road March 2012 Newsletter
- d) Letter dated March 21, 2012 to the Show Manager for the Toronto Bike Show regarding Mississauga Cycling Advisory Committees participation in the event.
- e) Letter dated April 4, 2012 from Marlaine Koehler, Executive Director, Waterfront Regeneration Trust regarding the 5th Annual Great Waterfront Trail Adventure.
- f) Letter dated March 19th from Marlene Norris-Robinson, Property Agent, Land Services, Enbridge regarding the proposed natural gas main part of lot 35.

(MCAC-0031-2012)