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## General Committee

**Date:** May 26, 2021  
**Time:** 9:30 AM  
**Location:** Online Video Conference

### Members

Mayor Bonnie Crombie	
Councillor Stephen Dasko	Ward 1
Councillor Karen Ras	Ward 2
Councillor Chris Fonseca	Ward 3
Councillor John Kovac	Ward 4
Councillor Carolyn Parrish	Ward 5
Councillor Ron Starr	Ward 6 (CHAIR)
Councillor Dipika Damerla	Ward 7
Councillor Matt Mahoney	Ward 8
Councillor Pat Saito	Ward 9
Councillor Sue McFadden	Ward 10
Councillor George Carlson	Ward 11

### Participate Virtually and/or via Telephone

Advance registration is required to participate and/or make a comment in the virtual meeting. Questions for Public Question Period are required to be provided to Clerk's staff at least 24 hours in an advance of the meeting. Any materials you wish to show the Committee during your presentation must be provided as an attachment to the email. Links to cloud services will not be accepted. Comments submitted will be considered as public information and entered into public record.

To register, please email [dayna.obaseki@mississauga.ca](mailto:dayna.obaseki@mississauga.ca) and for Residents without access to the internet via computer, smartphone or tablet, can register by calling Dayna Obaseki at 905-615-3200 ext. 5425 **no later than Tuesday, May 25, 2021 before 9:30AM**. You will be provided with directions on how to participate from Clerks' staff.

### Contact

Dayna Obaseki, Legislative Coordinator, Legislative Services  
905-615-3200 ext. 5425  
Email: [dayna.obaseki@mississauga.ca](mailto:dayna.obaseki@mississauga.ca)

### Find it Online

<http://www.mississauga.ca/portal/cityhall/generalcommittee>  
Meetings of Council streamed live and archived at [Mississauga.ca/videos](http://Mississauga.ca/videos)

1. CALL TO ORDER

2. APPROVAL OF AGENDA

3. DECLARATION OF CONFLICT OF INTEREST

4. DEPUTATIONS

4.1. Brian Bentz, CEO, Alectra Inc. to provide an annual update on Alectra Inc.

5. CLOSED SESSION

(Pursuant to Subsection 239(2) of the *Municipal Act, 2001*)

5.1. Education Session:

***Brian Bentz, CEO, Alectra Inc. with respect to Alectra's Strategic Plan***

5.2. Information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them:

***Amendments to Alectra Unanimous Shareholder Agreement***

6. PRESENTATIONS - Nil.

7. DEPUTATIONS

7.1. Item 11.1 - David Warner, Chair, Enersource Board

7.2. Dimitri Soudas and Normand Latourelle, Board of Cavalia regarding the "Illumi" proposal

7.3. Glen Broll, Partner, Glenn Schnarr and Associates requesting permission to submit an application to the Committee of Adjustment to alter the height within the Zoning By-law that was approved within the last two years - 91 Elginton Partnership Limited.

8. PUBLIC QUESTION PERIOD - 15 Minute Limit

**Public Comments:** Advance registration is required to participate and/or to make comments in the virtual public meeting. Any member of the public interested in speaking to an item listed on the agenda must register by calling 905-615-3200 ext. 5425 or by emailing [dayna.obaseki@mississauga.ca](mailto:dayna.obaseki@mississauga.ca) by **Tuesday, May 25, 2021 before 9:30AM.**

Pursuant to Section 42 of the Council Procedure By-law 0139-2013, as amended:

General Committee may grant permission to a member of the public to ask a question of General Committee, with the following provisions:

1. Questions shall be submitted to the Clerk at least 24 hours prior to the meeting;
2. A person is limited to two (2) questions and must pertain specific item on the current agenda and the speaker will state which item the question is related to;

3. The total speaking time shall be five (5) minutes maximum, per speaker, unless extended by the Mayor or Chair; and
4. Any response not provided at the meeting will be provided in the format of a written response.

**9. MATTERS PERTAINING TO COVID-19**

**10. CONSENT AGENDA**

**11. MATTERS TO BE CONSIDERED**

- 11.1. Enersource Corporation – 2020 Audited Financial Statements
- 11.2. Enersource Corporation – Shareholders Resolution in Lieu of Annual General Meeting and Approval of Alectra Resolutions
- 11.3. Annual Treasurer's Statement Report: Summary of Activity in 2020
- 11.4. Single Source Recommendation for VFA Canada Corporation Contract Renewal, File Ref: PRC002306
- 11.5. Mississauga Matters: Summary of Priority Issues and Engagement Strategy for a Potential 2021 Federal Election
- 11.6. Amendment to the Business Licensing By-Law 01-2006 to Permit Outdoor Clothing Donation Drop Boxes on Properties Zoned Residential, subject to Minor Variance Approval
- 11.7. All-Way Stop – Aviation Road at Montbeck Crescent (Ward 1)
- 11.8. Increase to Contract with Matrix Solutions Inc. for the Dixie-Dundas Flood Mitigation Study (Wards 1 and 3)
- 11.9. Construction of Noise Walls along Southdown Road between South Sheridan Way and Wiseman Court (Ward 2)
- 11.10. Torbram Road Grade Separations Project – Contract Amendment (Ward 5)
- 11.11. Designation of Bicycle Lanes and Multi-Use Trails – Various Locations (Wards 5, 6, 7, 8, 9 and 11)
- 11.12. Light Up The Square 2022 – Public Art Commission Partnership Proposal

**12. ADVISORY COMMITTEE REPORTS**

- 12.1. Heritage Advisory Committee Report 5-2021 - May 11, 2021
- 12.2. Mississauga Cycling Advisory Committee Report 5-2021 - May 11, 2021
- 12.3. Diversity and Inclusion Advisory Committee Report 2-2021 - May 12, 2021

**13. UNFINISHED BUSINESS**

- 13.1. Review of Business Licensing Fees and Relief Options

*This matter was referred to General Committee at the Council meeting on May 19,*

*2021 as per Council's direction.*

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

**15. COUNCILLORS' ENQUIRIES**

**16. OTHER BUSINESS/ANNOUNCEMENTS**

**17. CLOSED SESSION**

17.1. A proposed or pending acquisition or disposition of land by the municipality or local board:  
Authority to Sign a Letter of Intent with the Region of Peel in Connection with the  
Acquisition of Rail Lands for Trail Purposes (Ward 11)

17.2. A proposed or pending acquisition or disposition of land by the municipality or local board:  
Authority to Negotiate for Land Acquisition from Alectra Utilities Corporation (Ward 6)

17.3. Advice that is subject to solicitor-client privilege, including communications necessary for  
that purpose: Legal Advice regarding Grants to Business Improvement Area Associations

**18. ADJOURNMENT**



# Alectra Shareholder Meeting

City of Mississauga

Q2 2021

# Disclaimer

The information in these materials is provided for information purposes only and is based on information currently available to Alectra Inc. and its affiliates (collectively “Alectra”). Alectra does not warranty the accuracy, reliability, completeness or timeliness of the information and undertakes no obligation to revise or update these materials. Alectra (including its directors, officers, employees, agents, and subcontractors) hereby waives any and all liability for damages of whatever kind and nature which may occur or be suffered as a result of the use of these materials or reliance on the information therein.

This presentation contains, and oral answers to questions may contain, forward-looking information within the meaning of applicable Canadian securities laws (“forward-looking statements”). All statements other than statements of historical fact are forward-looking statements. Often, but not always, forward-looking statements can be identified by the use of the words such as “plans”, “expects”, “budget”, “scheduled”, “estimates”, “forecasts”, “intends”, “anticipates”, or “believes” or variations (including negative variations) of such words and phrases, or state that certain actions, events or results “may”, “could”, “would”, “might” or “will” be taken, occur or be achieved.

Forward-looking statements reflect the current expectations of Alectra’s management regarding future events and operating performance, but involve known and unknown risks, uncertainties and other factors which may cause the actual results, performance or achievements of Alectra Inc. to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements. Actual events could differ materially from those projected herein and depend on a number of factors.

Although forward-looking statements contained herein are based upon what management believes are reasonable assumptions, there can be no assurance that actual results will be consistent with these forward-looking statements. Accordingly, prospective investors should not place undue reliance on forward-looking statements. The forward-looking statements contained herein speak only as of the date of this Investor Presentation. Except as required by applicable securities laws, Alectra does not undertake, and specifically disclaims, any obligation to update or revise any forward-looking statements, whether as a result of new information, future developments or otherwise, except as required by applicable law.

All references in this presentation are as of April, 2021 unless otherwise stated.

# Table of Contents

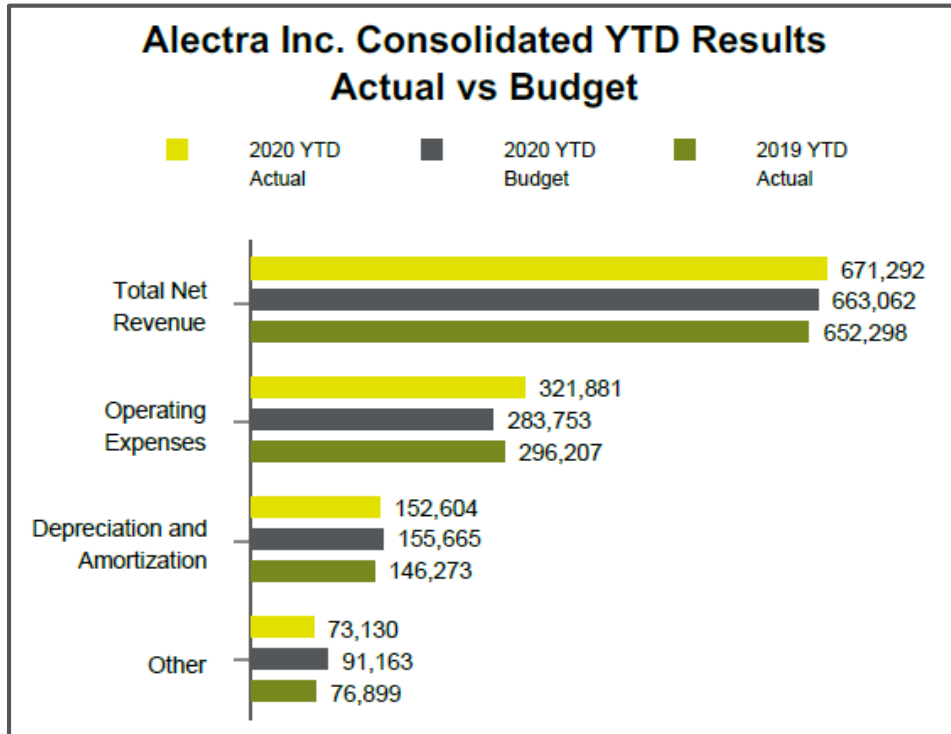
- Alectra Updates
  - Financial Performance
    - Year-end 2020, Synergies and Dividends
  - Community Update
    - Capital Program and Community Giving
    - COVID – 19
  - Recognition and Awards



# Financial Performance



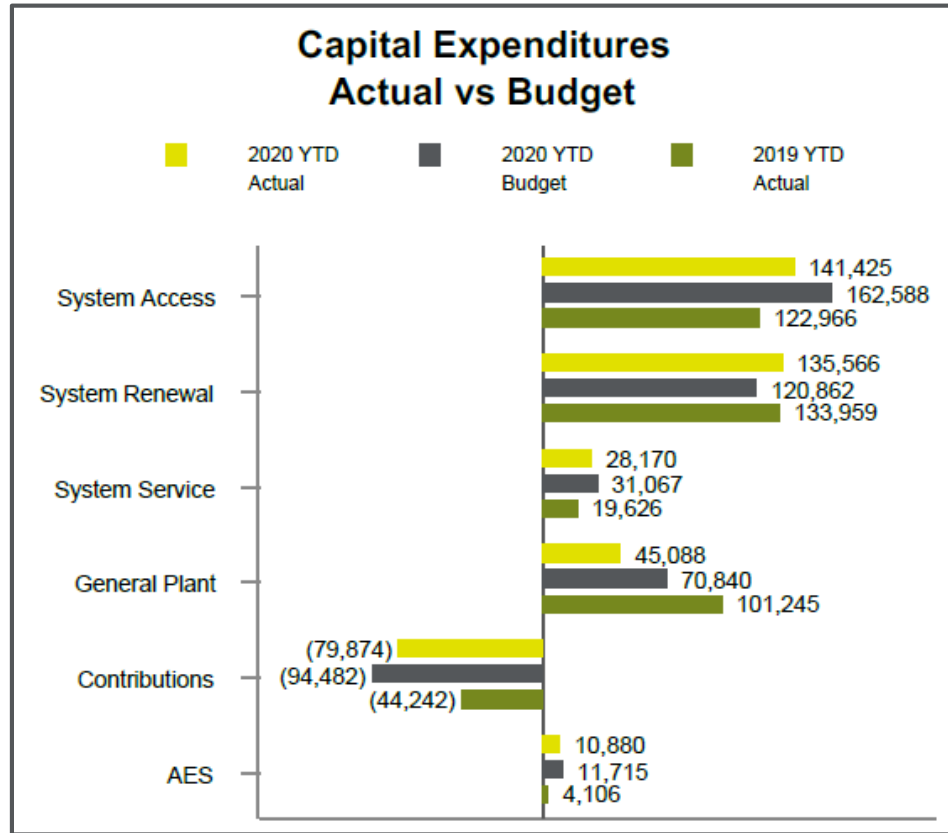
# Financial Performance – Alectra Inc.



Despite the significant impacts of COVID-19 Pandemic on Alectra Inc.'s operations, the Modified IFRS **net income was \$123.7MM** on a consolidated basis for the year ended December 31, 2020, or **\$8.8MM lower than the budgeted** net income of \$132.5MM

- **Revenue**, net of cost of power for Alectra Inc. **was \$671.3MM** or **\$8.2MM favourable** to budget of \$663.1MM
  - Higher consulting revenue from U-A (\$7.8MM) and LED project revenue from Power Services (\$5.2MM); partially offset by
  - Lower distribution revenue due to lower demand in the GS>50kW customer class (\$4.6MM)
- **Expenses were \$474.5MM** or **\$35.1MM unfavourable** to the budget of \$439.4MM
  - higher provision for credit losses as a result of the Pandemic (\$23.0MM) and higher direct labour costs (\$13.3MM), partially offset by a FIT / MicroFit settlement (\$4.1MM)
- **Other expenses were \$18.0MM favourable** to budget
  - lower taxes due to lower net income before tax and higher capital cost allowance (\$9.3MM);
  - gain on derecognition of PP&E (\$6.8MM), primarily due to the sale of the Sandalwood operations centre;
  - favourable interest expense (\$2.0MM), due to lower borrowing costs, partially offset by higher fees on credit facilities.

# Capital Expenditures- Alectra Inc.



Capital expenditures were **\$281.3MM** or **\$21.3MM** lower than the budget of **\$302.6MM**

Primary related to:

- lower **General Plant** costs due to the deferral of the Kennedy Road construction, Guelph transition projects and CCRA payments (\$25.8MM);
- lower **System Access** and **System Service** expenditures due to the cancellation and deferral of transit projects, delays in road authority and new connection projects, and the cancellation of Non-Wires Alternative project (\$24.1MM);

Partially offset by:

- higher **System Renewal** costs due to additional asset replacement work (\$14.7MM);
- lower customer contributions related to cancellation and deferral of transit projects (\$14.6MM)

**Definitions:**

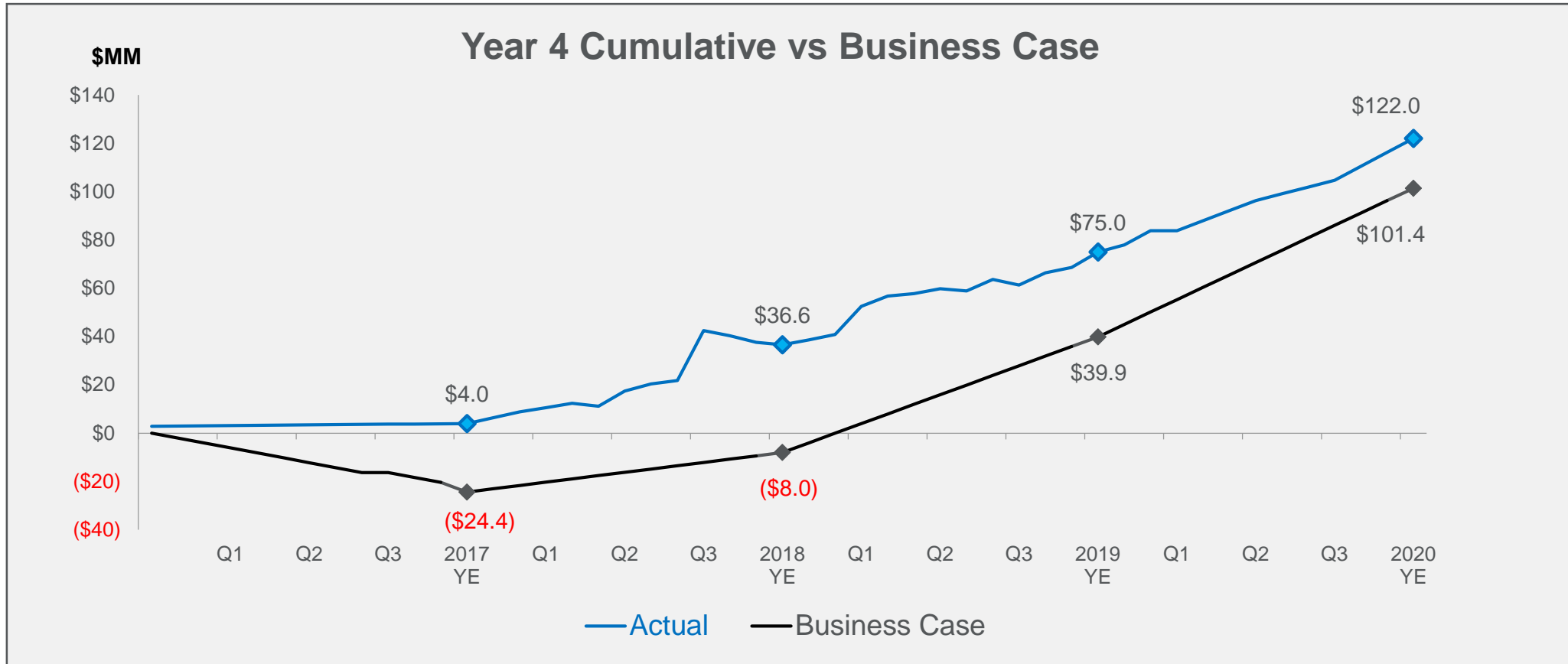
**System access** investments are modifications (including asset relocation) to a distributor's distribution system a distributor is obligated to perform to provide a customer (including a generator customer) or group of customers with access to electricity services via the distribution system.

**System renewal** investments involve replacing and/or refurbishing system assets to extend the original service life of the assets and thereby maintain the ability of the distributor's distribution system to provide customers with electricity services.

**System service** investments are modifications to a distributor's distribution system to ensure the distribution system continues to meet distributor operational objectives while addressing anticipated future customer electricity service requirements.

**General plant** investments are modifications, replacements or additions to a distributor's assets that are not part of its distribution system including land and buildings, tools and equipment, rolling stock and electronic devices and software used to support day to day business and operations activities.

# Synergies - Alectra Inc.

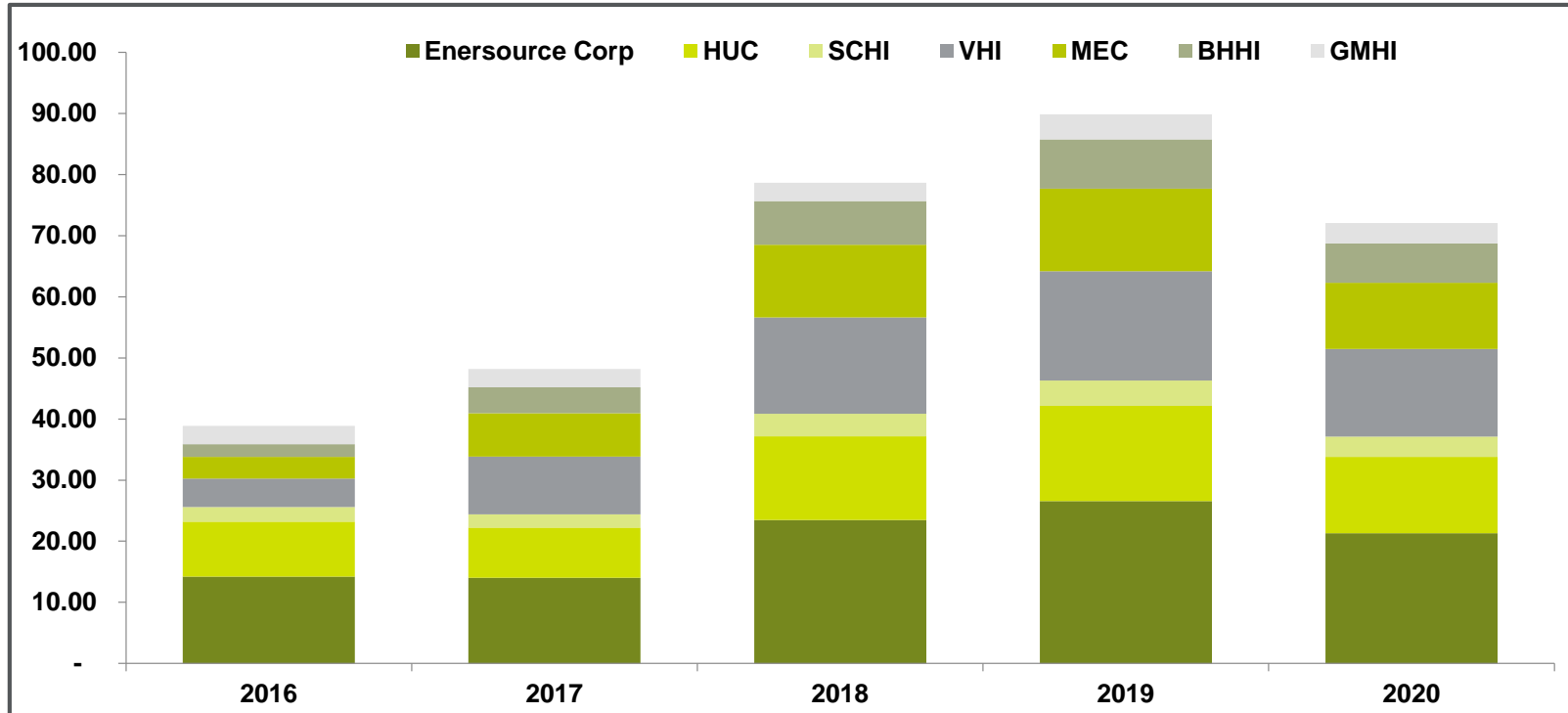


- **Net Synergies** are achieved to date are **\$20.6MM above** Alectra's business case:
  - Operating Net Synergies \$55.1MM above business case
  - Capital Net Synergies \$34.5MM below business case

# Dividends – Alectra Inc.

## Shared and Predecessors

Dividends on Common Shares (2016 – 2020)



\$MM	2016	2017	2018	2019	2020	Total
Dividends on Common Shares	38.9	48.2	78.7	89.9	72.1	327.8

In the first four years following Alectra merger, Alectra paid \$275.5MM to the inaugural shareholders group, or \$10MM lower than estimated in Alectra original Business Case

*Note: without the merger the inaugural shareholders would have seen \$204MM in standalone dividends*

*The merger has provided dividends \$71.5MM greater than the standalone course of action would have provided*



# Community Update

# Community Update - Mississauga

- In 2021, Alectra plans to invest over \$250 million across our service territory, including Mississauga, in order to continue to deliver reliable electricity to your community
- Alectra continues to bring much needed infrastructure improvements to Mississauga through our annual capital plan
  - Expanding infrastructure to accommodate load growth in the area:
    - \$22 million over the next five years
  - Replacing deteriorating infrastructure to maintain and improve reliability and service quality:
    - \$25 million over the next five years; specifically to replace and rehabilitate poor condition underground cables

# Community Support in 2021

- In 2021, Alectra has committed a total of **\$1 million** in sponsorship and donations.
- The alectraCARES Community Support Program is application-based, receiving over 100 applications from community groups across our service territory each year
- **2021 Program Focus:**
  - **Pandemic relief:** supporting front-line responses to the pandemic, food security issues, providing health resources, and relief for low-income vulnerable citizens
  - **Anti-racism:** Working in concert with municipalities, we have reached out to local community groups to partner in the fight against racism
  - **Incorporating Employee Choice:** An employee survey was distributed in late 2020. The results helped inform our donations program and indicated that employees would like to see funding directed to mental health, poverty reduction and children & education

# Supporting Mississauga

- Committed over **\$75,000** to community organizations in Mississauga and Peel
- Coldest Night of the Year Walk in support of The Dam Mississauga (\$5,000) – Alectra employees walked to raise an additional **\$2,000**
- Supporting front-line workers' mental health through the **Credit Valley Conservation Foundation's Parks Membership Program**, which gives health care worker free access to parks
- Committed over **\$50,000** to children's mental health/wellness initiatives in Peel
- Gave **\$10,000** to foodbanks serving Peel – approximately 20,000 meals for families in need
- Committed over **\$30,000** to support arts and culture in Peel, bringing the community together virtually and/or responsibly, outdoors, when possible



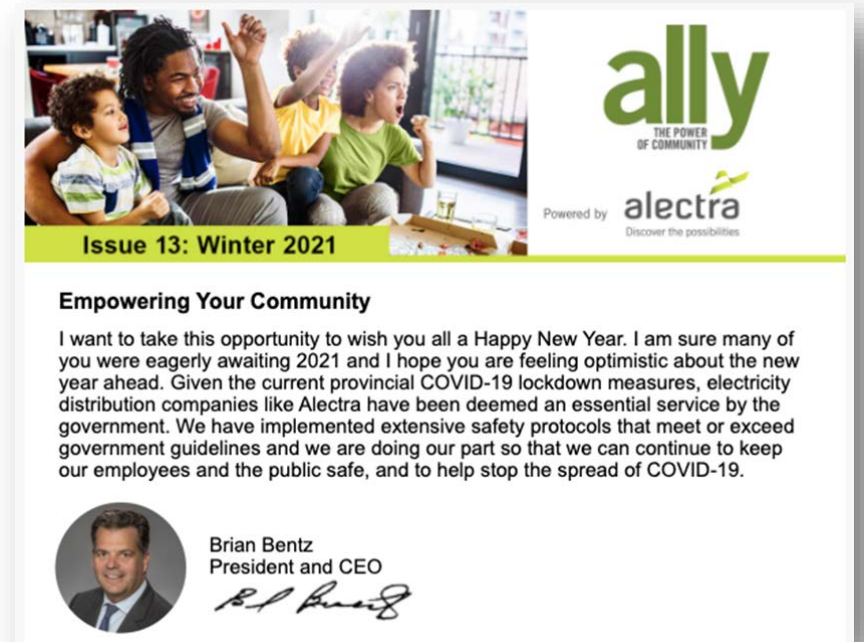


# Community Update

Alectra is continuously working to connect with our customers and municipal partners through various communications channels, including:

## Ally

- Municipal shareholder quarterly newsletter;
- Provides relevant customer-related information to councillors and city staff to share with constituents;
- Next issue: May 2021



## Customer Newsletter

Provides timely and helpful electricity news that matters to our customers;  
Includes articles about Alectra services, new developments, support programs, electricity prices, energy conservation, safety tips, industry news, corporate social responsibility, and much more



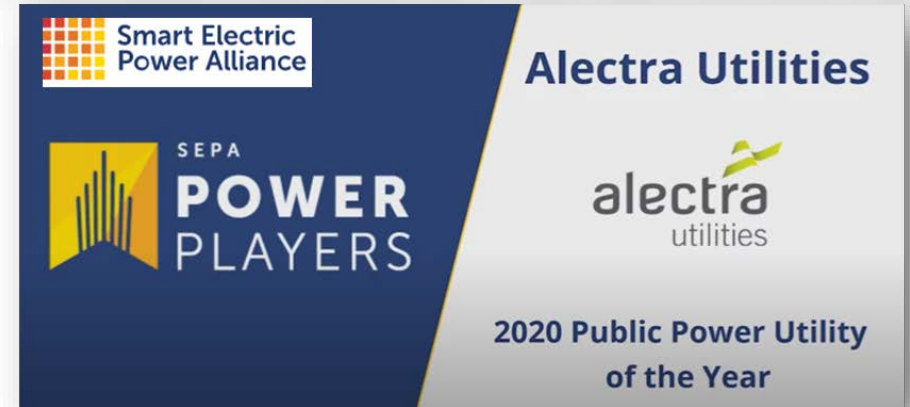
# Recognition & Awards

# Recognition & Awards

Corporate Knights ranks Alectra #3 in Canada on Best 50 Corporate Citizens list



Alectra Utilities named 2020 Public Power Utility of the Year by SEPA



Anastasia Boutziouvis, Green Energy and Technology Specialist at Alectra is recognized as a Corporate Knights 30 under 30 sustainability leader in Canada



Electricity Distributors Association Environmental Excellence Award



# Recognition & Awards

Alectra becomes the first ever recipient of the Sustainability Leadership Award presented by Sustainable Hamilton Burlington



Sustainable Hamilton Burlington · 2d  
The Winner of the "Overall Sustainability Leadership Award 2019" goes to @alectranews  
Congratulations!!  
#8thAnnualEOR  
#SHBSustainabilityAwards2019



Alectra named top fundraiser for YWCA's Walk A Mile In Her Shoes



Alectra is honoured as Co-operative Education Employer of Distinction Award by Conestoga College



Alectra receives the 2020 Tom Mitchell EV Leadership Award for Utilities, presented by Plug 'N Drive and the CEA



# Awards & Recognition (2021)

- 'Best 50 Corporate Citizens' list by Corporate Knights (public in June 2021)
- 'Inspiring Local Love' Award - (United Way Halton & Hamilton) (March 2021)
- 'Canada's Clean50' – Caroline Karvonen, Manager, Sustainability (April 2021)
- 'Hermes Creative Award' – Alectra Utilities website (April 2021)
- Electricity Distributors Association Communications Excellence Award





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# **Enersource Corporation**

## **2020 Financial Results**

**Presentation to City of Mississauga  
General Committee  
May 26, 2021**

# Enersource Corporation - 2020

- **Board of Directors:**
  - David Warner, Chair
  - Linda Kuga Pikulin, Board Member
  - Karen Ras (Councillor), Board Member
  - Jennifer Guerard, Board Member (BPC Energy)
- **CEO:**
  - Shawn Slack (City appointee May 7, 2021)
  - Formerly Gary Kent



# 2020 Board Meetings

- **4 quarterly Board Meetings in 2020:**

April 21st, June 26th, Oct. 13th, Dec. 18th, 2020:

- met with Alectra management to review Alectra financial statements and operating matters
- review bank debt, repayments, and cash flow

- **April 27<sup>th</sup>, 2021:**

- approved the **2020** audited Enersource Financial Statements

# Alectra Utilities Shareholders

## Ownership %'s

<b>Enersource Corporation</b>	<b>29.57%</b>
Vaughan Holdings	20.50%
Hamilton Utilities	17.30%
Markham Enterprises	15.00%
Barrie Hydro	8.40%
St. Catharines Hydro	4.60%
Guelph	4.60%

# City Investment in Enersource Corp. (90%)



	2020	2019	2018	2017
<b>Opening Balance</b>	\$498.8	\$502.4	\$485.0	\$281.0
City's share of Net Income in Enersource Corporation	\$17.4	\$10.8	\$30.3	\$14.2
Equity on gain of exchange of Investment in Enersource Hydro				\$202.7
City share of dilution gain recognized on Alectra's amalgamation with Guelph		\$1.3		
City Share of Dividend	-\$17.7	-\$15.7	-\$12.9	-\$12.9
<b>Closing Balance</b>	<b>\$498.5</b>	<b>\$498.8</b>	<b>\$502.4</b>	<b>\$485.0</b>

# Enersource Dividends in 2020

## Received from Alectra in 2020:

- **\$23.6 million** (2019 23.9 million) received which represents dividends for Q4 2019 & Q1-3 2020.
- Alectra paid Enersource **\$10.5 million** on March 19<sup>th</sup>, 2021, representing Q4, 2020.

## Enersource Dividends Paid to City and Borealis in 2020:

- **\$19.7 million** (2019 17.4 million) was paid in 2020
  - **90% to City - \$17.7M**
  - 10% to Borealis - \$2.0M

# Enersource 2020 Financial Statements Summary <sup>7.1</sup>

<b>Statement of Financial Position</b>	(millions)	
	2020	2019
Cash	\$7.3	\$6.8
Prepays	\$0.0	\$0.1
Investment in Alectra	\$597.8	\$600.2
Interest Rate Swap	\$0.0	\$0.3
<b>Total Assets</b>	<b>\$605.1</b>	<b>\$607.4</b>
Accounts Payable	\$0.0	\$0.1
Debt	\$50.6	\$53.1
Interest Rate Swap	\$0.6	\$0.0
<b>Total Liabilities</b>	<b>\$51.2</b>	<b>\$53.2</b>
Share Capital	\$175.7	\$175.7
Accumulated Other Comprehensive Loss	-\$7.3	-\$6.1
Retained Earnings	\$385.5	\$384.6
<b>Total Shareholders Equity</b>	<b>\$553.9</b>	<b>\$554.2</b>
<b>Total Liabilities and Shareholders Equity</b>	<b>\$605.1</b>	<b>\$607.4</b>

\* numbers may be slightly off due to rounding

<b>Statement of Income</b>	(millions)	
	2020	2019
Share of income in Alectra	\$22.3	\$18.0
Share of other comprehensive loss form Investment in Alectra	-\$1.2	-\$4.4
Dilution gain on Alectra's acquisition of Guelph Hydro	\$0.0	\$1.4
Interest income	\$0.1	\$0.2
Debt expense	-\$1.0	-\$1.4
Admin Expenses	-\$0.2	-\$0.4
Unrealized fair loss value on interest rate swap	-\$0.6	\$0.0
Income Tax Recovery		
<b>Total comprehensive income for the year</b>	<b>\$19.4</b>	<b>\$13.4</b>

\* numbers may be slightly off due to rounding

# Enersource Cash Flow

	(millions)		
	2020	2019	Change vs Prior Year
Cash From Operating Activities	-\$2.0	-\$0.2	-\$1.8
<b>Dividends received from Alectra</b>	<b>\$23.6</b>	<b>\$23.9</b>	<b>-\$0.3</b>
<b>Dividends Paid to City</b>	<b>-\$17.7</b>	<b>-\$15.7</b>	<b>-\$2.0</b>
<b>Dividends Paid to Borealis</b>	<b>-\$2.0</b>	<b>-\$1.7</b>	<b>-\$0.3</b>
Interest Income	\$0.1	\$0.2	-\$0.1
Debt Repayment	-\$2.5	-\$2.5	\$0.0
Interest Repaid	\$1.0	-\$1.4	\$2.4
<b><u>Increase in Cash During Year</u></b>	<b><u>\$0.5</u></b>	<b><u>\$2.6</u></b>	
<b><u>Ending Cash Balance</u></b>	<b><u>\$7.3</u></b>	<b><u>\$6.8</u></b>	<b><u>\$0.5</u></b>

\*amounts may be slightly off due to rounding

# Forecasted Dividends in 2021

7.1

## April 27<sup>th</sup>, 2021:

- Board approved Q1 quarterly dividend payment of \$4,639,000:
  - City received \$4,175,100
  - Borealis received \$463,900

## Forecast for Remaining 2021 Dividend Payments (Q2 to Q4):

- Board expects to maintain same dividend payout level for the remainder of the year

**THANK YOU**



# MISSISSAUGA GENERAL COMMITTEE PRESENTATION

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91 EGLINTON AVENUE,  
131 EGLINTON AVENUE  
AND  
5055 HURONTARIO STREET

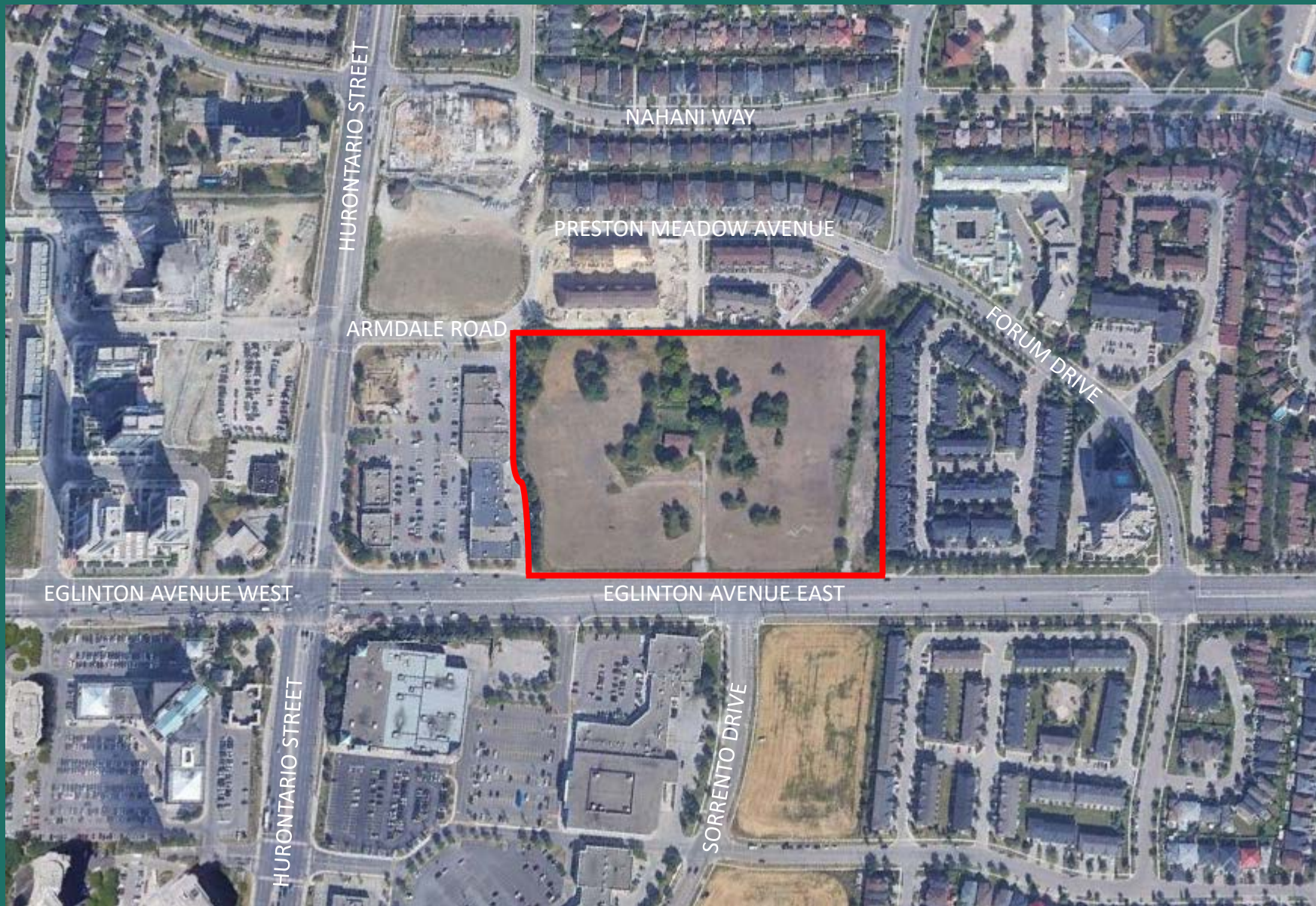
## 91 EGLINTON LIMITED PARTNERSHIP

CITY FILE NO.: OZ 18/016 W5 / SP21-13 W5  
MAY 26, 2021

# LEGEND

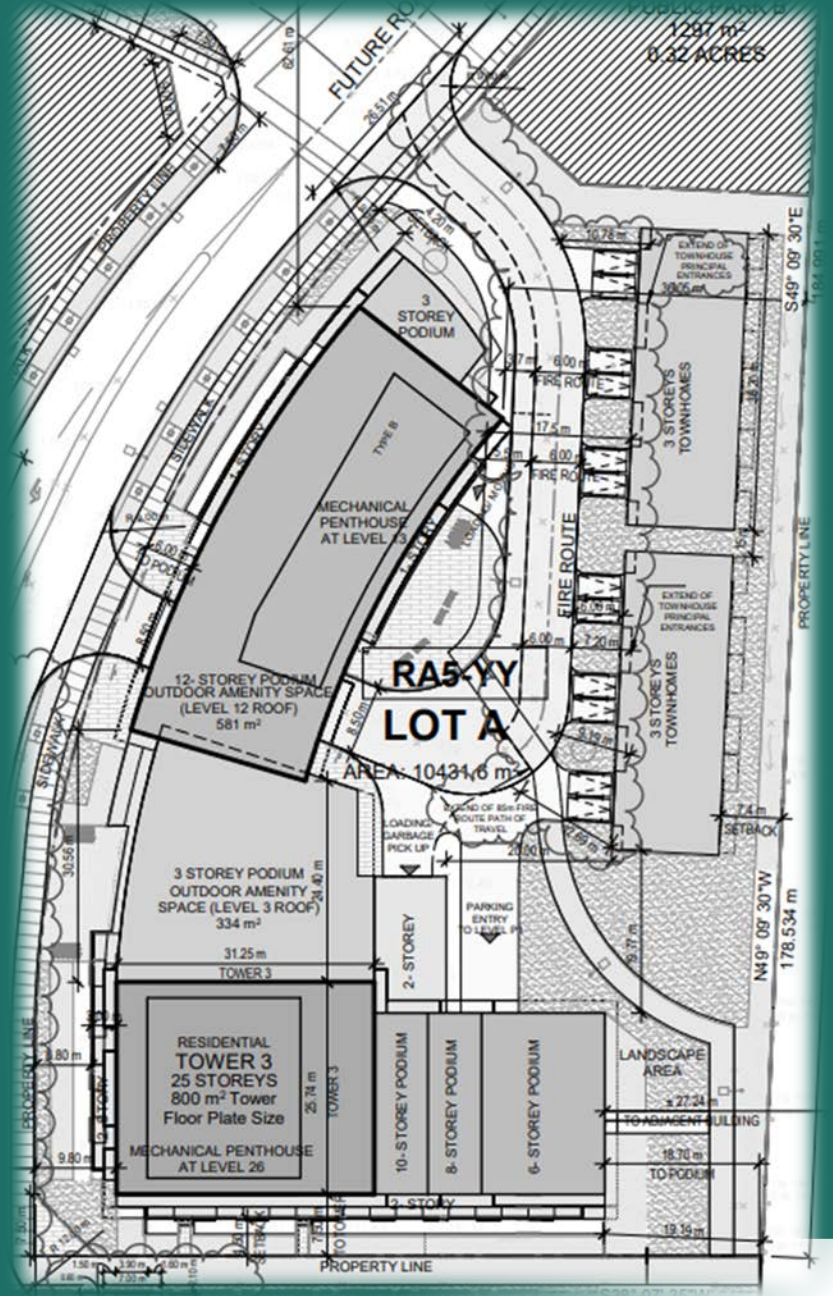
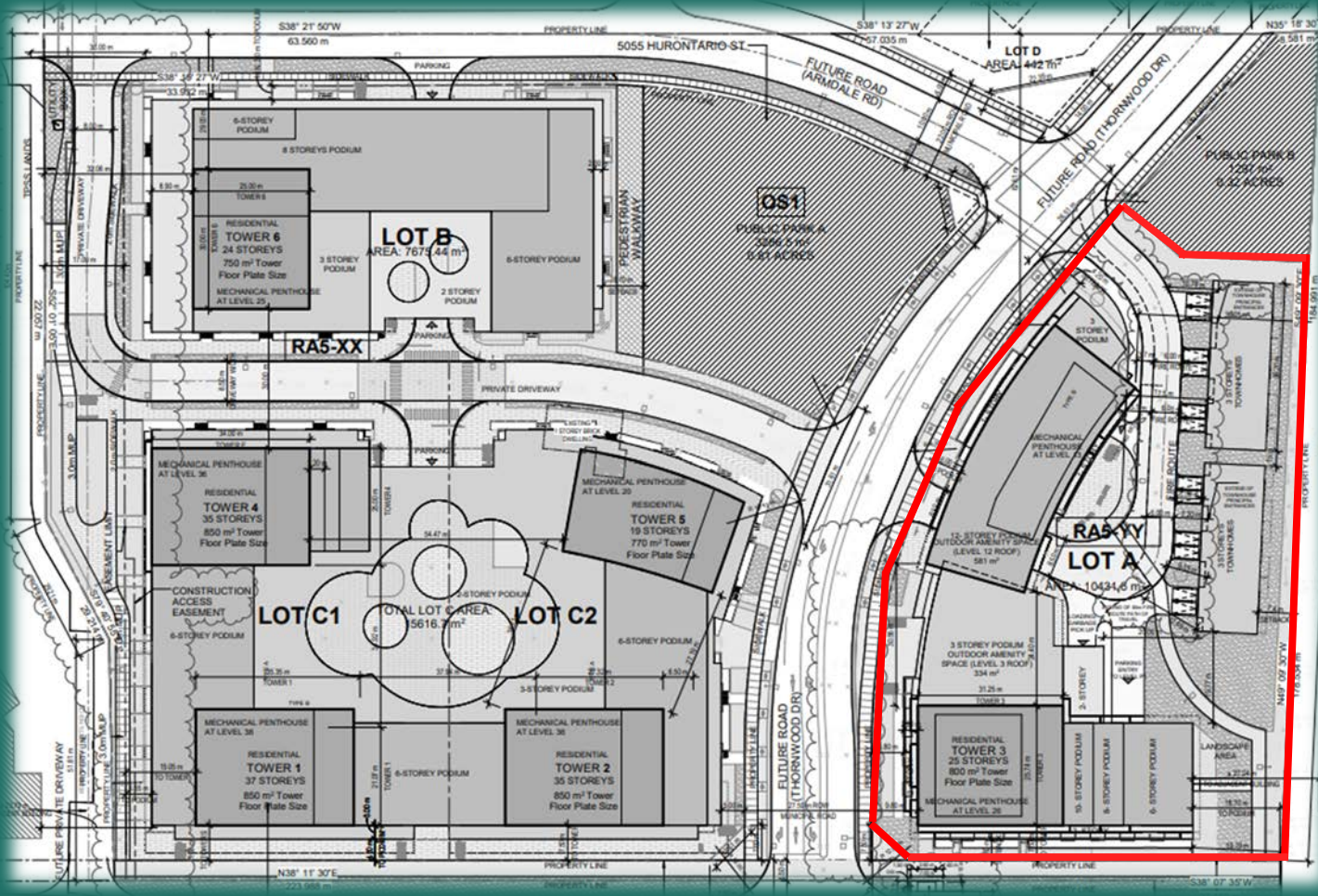
7.3

 SUBJECT PROPERTY



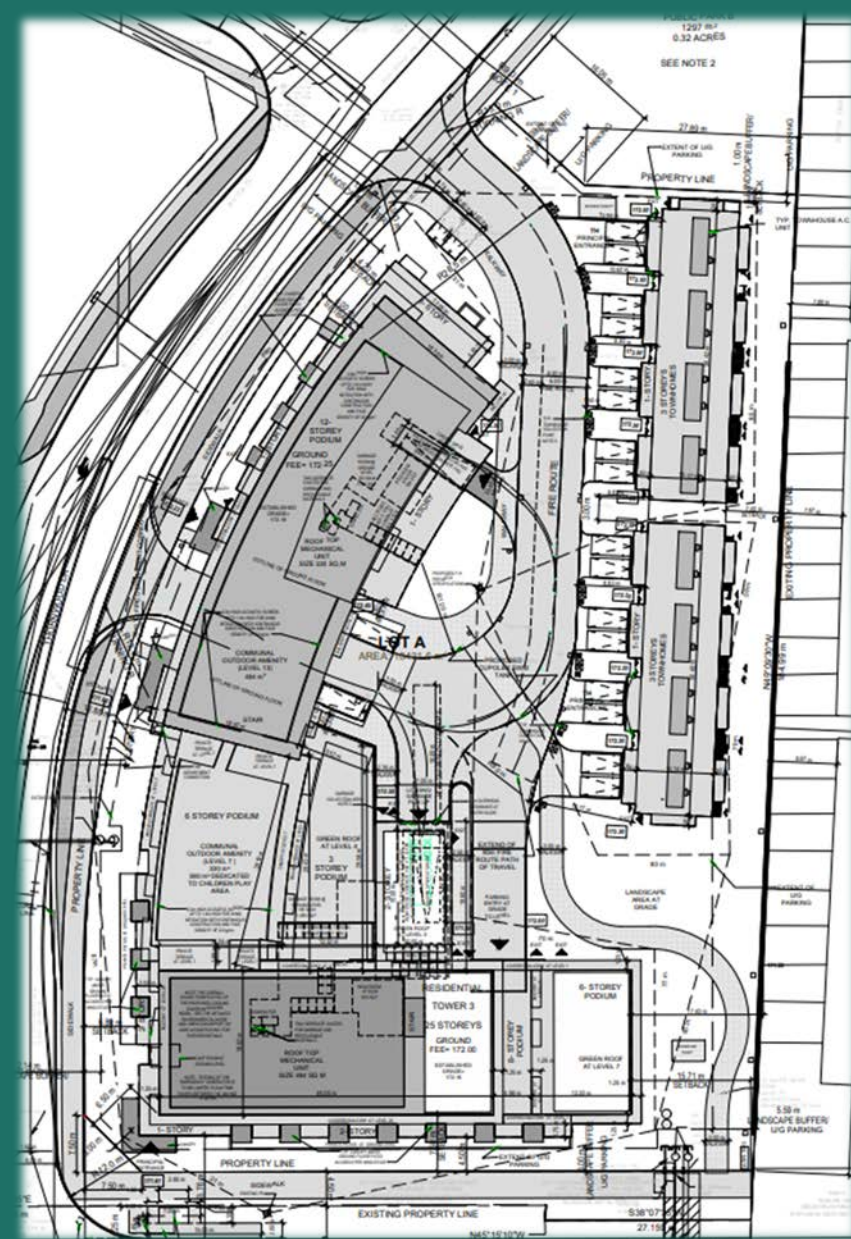
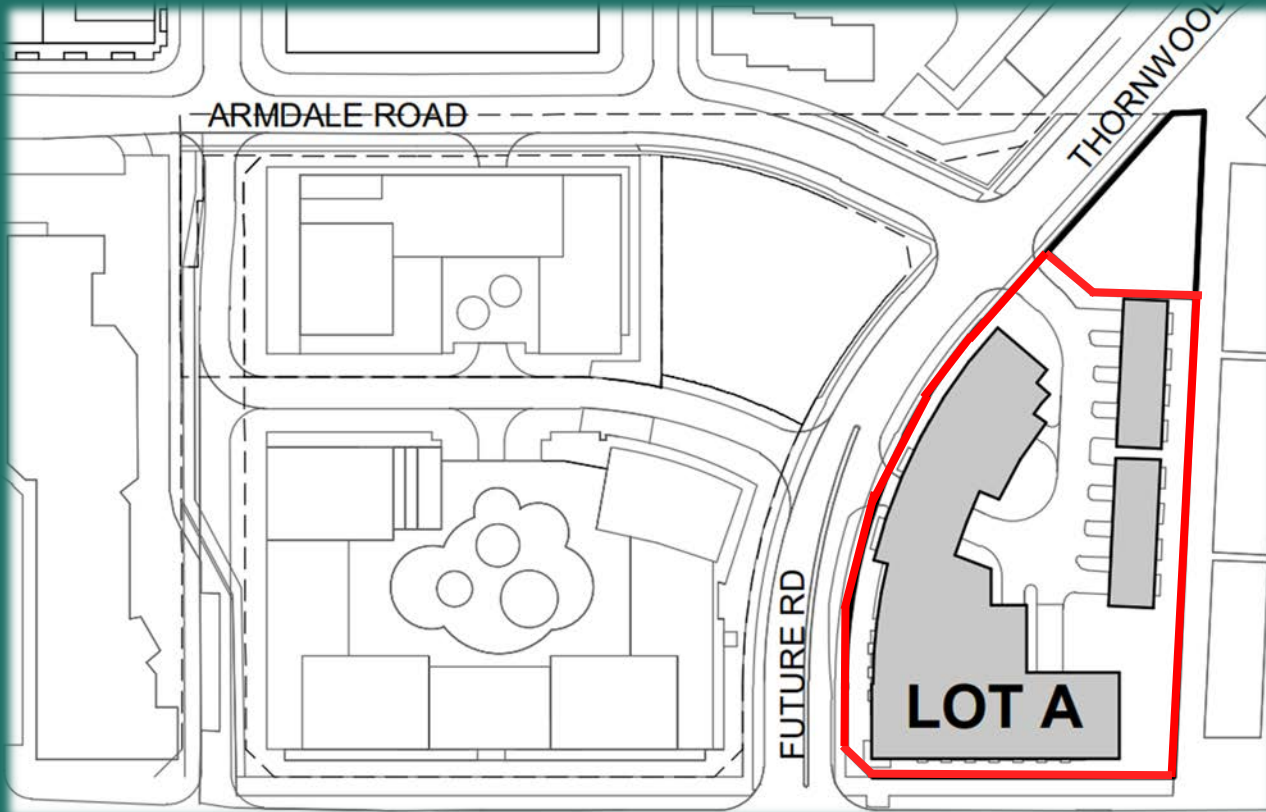
## LOCATION MAP

FILE: OZ 18/016 W5 / SP21-13 W5



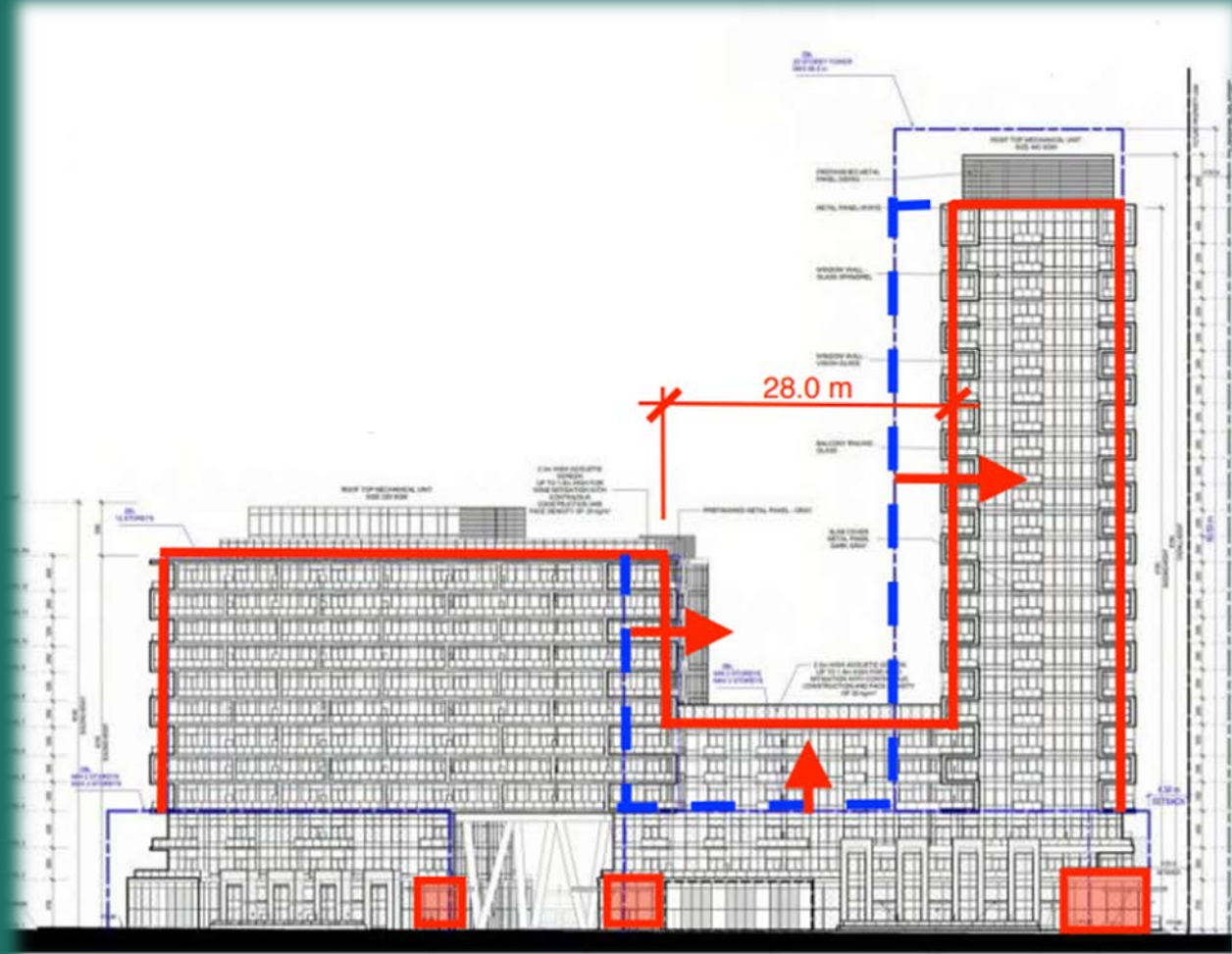
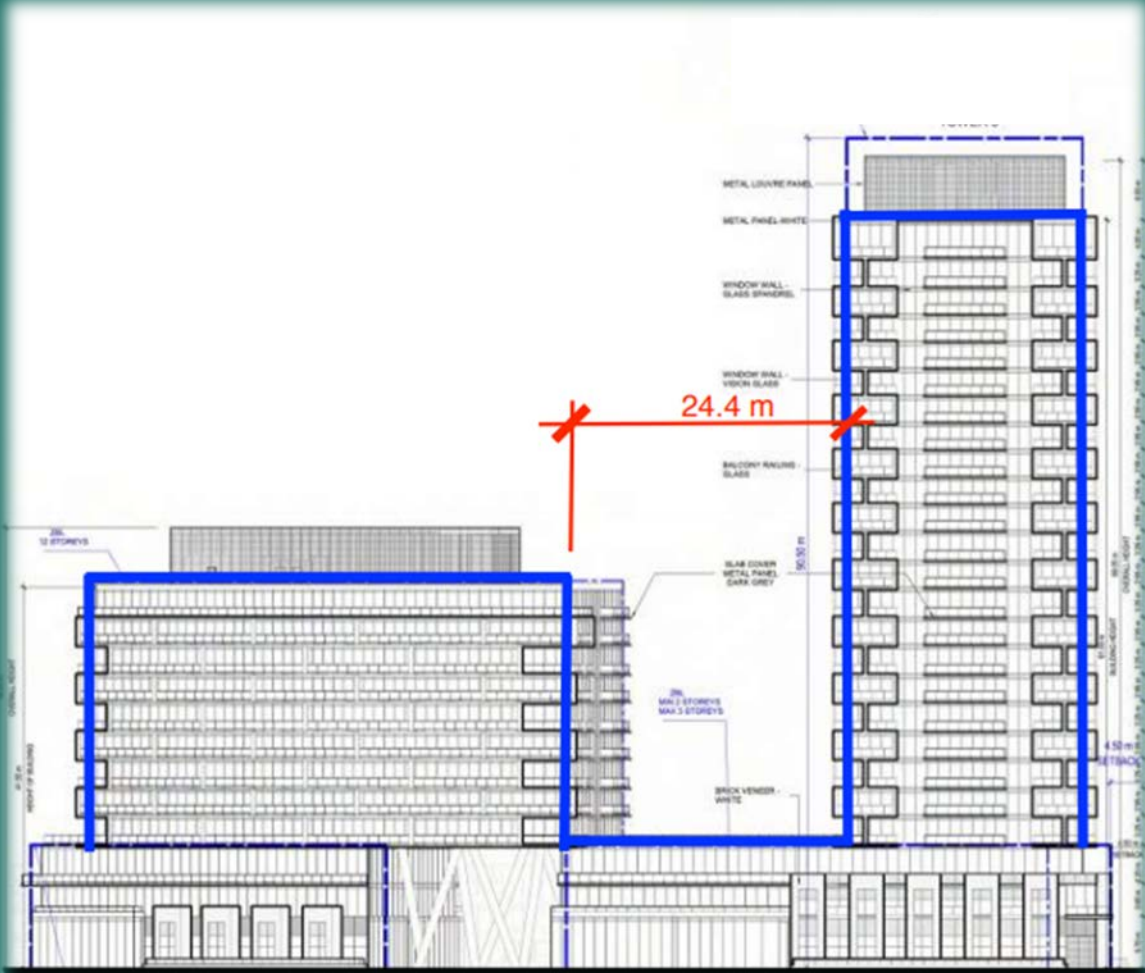
# SITE CONCEPT PLAN - OZ 18/016 W5

FILE: OZ 18/016 W5



# SITE PLAN - PRESENT

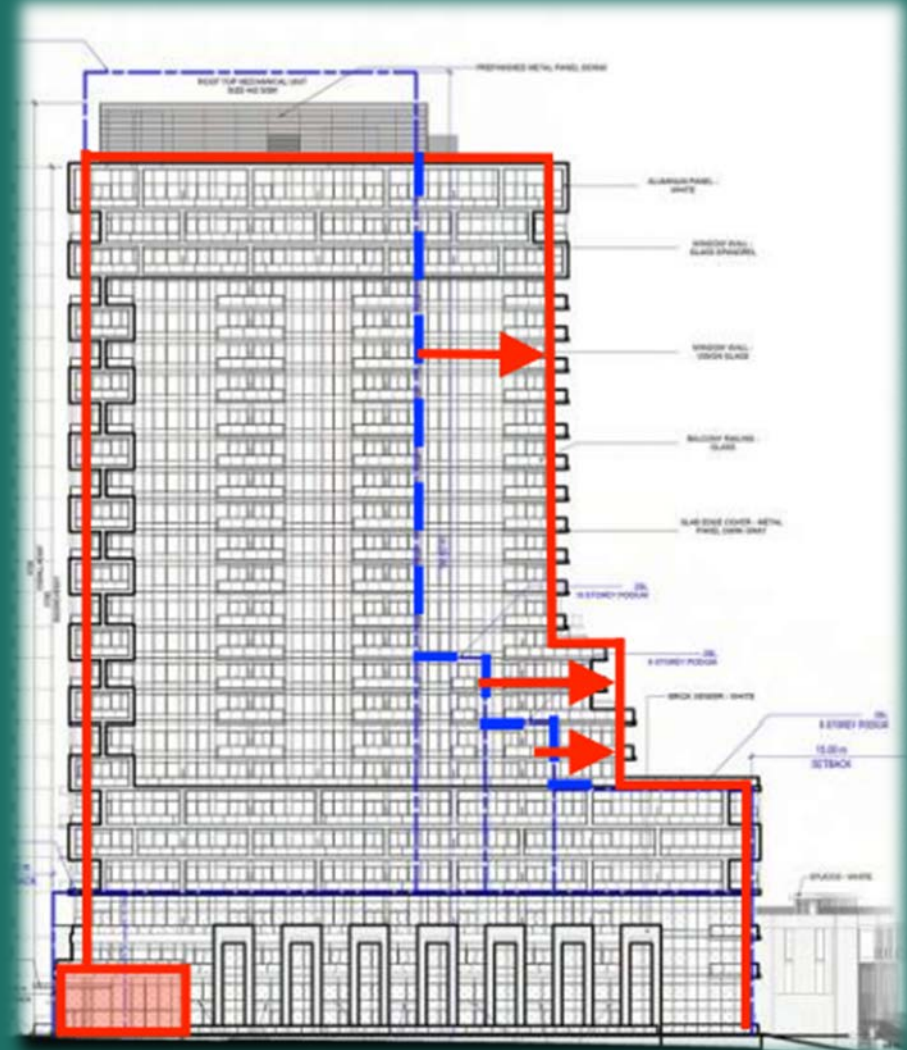
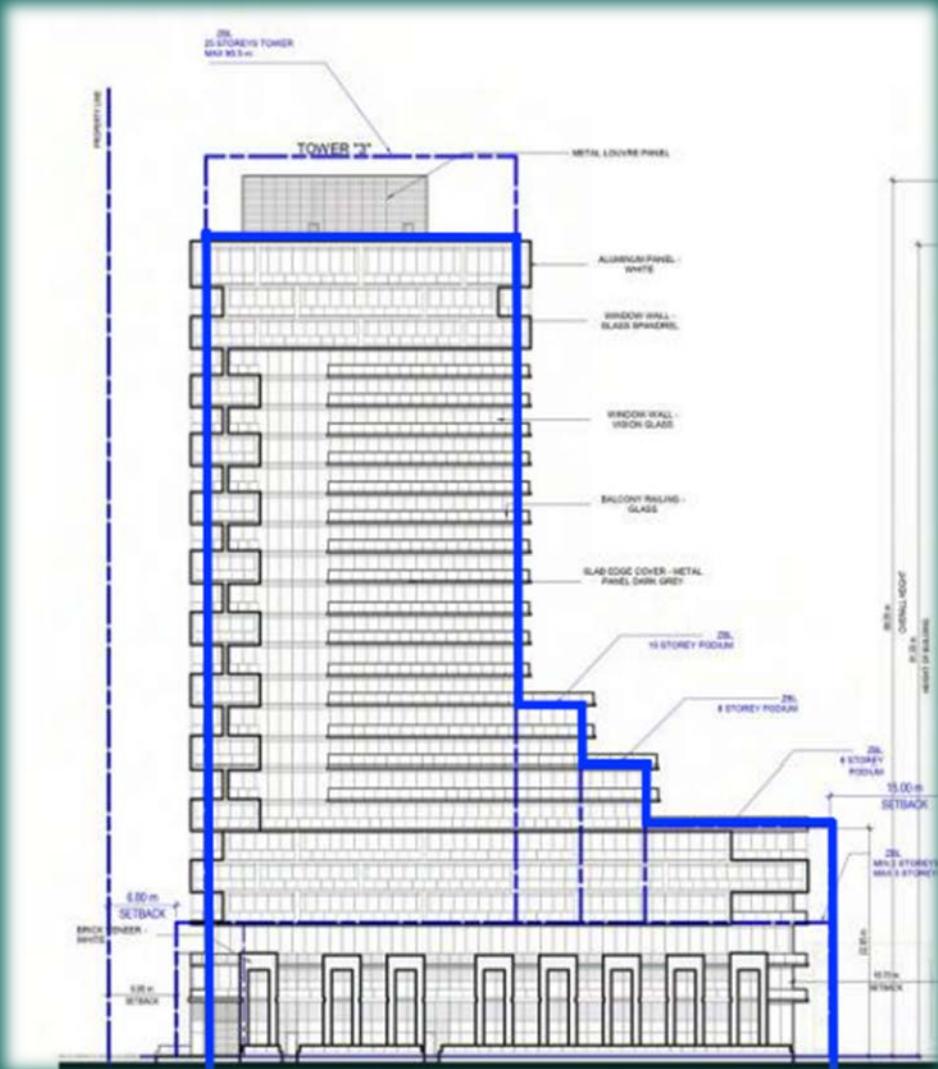
FILE: SP21-13 W5



ELEVATIONS LOOKING EAST FROM THORNWOOD DRIVE

# ELEVATIONS

FILE: OZ 18/016 W5 / SP21-13 W5



ELEVATIONS LOOKING NORTH FROM EGLINTON AVENUE EAST

# ELEVATIONS

FILE: OZ 18/016 W5 / SP21-13 W5



VIEW LOOKING NORTHEAST FROM EGLINTON AVENUE WEST



VIEW LOOKING EAST TOWARD PROPOSED ROOFTOP AMENITY AREA

# 3D RENDERINGS & VIEWS (PROPOSED)

FILE: OZ 18/016 W5 / SP21-13 W5



VIEW LOOKING NORTHWEST FROM EGLINTON AVENUE WEST

# 3D RENDERINGS & VIEWS (PROPOSED)

FILE: OZ 18/016 W5 / SP21-13 W5





VIEW LOOKING SOUTHEAST FROM THORNWOOD DRIVE

## 3D RENDERINGS & VIEWS (PROPOSED)

FILE: OZ 18/016 W5 / SP21-13 W5

# THANK YOU



City of Mississauga  
**Corporate Report**



<p>Date: May 4, 2021</p> <p>To: Chair and Members of General Committee</p>	<p>Originator's files:</p>
<p>From: Shawn Slack, MBA, Acting Commissioner of Corporate Services and Chief Financial Officer</p>	<p>Meeting date: May 26, 2021</p>

## Subject

**Enersource Corporation – 2020 Audited Financial Statements**

## Recommendation

That the report dated May 4, 2021 from the Acting Commissioner of Corporate Services and Chief Financial Officer with respect to the 2020 Audited Financial Statements for Enersource Corporation, be received for information.

## Executive Summary

- Enersource Corporation's (Enersource) ownership in Alectra Inc. ("Alectra") is 29.57%.
- The Enersource Board of Directors, at their Board meeting on April 27, 2021, reviewed and approved the 2020 audited financial statements of Enersource (Appendix 1).
- Dividends paid to Shareholders in 2020 were \$19.7 million (2019 \$17.4 million):
  - \$17.7 million to the City of Mississauga (90% share)
  - \$2.0 million to BPC Energy (10% share)
- KPMG is the auditor for Enersource up to December 31, 2024 which is aligned with the City's audit term with KPMG.

## Background

The shareholder ownership structure of Alectra is as follows: Enersource Corporation - 29.57%, Vaughan Holdings Inc. - 20.5%, Hamilton Utilities Corporation - 17.3%, Barrie Hydro Holdings - 8.4%, Markham Enterprises Corporation - 15%, St. Catharines Hydro Inc. - 4.6% and Guelph Hydro Electric System Inc. (GHESI) - 4.6%.

The shareholders of Enersource ("Shareholders") are the Corporation of the City of Mississauga with a 90% share and BPC Energy Corporation (Borealis) with a 10% share.

Enersource is a company with its principal business activities being to hold the Shareholders equity interest in Alectra, receive dividends from Alectra, service its debt and distribute dividends to its shareholders annually.

BDO Canada LLP has been retained by Enersource for a five year contract, to June 2022, to provide accounting and financial reporting services.

KPMG LLP has been retained as the Enersource external auditor until December 31, 2024 which is aligned with the City's contract with KPMG LLP. KPMG LLP completed the 2020 audit of Enersource Corporation. On April 27, 2021, the Audited Financial Statements and Audit Report were presented to the Enersource Board and were received and approved.

On May 3, 2021, the Audit Committee of the City of Mississauga, reviewed and received a report entitled, '2020 Audited Financial Statements' which presented the consolidated financial statements of the City of Mississauga, plus other entities (Library board, BIA's, Trust, Tourism Mississauga and Enersource).

For transparency purposes, it should be noted that Shawn Slack, as signatory of this corporate report, is also the City appointed Acting CEO of Enersource.

## Comments

The attached Consolidated Financial Statements of Enersource Corporation, is a report card on the financial position, health and strength of the Enersource Corporation. The accompanying annual consolidated financial statements have been prepared in accordance with International Financial Reporting Standards ('IFRS') as issued by the International Accounting Standards Board ('IASB'). These financial statements have been prepared on a historical cost basis. The financial statements provide information on the cost of all activities, reflecting the full nature and extent of the Enersources financial affairs.

In the opinion of KPMG LLP, the consolidated financial statements present fairly, in all material respects, the consolidated financial statements of Enersource Corporation as of December 31, 2020, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards.

## Financial Impact

The following represents some highlights (as of Dec. 31, 2020) found in the financial statements, as attached in Appendix 1:

Total Assets: \$ 605.1M (2019 \$607.4M)

- Total Liabilities and Shareholder Equity: \$ 605.1M (2019 \$607.4M)
- Total Revenues: \$22.4M (2019 \$19.7M)
- Total Expenses: \$1.9M (2019 \$1.8M)
- Total Comprehensive Income for the year: \$19.4M (2019 \$13.4M)

Key Financial Statement Items:

- Cash balance at the end of 2020, after all dividend payments were made, was \$7.3M (2019 \$6.8M).
- Enersource holds \$50.6M in debt (2019 \$53.1M), through CIBC, as a result of the merger to form Alectra in 2017.
  - Enersource pays off approx. \$2.5M each year
- Shareholders' equity decreased from \$554.2M in 2019 to \$553.9 in 2020, a decrease of \$0.3M
- Share of net income from investment in Alectra was \$22.3M (2019 \$18.0M)
- Majority of the expenses represent debt interest expenses and other administrative expenses to run Enersource Corporation.
- Dividends received from Alectra in 2020 were \$23.6M (2019 \$23.9M), approximately \$0.3M lower than 2019 primarily due to financial impacts from the pandemic.
  - Q4 2020 dividend was paid in March 2021 (\$10.5 million).
- Dividends paid to Shareholders in 2020 were \$19.7 million (2019 \$17.4 million):
  - \$17.7 million to the City of Mississauga (90% share)
  - \$2.0 million to BPC Energy (10% share)
- The City continues to provide a loan guarantee on Enersource's \$50.6M debt balance.

## Conclusion

The Enersource Corporation 2020 Audited Financial Statements identify no concerns. The financial position of Enersource is considered healthy through sound management and business practices.

## Attachments

Appendix 1: 2020 Enersource Audited Financial Statements



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Shawn Slack, MBA, Acting Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Mark Beauparlant, Manager, Finance Projects

Financial Statements of

# **ENERSOURCE CORPORATION**

Year ended December 31, 2020



KPMG LLP  
Vaughan Metropolitan Centre  
100 New Park Place, Suite 1400  
Vaughan ON L4K 0J3  
Canada  
Tel 905-265-5900  
Fax 905-265-6390

## INDEPENDENT AUDITORS' REPORT

To the Shareholders of Enersource Corporation

### ***Opinion***

We have audited the financial statements of Enersource Corporation (the Entity), which comprise:

- the statement of financial position as at December 31, 2020
- the statement of comprehensive income for the year then ended
- the statement of changes in shareholders' equity for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2020, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS).

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditors' Responsibilities for the Audit of the Financial Statements***" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



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### ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards (IFRS), and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### ***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.





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- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group Entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

*KPMG LLP*

Chartered Professional Accountants, Licensed Public Accountants

Vaughan, Canada

April 27, 2021

# ENERSOURCE CORPORATION

Statement of Financial Position  
(In thousands of Canadian dollars)

December 31, 2020, with comparative information for 2019

	2020	2019
<b>Assets</b>		
Current assets:		
Cash	\$ 7,306	\$ 6,836
Prepaid expense	14	131
	<u>7,320</u>	<u>6,967</u>
Non-current assets:		
Investment in Alectra Inc. (note 5)	597,800	600,243
Interest rate swap (note 7)	-	148
	<u>597,800</u>	<u>600,391</u>
<b>Total assets</b>	<b>\$ 605,120</b>	<b>\$ 607,358</b>

## Liabilities and Shareholders' Equity

Current liabilities:		
Trade payables	\$ 27	\$ 30
Loans and borrowings (note 7)	2,500	2,500
	<u>2,527</u>	<u>2,530</u>
Non-current liabilities:		
Loans and borrowings (note 7)	48,125	50,625
Interest rate swap (note 7)	557	-
	<u>48,682</u>	<u>50,625</u>
<b>Total liabilities</b>	<b>51,209</b>	<b>53,155</b>
Shareholders' equity:		
Share capital (note 8)	175,691	175,691
Accumulated other comprehensive loss	(7,291)	(6,108)
Retained earnings	385,511	384,620
<b>Total shareholders' equity</b>	<b>553,911</b>	<b>554,203</b>
<b>Total liabilities and shareholders' equity</b>	<b>\$ 605,120</b>	<b>\$ 607,358</b>

See accompanying notes to financial statements.

On behalf of the Board:

\_\_\_\_\_ Director

\_\_\_\_\_ Director

## ENERSOURCE CORPORATION

Statement of Comprehensive Income  
(In thousands of Canadian dollars)

Year ended December 31, 2020, with comparative information for 2019

	2020	2019
Revenue:		
Finance income	\$ 124	\$ 187
Share of net income from investment in Alectra Inc. (note 5)	22,321	18,008
Dilution gain on Alectra Inc.'s acquisition of Guelph Hydro Electric Systems Inc. (note 5)	-	1,471
	<u>22,445</u>	<u>19,666</u>
Expenses:		
Office supplies	29	22
Professional and legal services fee	67	58
Board management fee (note 10)	79	82
Finance expense (note 7)	974	1,387
Unrealized fair value loss on interest rate swap (note 7)	705	257
	<u>1,854</u>	<u>1,806</u>
Income before income taxes	20,591	17,860
Income tax expense (note 6)	-	-
Net income	20,591	17,860
Other comprehensive loss:		
Share of other comprehensive loss from investment in Alectra Inc. (note 5)	(1,183)	(4,436)
<b>Total comprehensive income</b>	<b>\$ 19,408</b>	<b>\$ 13,424</b>

See accompanying notes to financial statements.

## ENERSOURCE CORPORATION

Statement of Cash Flows  
(In thousands of Canadian dollars)

Year ended December 31, 2020, with comparative information for 2019

	2020	2019
Cash flows provided by (used in):		
Operating activities:		
Comprehensive income	\$ 19,408	\$ 13,424
Items not involving cash:		
Share of net income from investment in Alectra Inc. (note 5)	(22,321)	(18,008)
Share of other comprehensive loss from investment in Alectra Inc. (note 5)	1,183	4,436
Gain recognized on Alectra Inc.'s acquisition of Guelph Hydro Electric Systems Inc. (note 5)	-	(1,471)
Change in fair value of Interest rate swap (note 7)	705	257
Finance income	(124)	(187)
Finance expense	(974)	1,387
Change in non-cash operating working capital (note 9)	114	(3)
Cash flows used in operating activities	(2,009)	(165)
Financing activities:		
Repayment of bank loans	(2,500)	(2,500)
Dividends paid	(19,700)	(17,400)
Interest paid	974	(1,387)
Cash flows used in financing activities	(21,226)	(21,287)
Investing activities:		
Interest received	124	187
Dividends from Alectra Inc. (note 5)	23,581	23,860
Cash flows used in investing activities	23,705	24,047
Increase in cash	470	2,595
Cash, beginning of year	6,836	4,241
Cash, end of year	\$ 7,306	\$ 6,836

See accompanying notes to financial statements.

## ENERSOURCE CORPORATION

Statement of Changes in Shareholders' Equity  
(In thousands of Canadian dollars)

Year ended December 31, 2020, with comparative information for 2019

	Share capital	Accumulated other comprehensive loss	Retained earnings	Total shareholders' equity
<b>2020</b>				
Balance, beginning of year	\$ 175,691	\$ (6,108)	\$ 384,620	\$ 554,203
Net income	–	–	20,591	20,591
Other comprehensive loss	–	(1,183)	–	(1,183)
Dividends paid	–	–	(19,700)	(19,700)
<b>Balance, end of year</b>	<b>\$ 175,691</b>	<b>\$ (7,291)</b>	<b>\$ 385,511</b>	<b>\$ 553,911</b>
<b>2019</b>				
Balance, beginning of year	\$ 175,691	\$ (1,672)	\$ 384,160	\$ 558,179
Net income	–	–	17,860	17,860
Other comprehensive loss	–	(4,436)	–	(4,436)
Dividends paid	–	–	(17,400)	(17,400)
<b>Balance, end of year</b>	<b>\$ 175,691</b>	<b>\$ (6,108)</b>	<b>\$ 384,620</b>	<b>\$ 554,203</b>

See accompanying notes to financial statements.

# ENERSOURCE CORPORATION

Notes to Financial Statements  
(In thousands of Canadian dollars)

Year ended December 31, 2020

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## 1. General information:

### (a) Corporate information:

Enersource Corporation (the "Corporation"), incorporated under the Ontario Business Corporations Act. The Corporation is owned 90% by the City of Mississauga (the "City") and 10% by BPC Energy Corporation ("Borealis"), a wholly owned subsidiary of the Ontario Municipal Employees Retirement System ("OMERS").

The Corporation's equity is not traded in a public market. The Corporation's registered office is located at 300 City Centre Drive, Mississauga, Ontario, L5B 3C1.

The Corporation's audited financial statements are presented in Canadian dollars, which is the Corporation's functional currency.

Further, all amounts contained herein are rounded to the nearest thousand, unless otherwise noted.

On January 31, 2017, Enersource Holdings Inc. amalgamated with Power Stream Holdings Inc. and Horizon Holdings Inc. to form Alectra Inc. ("Alectra"). Alectra's primary businesses are to distribute electricity to customers in municipalities in the greater golden horseshoe area, as well as provide non-regulated energy services.

On January 31, 2017, the Corporation received a 31% ownership interest in Alectra Inc.'s issued and outstanding common shares as a result of the formation of Alectra through a series of unrelated transactions. Accordingly, the Corporation is considered to have significant influence over Alectra's financial and operating policies and has accounted for its investment in Alectra under the equity method. Refer to note 5 for further details.

On January 1, 2019, Alectra Inc. amalgamated with Guelph Hydro Electric Systems Inc. ("GHESI").

The current shareholder ownership of Alectra Inc. as a result of the 2019 merger is as follows: Barrie Hydro Holdings - 8.4%, Enersource Corporation - 29.57%, Hamilton Utilities Corporation - 17.3%, Markham Enterprises Corporation - 15%, St. Catharines Hydro Inc. - 4.6%, Vaughan Holdings Inc. - 20.5% and GMHI - 4.6%.

# ENERSOURCE CORPORATION

Notes to Financial Statements (continued)  
(In thousands of Canadian dollars)

Year ended December 31, 2020

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## 1. General information (continued):

### (b) Nature of operations:

The Corporation acts as a holding company. The Corporation's principal business activity is to hold its equity interest in Alectra. The Corporation also distributes dividends to its shareholders.

## 2. Basis of preparation:

### (a) Statement of compliance:

The financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board ("IASB").

These financial statements have been approved by the Corporation's Board of Directors on April 27, 2021.

### (b) Basis of measurement:

These financial statements have been prepared on a historical cost basis, with the exception of the unrealized fair value gain (loss) on interest rate swap, which is measured at fair value through profit and loss.

## 3. Key accounting judgments, estimates and assumptions:

The preparation of financial statements requires management to make judgments, estimates and assumptions that affect the application of accounting policies and amounts reported and disclosed in the financial statements. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the year in which the estimates are revised and in any future years affected.

There were no key sources of estimation uncertainty and judgments at the end of the reporting year that could have a significant impact on the financial statements.

# ENERSOURCE CORPORATION

Notes to Financial Statements (continued)  
(In thousands of Canadian dollars)

Year ended December 31, 2020

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## 4. Significant accounting policies:

### (a) Changes in accounting policies:

The Corporation did not adopt any new IFRS standards in preparing the financial statements:

### (b) Investment in Alectra:

The Corporation's interest in Alectra is recognized and measured in accordance with IAS 28, Investments in Associates and Joint Ventures.

Associates are those entities over which the Corporation has significant influence, but not control or joint control, over the financial and operating policies. Significant influence is presumed to exist when the Corporation holds between 20% and 50% of the voting power of another entity, but can also arise where the Corporation holds less than 20%, if it has the power to be actively involved and influential in policy decisions affecting the entity.

Investments in associates are accounted for using the equity method. The equity method involves the recording of the initial investment at cost, which includes transaction costs. Subsequent to initial recognition, the financial statements include the Corporation's share of profit or loss and any other changes in the associates' net assets, such as dividends of equity accounted investees, until the date on which significant influence ceases.

Adjustments are made to align the accounting policies of the associate with those of the Corporation before applying the equity method. When the Corporation's share of losses exceeds its interest in an equity accounted investee, the carrying amount of that interest is reduced to zero, and the recognition of further losses is discontinued except to the extent that the Corporation has incurred legal or constructive obligations or made payments on behalf of the associate. If the associate subsequently reports profits, the Corporation resumes recognizing its share of those profits only after its share of the profits equals the share of losses not recognized.

### (c) Revenue recognition:

The Corporation's source of income is interest and investment income. Interest income is recognized when earned, while investment income from Alectra is recorded as per note 4(b) above.



# ENERSOURCE CORPORATION

Notes to Financial Statements (continued)  
(In thousands of Canadian dollars)

Year ended December 31, 2020

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## 4. Significant accounting policies (continued):

### (d) Income taxes:

The Corporation recognizes deferred tax using the balance sheet method. Under this method, deferred income taxes reflect the net tax effects of temporary differences between the tax basis of assets and liabilities and their carrying amounts for accounting purposes, as well as for tax losses available to be carried forward to future years that are probable. Deferred tax assets and liabilities are measured using enacted or substantively enacted tax rates, at the reporting date, expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled. The effect on deferred tax assets and liabilities of a change in tax rates is recognized in income in the year that includes the date of enactment or substantive enactment.

A deferred tax asset is recognized to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilized. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realized. Deferred tax liabilities are generally recognized on all taxable temporary differences, except on investments in subsidiaries where it is probable that the reversal of temporary differences associated with investments in subsidiaries will not occur.

Current taxes are based on taxable profit or loss for the year, which differ from profit or loss as reported in the statement of comprehensive income because it excludes items that are taxable or deductible in other years and items that are neither taxable nor deductible. The Corporation's liability for current tax is calculated using tax rates that have been enacted or substantively enacted at the end of the reporting year.

Both current and deferred taxes are included as part of income tax expense in the statement of comprehensive income.

In determining the amount of current and deferred tax, the Corporation takes into account the impact of uncertain tax provisions and whether additional taxes and interest may be due. The Corporation believes that its accruals for tax liabilities are adequate for all tax years subject to audit based on its assessment of many factors, including interpretations of tax laws and prior experience. This assessment relies on estimates and assumptions and may involve a series of judgments about future events. New information may become available that causes the Corporation to change its judgment regarding its income taxes.

# ENERSOURCE CORPORATION

Notes to Financial Statements (continued)  
(In thousands of Canadian dollars)

Year ended December 31, 2020

## 4. Significant accounting policies (continued):

### (e) Provisions and contingencies:

The Corporation recognizes provisions if, as a result of a past event, there is a present legal or constructive obligation that can be measured reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

The evaluation of the likelihood of the contingent events requires judgment by management as to the probability of exposure to potential gain or loss. Actual results could differ from these estimates.

A contingent asset is not recognized in the financial statements. However, a contingent asset is disclosed where an inflow of economic benefits is probable.

## 5. Investment in Alectra:

	2020	2019
Investment in Alectra	\$ 597,800	\$ 600,243

### Movement in equity-accounted investee:

	2020	2019
Balance, beginning of year	\$ 600,243	\$ 609,060
Share of net income from investment in Alectra	22,321	18,008
Share of other comprehensive loss	(1,183)	(4,436)
Gain recognized on acquisition of GHESI	-	1,471
Dividends received from Alectra	(23,581)	(23,860)
Balance, end of year	\$ 597,800	\$ 600,243

## ENERSOURCE CORPORATION

Notes to Financial Statements (continued)  
(In thousands of Canadian dollars)

Year ended December 31, 2020

### 5. Investment in Alectra (continued):

Certain former shareholders of predecessor companies which amalgamated to form Alectra own Class S shares of Alectra relating to Ring Fenced Solar Portfolio, a division of Alectra. In accordance with the Solar Services and Indemnity Agreement between the former shareholders and Alectra, the solar division within Alectra is beneficially owned indirectly by the former shareholders and as such, allocates the risks and rewards of Ring Fenced Solar Portfolio's operations to the former shareholders through Alectra's Class S shares. The Corporation does not hold Class S shares of Alectra.

On January 1, 2019, Alectra amalgamated with GHESI. Alectra issued 485,000 Class G common Shares to GMHI in consideration for all the issued and outstanding shares of GHESI. The dilution in ownership from 31% to 29.57% resulted in a gain of \$1,471 recorded in the statement of comprehensive income for 2019.

The following table summarizes the financial information of Alectra as included in its own financial statements, adjusted for fair value adjustments at acquisition as well as the removal of Ring Fenced Solar Portfolio's net assets and operating results. The table also reconciles the summarized financial information to the carrying amount of the Corporation's interest in Alectra.

	2020	2019
Ownership interest	29.57%	29.57%
Current assets	\$ 745,000	\$ 625,000
Non-current assets	4,605,000	4,431,000
Current liabilities	(1,060,000)	(750,000)
Non-current liabilities	(2,554,000)	(2,559,000)
Net assets (100%)	1,736,000	1,747,000
Ring Fenced Solar Portfolio net assets	(10,395)	(13,212)
Fair value adjustments from purchase price	296,145	296,145
	\$ 2,021,750	\$ 2,029,933

## ENERSOURCE CORPORATION

Notes to Financial Statements (continued)  
(In thousands of Canadian dollars)

Year ended December 31, 2020

### 5. Investment in Alectra (continued):

	2020	2019
Carrying value of investment in Alectra (29.57%)	\$ 597,800	\$ 600,243
Revenue	\$ 4,162,000	\$ 3,779,000
Depreciation and amortization	(165,000)	(158,000)
Other expenses	(3,816,000)	(3,463,000)
Finance expenses	(74,000)	(74,000)
Income tax expense	(28,000)	(20,000)
Net income	79,000	64,000
Other comprehensive loss	(4,000)	(15,000)
Total comprehensive income	75,000	49,000
Ring Fenced Solar Portfolio net gain	3,513	3,102
Share of income (29.57%)	\$ 22,321	\$ 18,008
Share of other comprehensive loss (29.57%)	(1,183)	(4,436)

## ENERSOURCE CORPORATION

Notes to Financial Statements (continued)  
(In thousands of Canadian dollars)

Year ended December 31, 2020

### 6. Income taxes:

The components of income tax recovery for the years ended December 31, 2020 and 2019 were as follows:

	2020	2019
Current income tax expense:		
Expense for the year	\$ -	\$ -
<b>Total income tax expense</b>	<b>\$ -</b>	<b>\$ -</b>

The provision for income taxes differs from the amount that would have been recorded using the combined federal and Ontario statutory income tax rate. Reconciliation between the statutory and effective tax rates is provided as follows:

	2020	2019
Income before income taxes	\$ 20,591	\$ 17,860
Federal and Ontario statutory income tax rate	26.50%	26.50%
Provision for income taxes at statutory rate	\$ 5,457	\$ 3,557
Increase (decrease) resulting from:		
Differences between accounting and tax treatment of investments in subsidiaries	(5,915)	(3,557)
Losses not recognized as deferred tax asset	458	-
<b>Provision for income taxes</b>	<b>\$ -</b>	<b>\$ -</b>
Effective income tax rate	0.00%	0.00%

## ENERSOURCE CORPORATION

Notes to Financial Statements (continued)  
(In thousands of Canadian dollars)

Year ended December 31, 2020

### 7. Loans and borrowings:

	2020	2019
Bank loan:		
Current	\$ 2,500	\$ 2,500
Non-current	48,125	50,625
	<u>\$ 50,625</u>	<u>\$ 53,125</u>

Outstanding debt is comprised of two bank loans, Credit Facility A and Credit Facility B which were entered into on January 27, 2017 and an interest rate swap, held with Canadian Imperial Bank of Commerce ("CIBC"). The interest rate on Credit Facility A and B bank loans is determined through a combination of the 3-month CDOR rate, reset 4 times each year: February 1st, May 1st, August 1st and November 1st plus a stamping fee of 0.60%. Credit Facility A has a 10 year term to maturity with a balance of \$35,000 and will be carried for the duration of the Facility. Credit Facility A has a floating interest rate with the last interest rate being reset at 1.09% on November 1, 2020 and is carried with quarterly interest payments. Credit Facility B has a 10 year term to maturity and an outstanding balance of \$15,625. Credit Facility B is being paid down with quarterly principal and interest payments at a rate of \$625 per quarter and has an accompanying amortizing interest rate swap associated with it, to create an effective fixed interest rate of 2.414%.

The credit facilities contain a covenant stating that the Corporation cannot incur any additional debt without CIBC's consent. In addition, the Corporation must advise CIBC if dividends are not received from Alectra in any quarter if the dividend amount is not sufficient to make the required monthly or quarterly payments of principal and interest. These covenants have not been breached in 2020 or 2019. The secured bank loans are guaranteed by the City of Mississauga in the amount of \$70,000.

The Corporation included \$705 unrealized loss (2019 - \$257 loss) in its financial statements related to the interest rate swap. \$557 liability (2019 - \$148 asset) is the fair value of the interest rate swap, which represents the amount that the Corporation would have paid to unwind its position as at December 31, 2020. The notional value on the interest rate swap is equal to the outstanding value of Credit Facility B, or \$15,625.

## ENERSOURCE CORPORATION

Notes to Financial Statements (continued)  
(In thousands of Canadian dollars)

Year ended December 31, 2020

### 7. Loans and borrowings (continued):

Reconciliation of debt arising from financing activities:

	2020	2019
Balance, beginning of year	\$ 53,125	\$ 55,625
Principal repayment	(2,500)	(2,500)
Balance, end of year	\$ 50,625	\$ 53,125

The Corporation made interest payments of \$974 (2019 - \$1,387).

### 8. Share capital:

	2020	2019
Authorized:		
Unlimited Class A shares, voting		
1,000 Class B shares, non-voting		
100 Class C shares, voting		
Issued:		
180,555,562 Class A shares	\$ 155,628	\$ 155,628
1,000 Class B shares	1	1
100 Class C shares	20,062	20,062
	\$ 175,691	\$ 175,691

The holders of Class A shares and Class C shares are entitled to receive notice of, to attend, and to vote at all general and special meetings of the Corporation's shareholders. The holders of Class B shares are not entitled to vote at any meeting of the Corporation's shareholders (except as required by law) and are only entitled to receive notice of special meetings called to consider certain fundamental changes.

Holders of Class A shares are entitled to one vote per share. Holders of Class C shares are entitled to such number of votes in respect of each Class C share as will entitle the holders of the Class C shares, as a class, to the proportion of the total number of votes of all shareholders entitled to vote at any such meeting that the Class C total base equity is of the aggregate regulated rate base equity of the Corporation's and its subsidiaries.

## ENERSOURCE CORPORATION

Notes to Financial Statements (continued)  
(In thousands of Canadian dollars)

Year ended December 31, 2020

### 8. Share capital (continued):

The holders of the Class A shares and holders of the Class C shares, in priority to the holders of the Class B shares, are entitled to receive, if, as and when declared by the Corporation's Board of Directors, concurrent preferential dividends at a rate per annum equal to the regulated rate of return on the rate base equity represented by each such class of shares. The cumulative portion of such preferential dividend is the amount by which the preferential dividend for each class of shares exceeds the amount of regulated capital expenditures represented by each class of shares. The remaining portion is non-cumulative. As at December 31, 2020, there were no cumulative preferential dividends outstanding (2019 – \$Nil). Once these preferential dividend entitlements have been satisfied, holders of each class of shares are entitled to receive, on a concurrent basis with each other class of shares, additional dividends if, as and when declared by the Corporation's Board of Directors and in such amounts and payable in such manner as may be determined from time to time by the Corporation's Board of Directors. Holders of the Class A shares and the Class C shares are together entitled to 60% of any such additional dividends, which are to be allocated between the holders of each such class of shares in proportion to the rate base equity represented by each such class. Holders of the Class B shares are entitled to 40% of any such additional dividends. Class A, B and C shares have no par value.

Dividends may be declared by the Board of Directors through a resolution. In 2020, dividends of \$19,700 (2019 - \$17,400) were declared and paid to the shareholders of the Corporation.

### 9. Change in non-cash operating working capital:

	2020	2019
Prepaid expense	\$ 117	\$ 6
Trade payables	(3)	(9)
	<u>\$ 114</u>	<u>\$ (3)</u>



## **ENERSOURCE CORPORATION**

Notes to Financial Statements (continued)  
(In thousands of Canadian dollars)

Year ended December 31, 2020

### **10. Related party transactions and balances:**

For 2020, a dividend of \$17,730 was declared and paid to the City of Mississauga (2019 - \$15,660), and a dividend of \$1,970 was declared and paid to Borealis (2019 - \$1,740). No Director had, during or at the end of the period, any material interest in any contract of significance in relation to the Corporation's business.

The following compensation has been provided to the key management personnel of the Corporation and members of the Board of Directors ("Directors Honorarium"), who have the authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly.

	2020	2019
Directors Honorarium and per diems	\$ 79	\$ 82

### **11. Contingencies, provisions, commitments and guarantees:**

The Corporation is a member of the Municipal Electric Association Reciprocal Insurance Exchange ("MEARIE"). A reciprocal insurance exchange may be defined as a group of persons formed for the purpose of exchanging reciprocal contracts of indemnity or inter-insurance with each other. MEARIE is licensed to provide general liability insurance to its members. Insurance premiums charged to each member consist of a levy per thousand dollars of service revenue subject to a credit or surcharge based on each member's claims experience. Current liability coverage is provided to a level of \$30,000 per occurrence.

As at December 31, 2020 and December 31, 2019, there are no legal actions where the Corporation is a defendant.

# ENERSOURCE CORPORATION

Notes to Financial Statements (continued)  
(In thousands of Canadian dollars)

Year ended December 31, 2020

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## 12. Financial instruments and risk management:

Financial instruments which are disclosed at fair value are to be classified using a three-level hierarchy. Each level reflects the inputs used to measure the fair values disclosed of the financial liabilities, and are as follows:

- Level 1 - inputs are unadjusted quoted prices for identical instruments in active markets;
- Level 2 - inputs other than quoted market prices included within Level 1 that are observable for the instrument, either directly or indirectly; and
- Level 3 - inputs that are not based on observable market data. There were no financial instruments carried at fair value categorized in Level 3 as at December 31, 2020 and 2019.

There were no transfers between levels during the year.

The fair values of cash and trade payables approximate their carrying values due to the immediate or short-term maturity of these financial instruments.

The Corporation entered into an amortizing Interest Rate Swap ("IRS") with CIBC on January 31 2017. The IRS is amortizing (being paid down) at the same rate as Credit Facility B. Both Credit Facility B and the IRS will be retired effective February 1, 2027. The IRS is an interest rate hedging instrument against CIBC Credit Facility B (identified in note 7) and has the effect of locking in the interest rate associated with Credit Facility B at 2.414%. As a stand-alone financial instrument, CIBC provides a month-end "fair market value (FMV)" associated with the IRS. The fair market value for the IRS is a liability of \$557 (2019 - \$148 asset). The interest rate swap is classified as a Level 2 in the hierarchy.

## ENERSOURCE CORPORATION

Notes to Financial Statements (continued)  
(In thousands of Canadian dollars)

Year ended December 31, 2020

### 12. Financial instruments and risk management (continued):

The Corporation considers its capital to be its shareholders' equity. The Corporation manages its capital exposure to risk as described below. Exposure to market risk, credit risk and liquidity risk arises in the normal course of the Corporation's business.

(a) Market risk:

Market risk refers primarily to risk of loss that results from changes in commodity prices, foreign exchange rates and interest rates.

The Corporation does not have a commodity risk or foreign exchange risk at December 31, 2020 and 2019.

The Corporation is exposed to short-term interest rate risk on its loans and borrowings and its net cash balances. The Corporation manages interest rate risk by monitoring its mix of fixed and floating rate instruments, and taking action as necessary to maintain an appropriate balance.

(b) Credit risk:

The Corporation is not exposed to significant credit risk given the nature of its operations.

(c) Liquidity risk:

Liquidity risk is the risk that the Corporation will not be able to meet its financial obligations as they come due. Short-term liquidity is provided through cash and funds from operations. Short-term liquidity is expected to be sufficient to fund normal operating requirements.

The Corporation has contractual obligations in the normal course of business; future minimum undiscounted contractual maturities are as follows:

Financial liabilities	Due within 1 year	Due between 1 and 5 years	Due past 5 years
Trade payables	\$ 27	\$ –	\$ –
Bank loan (interest and principal)	3,221	12,283	37,915
	<b>\$ 3,248</b>	<b>\$ 12,283</b>	<b>\$ 37,915</b>

# ENERSOURCE CORPORATION

Notes to Financial Statements (continued)  
(In thousands of Canadian dollars)

Year ended December 31, 2020

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**13. Subsequent event:**

Dividend:

On March 19, 2021, the Corporation received a dividend of \$10,522 from Alectra.

Date: May 4, 2021

To: Chair and Members of General Committee

From: Andra L. Maxwell B.A., LL.B., CIC.C, City Solicitor

Originator's files:

Meeting date:  
May 26, 2021

## Subject

**Enersource Corporation – Shareholders Resolution in Lieu of Annual General Meeting and Approval of Alectra Resolutions**

## Recommendation

1. That the financial statements of Enersource Corporation, as contained in the report from the Acting Commissioner of Corporate Services and Chief Financial Officer dated May 4, 2021 entitled “Enersource Corporation – 2020 Audited Financial Statements,” be approved in lieu of an Annual General Meeting.
2. That the Mayor and City Clerk be authorized to execute the Alectra Resolutions attached as Appendices 1 and 2 to the report from the City Solicitor entitled “Enersource Corporation – Shareholders Resolution in Lieu of Annual General Meeting and Approval of Alectra Resolutions” dated May 12, 2021, confirming the directors of Alectra, appointing its auditor and acknowledging receipt of the financial statements and annual report of Alectra for the financial year ended December 31, 2020.

## Background

On January 31, 2017 Enersource, Horizon Utilities and PowerStream merged, creating Alectra Inc. which subsequently acquired Brampton Hydro and, most recently, Guelph Hydro. The City of Mississauga continues to hold 90% of the shares in the repurposed Enersource Corporation. The sole business of Enersource Corporation is the management of the Alectra shareholding.

## Comments

The shareholders’ agreement in place between the City of Mississauga, BPC Energy Corporation and Enersource Corporation dated January 31, 2017 requires the audited annual financial statements to be delivered to the shareholders of Enersource on an annual basis. This is the subject of a separate report. It is a common approach to waive the Annual General Meeting (“AGM”) when there are no substantive matters requiring shareholder action and this has been the practice of Enersource Corporation for several years. Other than waiving the

AGM, approving the Alectra resolutions and being updated on proposed amendments to the Alectra Unanimous Shareholders' Agreement, which is the subject of a separate report from the Acting Commissioner of Corporate Services and CFO, there are no other Enersource matters for the City to consider at this time.

The directors of Enersource Corporation have received notice of the Annual General Meeting of Alectra Inc. to be held on Friday, June 11, 2021. The shareholders of Alectra have been asked to approve a resolution confirming the board of directors of Alectra, appointing KPMG as auditors of Alectra, and acknowledging receipt of the financial statements and annual report for Alectra for the year ended December 31, 2020.

The Ontario *Business Corporations Act* authorizes shareholders of a corporation to pass a shareholders' resolution in lieu of holding an annual general meeting. The Board of Directors of Enersource is recommending that the City and Borealis exercise this option under the Shareholders' Agreement.

## Financial Impact

N/A

## Conclusion

This report recommends waiving the Annual General Meeting of Enersource Corporation and seeks authority to execute the required resolutions to confirm the directors of Alectra, appoint KPMG LLP as its auditor and acknowledge receipt of the financial statements and annual report of Alectra for the financial year ended December 31, 2020.

## Attachments

Appendix 1: Council of the City of Mississauga Resolution respecting Alectra Inc.

Appendix 2: Resolution of the Shareholders of Enersource Corporation respecting Alectra Inc.

Appendix 3: Resolution of the Directors of Enersource Corporation respecting Alectra Inc. – For Information only



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Andra L. Maxwell B.A., LL.B., CIC.C, City Solicitor

## Appendix 1

**COUNCIL OF THE CITY OF MISSISSAUGA**

**WHEREAS** the Corporation of the City of Mississauga (the “**City**”), Enersource Corporation (“**Enersource**”) and others are parties to the Unanimous Shareholders Agreement for Alectra Inc. (“**Alectra**”);

**AND WHEREAS** Enersource has received notice of the Annual General Meeting of Alectra Inc. to be held on Friday, June 11, 2021;

**AND WHEREAS** in connection with the AGM, it is proposed that the shareholders of Alectra approve a resolution (the “**Alectra Resolution**”):

- (a) Confirming the following persons as directors of Alectra:
  - Jane Armstrong
  - Gerald Beasley
  - Maurizio Bevilacqua
  - Bonnie Crombie
  - Giuseppina D’Agostino
  - Sean Donnelly
  - Fred Eisenberger
  - Matthew Harris
  - John Knowlton
  - Jeff Lehman
  - Norm Loberg
  - Donald Lowry
  - Teresa Moore
  - Frank Scarpitti;
- (b) Appointing KPMG LLP as auditors of Alectra;
- (c) Acknowledging receipt of the financial statements of Alectra for the financial year ended December 31, 2020; and
- (d) Acknowledging receipt of the Annual Report/Sustainability Report of Alectra for the financial year ended December 31, 2020.

**NOW THEREFORE IT IS RESOLVED THAT:**

1. The execution and delivery by the City of a resolution of the shareholders of Enersource authorizing Enersource to approve the Alectra Resolution (the “**Enersource Resolution**”) is hereby authorized and approved;
2. The Mayor and the City Clerk are hereby authorized and directed to execute and deliver the Enersource Resolution; and
3. The Mayor and the City Clerk are hereby authorized and directed to sign and/or dispatch and deliver all other resolutions, documents, notices or certificates to be signed and/or dispatched or delivered under or in connection with the foregoing matters or to take any action deemed necessary in respect of any of the foregoing.

## Appendix 2

**RESOLUTION OF THE SHAREHOLDERS OF ENERSOURCE CORPORATION**

**WHEREAS** Enersource Corporation (the “**Corporation**”) has received notice of the Annual General Meeting (the “**AGM**”) of Alectra Inc. (“**Alectra**”) to be held on Friday, June 11, 2021.

**AND WHEREAS** in connection with the AGM, it is proposed that the shareholders of Alectra approve a resolution (the “**Alectra Resolution**”):

- (a) Confirming the following persons as directors of Alectra:

Jane Armstrong  
Gerald Beasley  
Maurizio Bevilacqua  
Bonnie Crombie  
Giuseppina D’Agostino  
Sean Donnelly  
Fred Eisenberger  
Matthew Harris  
John Knowlton  
Jeff Lehman  
Norm Loberg  
Donald Lowry  
Teresa Moore  
Frank Scarpitti;

- (b) Appointing KPMG LLP as auditors of Alectra;
- (c) Acknowledging receipt of the financial statements of Alectra for the financial year ended December 31, 2020; and
- (d) Acknowledging receipt of the Annual Report/Sustainability Report of Alectra for the financial year ended December 31, 2020.

**NOW THEREFORE IT IS RESOLVED THAT:**

1. The Corporation in its capacity as a shareholder of Alectra be and it is hereby authorized to give its approval to the Alectra Resolution.



DATED the \_\_\_\_\_ day of \_\_\_\_\_, 2021.

**THE CORPORATION OF THE CITY OF  
MISSISSAUGA**

Per: \_\_\_\_\_  
Name:  
Title:

Per: \_\_\_\_\_  
Name:  
Title:

**BPC ENERGY CORPORATION**

Per: \_\_\_\_\_  
Name:  
Title:

Per: \_\_\_\_\_  
Name:  
Title:

## Appendix 3

**RESOLUTION OF THE DIRECTORS OF ENERSOURCE CORPORATION**

**WHEREAS** Enersource Corporation (the “**Corporation**”) has received notice of the Annual General Meeting (the “**AGM**”) of Alectra Inc. (“**Alectra**”) to be held on Friday, June 11, 2021;

**AND WHEREAS** in connection with the AGM, it is proposed that the shareholders of Alectra approve a resolution (the “**Alectra Resolution**”):

- (a) Confirming the following persons as directors of Alectra:

Jane Armstrong  
Gerald Beasley  
Maurizio Bevilacqua  
Bonnie Crombie  
Giuseppina D’Agostino  
Sean Donnelly  
Fred Eisenberger  
Matthew Harris  
John Knowlton  
Jeff Lehman  
Norm Loberg  
Donald Lowry  
Teresa Moore  
Frank Scarpitti;

- (b) Appointing KPMG LLP as auditors of Alectra;
- (c) Acknowledging receipt of the financial statements of Alectra for the financial year ended December 31, 2020; and
- (d) Acknowledging receipt of the Annual Report/Sustainability Report of Alectra for the financial year ended December 31, 2020.

**NOW THEREFORE IT IS RESOLVED THAT:**

1. Subject to and conditional upon the approval of the shareholders of the Corporation, the Corporation in its capacity as a shareholder of Alectra be and it is hereby authorized to give its approval to the Alectra Resolution;
2. The CEO and the Chair of the Corporation are hereby authorized and directed to execute and deliver the Alectra Resolution; and
3. The CEO and the Chair of the Corporation are hereby authorized and directed to sign and/or dispatch and deliver all other resolutions, documents, notices or certificates to be signed and/or dispatched or delivered under or in connection with the foregoing matters or the AGM or to take any action deemed necessary in respect of any of the foregoing.

City of Mississauga  
**Corporate Report**



<p>Date: April 30, 2021</p> <p>To: Chair and Members of General Committee</p>	<p>Originator's files:</p>
<p>From: Shawn Slack, MBA, Acting Commissioner of Corporate Services and Chief Financial Officer</p>	<p>Meeting date: May 26, 2021</p>

## Subject

**Annual Treasurer's Statement Report: Summary of Activity in 2020**

## Recommendation

1. That the report dated April 30, 2021, entitled "Annual Treasurer's Statement Report: Summary of Activity in 2020" from the Acting Commissioner of Corporate Services and Chief Financial Officer, required by the *Development Charges Act, 1997* and *Planning Act*, be received for information.
2. That Council endorse that the "Annual Treasurer's Statement Report: Summary of Activity in 2020" complies with the reporting requirements of the *Development Charges Act, 1997* and the *Planning Act*.
3. That the City of Mississauga's "Annual Treasurer's Statement Report: Summary of Activity in 2020" be made available to the public on the City of Mississauga's website.

## Executive Summary

- Legislative requirements in the *Development Charges Act (DC Act)* and the *Planning Act* require the Treasurer of the municipality to provide Council with a financial statement each year for the Development Charges (DC), Bonus Density (Section 37) and the Cash-in-Lieu (CIL) of Parkland reserve funds and a listing of DC/Lot Levy credits.
- The Treasurer's Annual Statement summarizes the financial activities related to those reserve funds and DC/Lot Levy credits for the 2020 fiscal year.
- The DC reserve fund opening balance for 2020 was \$103.6 million. The City collected \$55.2 million in DC revenue and funded \$37.6 million in capital projects for growth-related capital assets. Refunds related to the 2014 DC appeal were issued in the amount of \$0.8 million. The closing balance was \$127.1 million at the end of 2020.
- The CIL-Parkland reserve fund opening balance for 2020 was \$122.3 million. The City collected \$17.3 million in CIL-Parkland revenue during 2020 and funded capital assets of \$54.9 million in 2020. The closing balance of the CIL-Parkland reserve fund after all transactions was \$95.2 million.

- The Bonus Density (Section 37) reserve fund had an opening balance of \$2.0 million in 2020. The City collected \$1.8 million through Section 37 agreements during the year. The amount of funded capital assets in 2020 was \$0.8 million. The closing balance at the end of 2020 was \$3.0 million.
- This report is compliant with both the *DC Act* and the *Planning Act*.

## Background

The *Development Charges Act, 1997 (DC Act)* section 43(1), (2) and the *Planning Act* section 37(7), (8) and section 42(17), (18) require the Treasurer of the municipality to provide Council with an annual financial statement for activities related to its DC, Bonus Density (Section 37) and Cash-in-lieu (CIL) of Parkland Reserve Funds and DC/Lot Levy credits.

## Comments

This report has been prepared to comply with the legislative requirement of the *DC Act* and the *Planning Act*. A summary of reserve fund activities during 2019 and 2020 is contained within the body of this report for Council's information. The report appendices have been prepared to comply with the reporting requirements as contained in each of the Acts.

The Statement of Compliance found in Appendix 6 is a legislative requirement that came into effect on January 1, 2016. This statement requires the municipal Treasurer to indicate that no additional levies have been collected by the City beyond those allowed under existing legislation acts.

### **Development Charges (DC) Reserve Fund Activity**

Table 1 summarizes DC Reserve Fund activity. DC revenue of \$55.2 million was received in 2020. This is \$15.1 million less than the \$70.3 million collected in 2019. Interest earned is \$0.9 million less in 2020 than in 2019, due to higher cash balances in 2020, earning a lower return.

The allocation of DC revenue to growth-related capital projects in 2020 was \$37.6 million, an increase of \$1.6 million from the 2019 DC allocations to capital projects. About 74% of the \$37.6 million was for road and road-related infrastructure projects and 23% was for recreation and park development projects. Transfers to Revenue and Refunds in 2020 are lower by \$26.7 million due to the refunds issued as a result of the 2014 Development Charges By-law appeal settlements in 2019.

Table 1. DC Reserve Fund Activity

DC Reserve Fund Activity	2020 \$(millions)	2019 \$(millions)	Difference
<b>Opening Balance</b>	\$ 103.6	\$ 87.9	\$ 15.7
Add: DC Revenues	\$ 55.2	\$ 70.3	\$ (15.1)
Interest Income and Other	\$ 2.9	\$ 3.8	\$ (0.9)
<b>Total Revenues</b>	<b>\$ 58.1</b>	<b>\$ 74.1</b>	<b>\$ (16.0)</b>
Less:			
DC Funds Transferred to Capital Projects	\$ 37.6	\$ 36.0	\$ 1.6
DC Funds Returned from Capital Projects	\$ (4.0)	\$ (5.1)	\$ 1.1
Transfers to Revenue and Refunds	\$ 0.9	\$ 27.6	\$ (26.7)
<b>Total Expenditures</b>	<b>\$ 34.5</b>	<b>\$ 58.5</b>	<b>\$ (24.0)</b>
<b>Closing Balance</b>	<b>\$ 127.1</b>	<b>\$ 103.6</b>	<b>\$ 23.5</b>

Closing Balance does not include accrual accounting entries

A list of all DC Reserve Funds, including descriptions, can be found in Appendix 1, and 2020 activity for each DC Reserve Fund can be found in Appendix 2.

### **CIL-Parkland Reserve Fund Activity**

As summarized in Table 2, the collection of CIL-Parkland revenues in 2020 decreased by \$11.9 million from 2019. The total capital expenditures for eligible expenses such as land acquisition, building renovation and equipment repair and replacement was \$54.9 million in 2020 (\$39.2 million more than 2019). With additional interest, the closing fund balance shows a reduction of \$27.1 million in 2020.

Table 2. CIL-Parkland Reserve Fund Activity

CIL-Parkland Reserve Fund Activity	2020	2019	Difference
	\$(millions)	\$(millions)	
<b>Opening Balance</b>	\$ 122.3	\$ 104.0	\$ 18.3
Add: CIL-Parkland Revenues	\$ 17.3	\$ 29.2	\$ (11.9)
Interest Income and Other	\$ 4.4	\$ 4.8	\$ (0.4)
<b>Total Revenues</b>	<b>\$ 21.7</b>	<b>\$ 34.0</b>	<b>\$ (12.3)</b>
Less: CIL-Parkland Funds Transferred to Capital Projects	\$ 54.9	\$ 15.7	\$ 39.2
CIL-Parkland Funds Returned from Capital Projects	\$ (6.2)	\$ -	\$ (6.2)
Transfers to Revenue and Refunds	\$ 0.1	\$ -	\$ 0.1
<b>Total Expenditures</b>	<b>\$ 48.8</b>	<b>\$ 15.7</b>	<b>\$ 33.1</b>
<b>Closing Balance</b>	<b>\$ 95.2</b>	<b>\$ 122.3</b>	<b>\$ (27.1)</b>

Closing Balance does not include accrual accounting entries

A list of all capital projects financed by DC and CIL-Parkland can be found in Appendix 3.

### **Bonus Density (Section 37) Reserve Fund Activity**

The Bonus Density reserve fund was established with the approval of the 2012 Corporate Policy governing the collection of monies related to Section 37 of the *Planning Act*. The City collected \$1.8 million community benefit contributions from development during 2020. A small allocation of \$0.8 million for capital expenditures was made from this reserve fund in 2020. The Bonus Zoning Reserve Fund had a closing balance of \$3.0 million at the end of 2020.

Table 3 Bonus Zoning Reserve Fund Activity

Bonus Zoning Reserve Fund Activity	2020	2019	Difference
	\$(millions)	\$(millions)	
<b>Opening Balance</b>	\$ 2.0	\$ 2.2	\$ (0.2)
Add: Bonus Zoning Revenue	\$ 1.8	\$ -	\$ 1.8
Interest Income and Other	\$ 0.1	\$ 0.1	\$ -
<b>Total Revenues</b>	<b>\$ 1.9</b>	<b>\$ 0.1</b>	<b>\$ 1.8</b>
Less: Bonus Zoning Funds Transferred to Capital Projects	\$ 0.8	\$ 0.3	\$ 0.5
Bonus Zoning Funds Returned from Capital Projects	\$ -	\$ -	\$ -
Transfers to Revenue and Refunds	\$ -	\$ 0.1	\$ (0.1)
<b>Total Expenditures</b>	<b>\$ 0.8</b>	<b>\$ 0.4</b>	<b>\$ 0.4</b>
<b>Closing Balance</b>	<b>\$ 3.0</b>	<b>\$ 2.0</b>	<b>\$ 1.0</b>

### **DC/Lot Levy Credit Activity**

The majority of lot levy credits are related to the road and storm services which were waived during the lot levy regime in the development agreements. These credits are redeemed when a building permit is issued. The value of each credit is calculated and this amount is transferred from the lot levy reserve funds to the development charge reserve funds to keep DC revenues whole. Appendix 4 summarizes the amount of lot levies held by the City. No credits were redeemed in 2020.

Developers are also entitled to DC credits if they construct infrastructure on behalf of the City. There was no DC credit activity during 2020, as shown in Appendix 5.

## **Financial Impact**

There are no immediate financial impacts as a result of the recommendations in this report.

## **Conclusion**

The Annual Treasurer's Statement is required by the *Development Charges Act, 1997* and the *Planning Act*. This report and its accompanying appendices have been prepared for Council's information and to fulfill the legislative and regulatory reporting requirements of the Annual Treasurer's Statement. This statement will be available to the public on the City's website following Council's approval of the recommendation.

## **Attachments**

- Appendix 1: 2020 DC Reserve Funds Description
- Appendix 2: 2020 DC Reserve Funds Continuity
- Appendix 3: 2020 Capital Projects Financed
- Appendix 4: 2020 Development Levy Credits Continuity Schedule
- Appendix 5: 2020 DC Credits Continuity Schedule
- Appendix 6: 2020 Statement of Compliance



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Shawn Slack, MBA, Acting Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Ann Wong, Sr. Manager, Asset Management and Infrastructure Financing

### Development Charge Reserve Funds

Pursuant to the *Development Charges Act, 1997 S.O. 1997 c.27*, as amended, monies collected under the *Act* shall be placed into a separate reserve account for the purpose of funding growth related capital costs for which the development charge was imposed under the Development Charges By-law 096-2019 or in previous Mississauga Development Charge By-laws.

Reserve funds were established for the following purpose:

<b>Development Related Studies - Non Discounted</b>	Funds are collected for related development charge background studies related to growth. This charge is collected from both the residential and non-residential sectors. This is not a discounted service, as per the legislation.
<b>Development Related Studies - Discounted</b>	Funds are collected for certain development planning studies related to growth. This charge is collected from both the residential and non-residential sectors. This service requires a 10% discount, as per the legislation.
<b>Fire</b>	Funds are collected for the capital construction requirements consistent with the Station Location Study as it relates to growth. This charge is collected from both the residential and non-residential sectors. This is not a discounted service, as per the legislation.
<b>General Government</b>	Funds are collected for the purpose of the animal control expansion as a result of residential growth. This charge is collected from both the residential and non-residential sectors. This service requires a 10% discount, as per the legislation.
<b>Library</b>	Funds are collected for the capital expenses related to growth as outlined in the Library Services Master Plan, which was endorsed by both Council and the Library Board. Development charges are collected from the residential sector only. This is a discounted service, as per the legislation.
<b>Living Art Centre Debt</b>	Funds collected for this service are used to retire a debt incurred for the construction of the Living Arts Centre in Mississauga. Development charges are collected from the residential sector only. This is not a discounted service, as per the legislation.
<b>Parking Services</b>	Funds collected for these services are to be used for the design and construction of parking services in the City of Mississauga. This charge is collected from both the residential and non-residential sectors. This service requires a 10% discount, as per the legislation.
<b>Public Works</b>	Funds are collected for the capital costs involved with Building and Fleet components of the Public Works Division of the Transportation and Works Department as these relate to growth. This charge is collected from both the residential and non-residential sectors. This is not a discounted service, as per the legislation.
<b>Recreation &amp; Parks Development</b>	Funds are collected for the purpose of capital requirements consistent with the Future Directions Plan servicing residential growth. Development charges are collected from the residential sector only. This service requires a 10% discount, as per the legislation.
<b>Roads and Related Infrastructure</b>	Funds are collected for constructing the transportation infrastructure in the City as this relates to development growth. This charge is collected from both the residential and non-residential sectors. This is not a discounted service, as per the legislation.



## Appendix 1

<b>Storm Water Management</b>	Funds collected for this service are to be used for items such as channelization, erosion control, Credit River Watershed erosion control, storm water management and water quality/quantity control. This charge is collected from both the residential and non-residential sectors, on a cost per hectare basis. This is not a discounted service, as per the legislation.
<b>Transit</b>	Funds are collected for the purpose of providing all transit services as they relate to growth. This charge is collected from both the residential and non-residential sectors. This is not a discounted service, as per the legislation.

2020 Development Charge Reserve Funds, Bonus Zoning and Cash-in-Lieu of Parkland Continuity Schedule

Fund Name	RESERVE CODE	Balance January 1, 2020	Revenues					Capital Expenditures			Balance December 31, 2020
			From Revenue	Interest	From Developers	Other	Total Revenue	DCA / General Reserve Refunds	Transfers To/ (From) Capital <sup>1</sup>	Transfers To Revenue	
DCA- City Holding	31305	0	0	0	792,895	0	792,895	792,895	0	0	(0)
DCA-General Government	31310	(3,986,804)	0	(120,149)	242,963	0	122,814	0	(27,000)	0	(3,836,990)
DCA-Development Related Studies-Discounted	31357	(215,667)	0	(16,946)	212,318	0	195,373	0	472,500	0	(492,795)
DCA-Development Related Studies-Non-Discounted	31358	199,053	0	(2,159)	516,212	0	514,053	0	550,918	0	162,188
DCA-Recreation and Parks Development	31315	17,229,179	0	434,956	14,088,150	0	14,523,106	0	8,320,002	0	23,432,283
DCA-Recreation (Hershey)	31347	0	0	8,437	(8,437)	0	0	0	0	0	0
DCA-Fire Services	31320	(11,278,533)	0	(324,106)	1,903,623	0	1,579,517	0	(206,338)	0	(9,492,678)
DCA-Library	31325	2,896,202	0	102,962	1,574,535	0	1,677,496	0	0	0	4,573,698
DCA-Transit	31330	8,308,374	0	263,482	2,695,019	0	2,958,501	0	912,569	0	10,354,306
DCA-Roads and Related Infrastructure	31335	38,339,451	0	840,981	23,656,591	0	24,497,572	0	23,489,303	0	39,347,720
DCA-Public Works	31340	10,913,081	0	345,174	1,386,694	0	1,731,868	0	286,678	150,000	12,208,271
DCA-Parking	31343	4,969,287	0	165,517	1,120,228	0	1,285,745	0	0	0	6,255,032
DCA-LAC	31345	0	0	1,008	(1,008)	0	0	0	0	0	0
DCA-Storm Water	31350	33,345,596	0	1,017,501	657,565	0	1,675,066	10	(177,702)	0	35,198,354
DC Appeal - Residential	31354, 31359	1,419,994	0	78,848	4,093,791	0	4,172,638	0	0	0	5,592,633
DC Appeal - Industrial	31355, 31360	797,670	0	42,871	1,136,402	0	1,179,273	0	0	0	1,976,943
DC Appeal - Non-Industrial	31356, 31361	628,643	0	31,670	1,132,515	0	1,164,184	0	0	0	1,792,827
<b>Total DC Reserve Funds</b>		<b>103,565,525</b>	<b>0</b>	<b>2,870,048</b>	<b>55,200,054</b>	<b>0</b>	<b>58,070,102</b>	<b>792,905</b>	<b>33,620,930</b>	<b>150,000</b>	<b>127,071,792</b>
<b>Bonus Zoning (section 37)</b>	<b>35220</b>	<b>1,968,957</b>	<b>0</b>	<b>81,384</b>	<b>239,624</b>	<b>1,588,750</b>	<b>1,909,758</b>	<b>0</b>	<b>849,080</b>	<b>0</b>	<b>3,029,635</b>
<b>Cash-in-Lieu of Parkland (section 42)</b>	<b>32121</b>	<b>122,328,709</b>	<b>39,000</b>	<b>4,359,793</b>	<b>(0)</b>	<b>17,273,489</b>	<b>21,672,282</b>	<b>99,940</b>	<b>48,686,700</b>	<b>0</b>	<b>95,214,352</b>

<sup>1</sup> Details of the transfers to/(from) Reserve Funds by project are shown in Appendix 3.

**Capital Projects Financed by Development Charge Reserve Funds and Cash-in-Lieu of Parklands  
December 31, 2020**

Description: This report highlights all Development Charge, Cash-in-Lieu of Parkland Reserve Fund and Other Sources of funding transfers to Capital Projects in 2020.

Project Number	Description	2020 Development Charge Financing		2020 Cash-in-Lieu of Parkland		2020 Other Financing			Total Project Net Financing By Project and Reserve	Total Project Net Financing
		Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Debt Financing		
6104	<b>Torbram Grade Separation (North)</b> City Wide Engineering - 31335 0 - 31355		(81,022)						(64,422,022) (4,000,000)	(68,422,022)
8159	<b>Creditview Rd Bridge over Credit River</b> City Wide Engineering - 31335 Capital Reserve Fund - 33121 Debt Management RF-Tax Capital - 37100 - Debt Financing								(6,671,665) (2,218,505) (61,530) (733,000)	(9,684,700)
8171	<b>Traffic Signal Equipment Enhancements</b> City Wide Engineering - 31335 Capital Reserve Fund - 33121 Contributions - Capital and Maintenance - 35201								(1,637,851) (176,875) (447,275)	(2,262,000)
8173	<b>Traffic System and ITS</b> City Wide Engineering - 31335 Capital Reserve Fund - 33121 Contributions - Capital and Maintenance - 35201		(0)						(4,978,074) (311,299) (1,610,628)	(6,900,000)
9430	<b>Meadowvale Library/CC Reno-Design</b> Recreation and Parks - 31315 Cash-in-Lieu of Parkland - 32121 Capital Reserve Fund - 33121 - Debt Financing Library - 31325								(896,840) (21,541,182) (2,779,930) (3,651,300) (6,190,748)	(35,060,000)
10137	<b>Credit River Erosion Control - Ostler Co</b> Storm Water Management - 31350 Capital Reserve Fund - 33121								(8,397) (492,873)	(501,269)
10147	<b>Cooksville Creek Erosion Control - Willa</b> Storm Water Management - 31350 Capital Reserve Fund - 33121								(2,980) (100,185)	(103,165)
10231	<b>Transit Hurontario Corridor Study</b> City Wide Engineering - 31335 Capital Reserve Fund - 33121 0 - 35184 0 - 35187								(200,000) (12,000,000) (1,291,500) (1,858,500)	(15,350,000)
11131	<b>Applewood Creek Crossing Improv-Culvert</b> City Wide Engineering - 31335 Storm Water Management - 31350	1,380							(5,000) (1,574)	(668,533)

**Capital Projects Financed by Development Charge Reserve Funds and Cash-in-Lieu of Parklands  
December 31, 2020**

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Project Number	Description	2020 Development Charge Financing		2020 Cash-in-Lieu of Parkland		2020 Other Financing			Total Project Net Financing By Project and Reserve	Total Project Net Financing
		Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Debt Financing		
	Capital Reserve Fund - 33121 Federal Gas Tax Reserve Fund - 35183					30,087			(143,441) (518,518)	
11175	<b>Traffic Management Centre</b> City Wide Engineering - 31335 Capital Reserve Fund - 33121 Contributions - Capital and Maintenance - 35201								(1,794,606) (736,297) (494,098)	(3,025,000)
11302	<b>Parkway Belt Dev (P302) Construction</b> Recreation and Parks - 31315 Cash-in-Lieu of Parkland - 32121 Capital Reserve Fund - 33121	28,433			1,722			3,159	(4,475,919) (271,095) (497,324)	(5,244,338)
11325	<b>Pinchin Barn - foundation restoration</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121	19,912						2,213	(162,788) (18,088)	(180,875)
12135	<b>Facility/Cooksville Creek SWM Pond #3703</b> Storm Water Management - 31350	67,133							(1,192,867)	(1,192,867)
12139	<b>Cooksville Creek Improvement &amp; Flood</b> Storm Water Management - 31350 Capital Reserve Fund - 33121 Federal Gas Tax Reserve Fund - 35183			(0)					(39,913) (1,330,087)	(1,370,000)
12141	<b>Ninth Line Corridor Scoped Subwatershed</b> City Wide Engineering - 31335 Storm Water Management - 31350		(4,836) (12,862)						(112,485) (299,201)	(411,686)
12198	<b>Traffic Signals</b> Recreation and Parks - 31315 Contributions - Traffic Signals - 35209 Roadway Infrastructure - 33131								(401,900) (725,000) (440,000)	(1,566,900)
12269	<b>Design and Construction of Station 120</b> Capital Reserve Fund - 33121 Fire Services - 31320	206,338				43,662			(1,328,197) (6,276,803)	(7,605,000)
12307	<b>Hydro One Corridor - Oakville to Credit River -</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121		(184,499)						(1,887,789) (209,763)	(2,097,552)
12312	<b>Fallingbrook Community Washrooms-Constr.</b> Cash-in-Lieu of Parkland - 32121 Capital Reserve Fund - 33121			49,586				(20,501)	(950,414) 75,000	(875,414)
12324	<b>Pavilion Plaza Impro-PortCredit Memorial</b>									(27,097)

**Capital Projects Financed by Development Charge Reserve Funds and Cash-in-Lieu of Parklands  
December 31, 2020**

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Project Number	Description	2020 Development Charge Financing		2020 Cash-in-Lieu of Parkland		2020 Other Financing			Total Project Net Financing By Project and Reserve	Total Project Net Financing
		Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Debt Financing		
	Cash-in-Lieu of Parkland - 32121			252,903					(27,097)	
<b>13108</b>	<b>Belgrave Drive - MTO Amendment</b> City Wide Engineering - 31335	205,740								0
<b>13135</b>	<b>Loyalist Creek Erosion Control upstream</b> Storm Water Management - 31350 Capital Reserve Fund - 33121 Debt Management RF-Tax Capital - 37100 - Debt Financing						(0)	(0)	86,824 (102,367) 8,057 (72,514)	(80,000)
<b>13327</b>	<b>Park P_508 Development - Construction</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121	41,833				4,650			(1,362,209) (151,408)	(1,513,618)
<b>13331</b>	<b>Multi- Use Trails - ORT-07 Ctl PKY - L Eto Ck</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121								(599,982) (66,665)	(666,646)
<b>13442</b>	<b>Paramount Fine Foods Parcel Development</b> Cash-in-Lieu of Parkland - 32121			80,922					(74,078)	(74,078)
<b>13601</b>	<b>DC background Study 2014</b> General Government - 31310 Capital Reserve Fund - 33121	27,000				3,000			(397,800) (44,200)	(442,000)
<b>14106</b>	<b>Goreway Drive Grade Separation</b> City Wide Engineering - 31335		(5,700,000)						(10,222,609)	(10,222,609)
<b>14131</b>	<b>Cooksville Creek Flood Storage Facility</b> Storm Water Management - 31350 Capital Reserve Fund - 33121 Federal Gas Tax Reserve Fund - 35182	3,601				8,613			(28,829) (68,958) (415,000)	(512,786)
<b>14132</b>	<b>Cooksville Creek Flood Protection Berm</b> Storm Water Management - 31350 Capital Reserve Fund - 33121 Federal Gas Tax Reserve Fund - 35182	4,000				6,000 85,210			(54,790)	(54,790)
<b>14141</b>	<b>Cooksville Crk Impr&amp;Flood Prot/Paisley</b> Storm Water Management - 31350 - Debt Financing								(233,335) (7,386,306)	(7,619,641)
<b>14142</b>	<b>New Facility-Cooksville Creek Pond #3702</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992 - Debt Financing Parks-Other Developer Contribution - 35219								(7,290,000) (3,325,000) (8,785,000) (1,800,000)	(23,100,000)

**Capital Projects Financed by Development Charge Reserve Funds and Cash-in-Lieu of Parklands  
December 31, 2020**

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Project Number	Description	2020 Development Charge Financing		2020 Cash-in-Lieu of Parkland		2020 Other Financing			Total Project Net Financing By Project and Reserve	Total Project Net Financing
		Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Debt Financing		
	Developer Contribution-Stormwater Reserve -								(1,900,000)	
14146	<b>Cooksville Creek Flood Protection-Dyking</b> Storm Water Management - 31350 Capital Reserve Fund - 33121 - Debt Financing							(0)	(158,376) (2,099,146) (3,191,500)	(5,449,022)
14176	<b>Multi-Use Trails along Hanlan Routes</b> City Wide Engineering - 31335								(2,284,240)	(2,284,240)
14251	<b>Fire &amp; Emergency Services Master Plan</b> Capital Reserve Fund - 33121 Fire Services - 31320								(175,000) (70,000)	(245,000)
14307	<b>Hydro One Est Corridor_Etobicoke Crk-BRT</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121								(1,652,814) (183,646)	(1,836,460)
14308	<b>LakeviewCorridorTrail_Lakeshore to QEW</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121								(465,498) (51,722)	(517,220)
14311	<b>Play equipment-Meadowvale Conservation</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121	45,131					5,049		(27,269) (3,051)	(30,320)
15101	<b>Intersection Capital Program</b> City Wide Engineering - 31335		(722)						(495,722)	(495,722)
15102	<b>Transportation Master Plan Study</b> City Wide Engineering - 31335								(432,755)	(432,755)
15104	<b>Lakeshore Road Movement Study</b> City Wide Engineering - 31335								(1,442,755)	(1,442,755)
15105	<b>Downtown Master Plan</b> City Wide Engineering - 31335	1,640,887							(259,113)	(259,113)
15106	<b>Second Line Over HWY. 401- Bridge Pier</b> City Wide Engineering - 31335		(4,205,000)						(5,205,000)	(5,205,000)
15108	<b>Sheridan Park Drive - Speakman (EA)</b> City Wide Engineering - 31335								(350,000)	(350,000)
15110	<b>Lakeshore Rd/Stavebank Rd Intersection</b> City Wide Engineering - 31335		(36,182)						(1,036,182)	(1,036,182)
15111	<b>Transit Priority - Various Intersections</b> City Wide Engineering - 31335								(1,500,000)	(1,500,000)

**Capital Projects Financed by Development Charge Reserve Funds and Cash-in-Lieu of Parklands  
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Project Number	Description	2020 Development Charge Financing		2020 Cash-in-Lieu of Parkland		2020 Other Financing			Total Project Net Financing By Project and Reserve	Total Project Net Financing
		Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Debt Financing		
15131	<b>Loyalist Creek Erosion Cntl-Thornlodge RD</b> Storm Water Management - 31350 Capital Reserve Fund - 33121								(7,140) (202,860)	(210,000)
15135	<b>Cksvl Crk Erosion Ctrl-Willa Rd to Orano</b> Storm Water Management - 31350 Debt Management RF-Tax Capital - 37100 - Debt Financing								(12,580) 289,800 (647,220)	(370,000)
15140	<b>Cksvl Crk Erosion Ctrl-Mis Valy &amp; Cntl Pk</b> Storm Water Management - 31350 Capital Reserve Fund - 33121								(8,000) (232,000)	(240,000)
15141	<b>Moore Crk Erosion Ctrl-Lakeshore Rd W</b> Storm Water Management - 31350 Capital Reserve Fund - 33121 Stormwater-Capital Reserve Fund - 35992							(0)	(2,512) (226,047) (851,442)	(1,080,000)
15142	<b>Etback Crk Erosion Ctrl-Pony Tril &amp; Blr St</b> Storm Water Management - 31350 Capital Reserve Fund - 33121								(6,000) (184,000)	(190,000)
15167	<b>Cycling Program</b> City Wide Engineering - 31335 Capital Reserve Fund - 33121 Federal Gas Tax Reserve Fund - 35182 Contributions - Capital and Maintenance - 35201		(6,956)			29,000 261,000		(44)	(1,206,956) (7,641)	(1,214,597)
15198	<b>Traffic Signals</b> City Wide Engineering - 31335 Capital Reserve Fund - 33121 Contributions - Traffic Signals - 35209 Roadway Infrastructure - 33131	84,749				368,471	(17,454)		(255,251) (157,454) (1,529) (390,000)	(804,234)
15200	<b>Pay &amp; Display Parking Meters</b> Cash-in-Lieu of Parkland-Port Credit - 35351 Cash-in-Lieu of Parkland-Cooksville - 35352								(150,000) (100,000)	(250,000)
15238	<b>Transit Malton Facility-Expans &amp; Improve</b> Transit - 31330 Capital Reserve Fund - 33121 Federal Gas Tax Reserve Fund - 35183								(3,600,000) (400,000)	(4,000,000)
15242	<b>Parking Master Plan</b> City Centre Off-Street Parking Res - 35360								(1,196,000)	(1,196,000)

**Capital Projects Financed by Development Charge Reserve Funds and Cash-in-Lieu of Parklands  
December 31, 2020**

Description: This report highlights all Development Charge, Cash-in-Lieu of Parkland Reserve Fund and Other Sources of funding transfers to Capital Projects in 2020.

Project Number	Description	2020 Development Charge Financing		2020 Cash-in-Lieu of Parkland		2020 Other Financing			Total Project Net Financing By Project and Reserve	Total Project Net Financing
		Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Debt Financing		
15303	<b>Bicycle/Pedestrian System (ORT05B)</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121								(114,300) (12,700)	(127,000)
15304	<b>Park Redevelopment-Zonta Meadows (P_294)</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121 Parks-Other Developer Contribution - 35219		(0)					(0)	(436,500) (48,500) (500,000)	(985,001)
15319	<b>Community PksPhase 1 Not Yet Name P_459</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121 Federal Gas Tax Reserve Fund - 35182 Debt Management RF-Tax Capital - 37100 - Debt Financing							(336)	(12,974,441) (383,596) (153,673) (336) (904,000)	(14,416,046)
15431	<b>Park 459 Development - Partnership</b> Recreation and Parks - 31315 Cash-in-Lieu of Parkland - 32121 Capital Reserve Fund - 33121 Federal Gas Tax Reserve Fund - 35182 - Debt Financing		(2,900,700)					(322,300)	(13,852,242) (3,000,000) (830,751) (493,165) (493,000)	(18,669,158)
16101	<b>Intersection Capital Program</b> City Wide Engineering - 31335		(3,303)						(903,303)	(903,303)
16106	<b>Burnhamthorpe Rd-Ninth Line-Loyalist Dr</b> City Wide Engineering - 31335								(350,000)	(350,000)
16107	<b>QEW/Credit River Active Trans Assessment</b> City Wide Engineering - 31335								(870,000)	(870,000)
16152	<b>Rena Road - Culvert Widening</b> City Wide Engineering - 31335 Capital Reserve Fund - 33121 Federal Gas Tax Reserve Fund - 35183								(1,500,000) (1,500,000)	(3,000,000)
16173	<b>Traffic System and ITS</b> City Wide Engineering - 31335								(75,000)	(75,000)
16197	<b>Property Acquisition</b> City Wide Engineering - 31335		(800,000)						(8,000,000)	(8,000,000)
16200	<b>Pay &amp; Display Parking Meters</b> Cash-in-Lieu of Parkland-Streetsville - 35354								(450,000)	(450,000)
16312	<b>City Centre Scholar's Green</b>									(3,072,275)



**Capital Projects Financed by Development Charge Reserve Funds and Cash-in-Lieu of Parklands  
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Project Number	Description	2020 Development Charge Financing		2020 Cash-in-Lieu of Parkland		2020 Other Financing			Total Project Net Financing By Project and Reserve	Total Project Net Financing
		Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Debt Financing		
	Recreation and Parks - 31315 Capital Reserve Fund - 33121 Federal Gas Tax Reserve Fund - 35182		(2,050,992)				(227,888)		(2,765,047) (290,374) (16,854)	
<b>16321</b>	<b>Waterfront Strategy Study (5 years)</b> Recreation and Parks - 31315 Reserve for Contingencies - 30125 - 30512								(126,000) (3,000) (11,000)	(140,000)
<b>16323</b>	<b>2 Unit Tennis Centre-Design &amp; Construction</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121								(191,337) (21,310)	(212,648)
<b>16326</b>	<b>Design &amp; Construction</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121								(979,020) (108,792)	(1,087,811)
<b>16332</b>	<b>Park Utilization Tracking</b> Recreation and Parks - 31315 Reserve for Contingencies - 30125 - 30512								(111,375) (90,750) (45,375)	(247,500)
<b>16339</b>	<b>Partnership with the PDSB &amp; Govt Grant</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121								(1,161,000) (387,000)	(1,548,000)
<b>16340</b>	<b>Community Parks Phase 1 P_459</b> Recreation and Parks - 31315 Cash-in-Lieu of Parkland - 32121 Capital Reserve Fund - 33121								(1,143,805) (2,200,000) (127,089)	(3,470,894)
<b>17003</b>	<b>Development Charges Update</b> Storm Water Management - 31350	22,170							(57,830)	(57,830)
<b>17004</b>	<b>Cooksville Ck Erosion Ctrl - QEW-Elaine</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992		(8,487)				(241,513)		(101,332) (2,883,564)	(2,984,896)
<b>17006</b>	<b>Land/Cooksville CK SWMF Pond #2102</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992								(41,000) (1,159,000)	(1,200,000)
<b>17008</b>	<b>Cooksville Ck Erosion Ctrl - QEW-S of</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992								(140,805) (426,540)	(4,145,802)

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December 31, 2020**

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Project Number	Description	2020 Development Charge Financing		2020 Cash-in-Lieu of Parkland		2020 Other Financing			Total Project Net Financing By Project and Reserve	Total Project Net Financing
		Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Debt Financing		
	- Debt Financing Debt Management - Stormwater - 37200								(3,439,000) (139,457)	
17009	<b>Southdown Master Drainage Plan</b> Storm Water Management - 31350								(350,000)	(350,000)
17010	<b>Cooksville Ck Erosion Ctrl - Miss Valley</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992							1	(42,961) (1,226,365)	(1,269,326)
17014	<b>Levi Creek Watercourse Realignment</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992								(1,378) (399,740)	(401,118)
17015	<b>Mary Fix Ck Erosion Ctrl-S of Dundas</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992		(1,549)					(148,451)	(15,384) (1,474,037)	(1,489,421)
17017	<b>Pinnacle SWMF-near Hurontario/Eglinton</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992								(76,500) (2,173,500)	(2,250,000)
17019	<b>Cooksville Ck Floor SWMF #2103 (P-096)</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992							1	(10,057) (278,152)	(288,209)
17020	<b>Cooksville Ck Floor SWMF #3604 (P-309)</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992								(4,625) (135,568)	(140,193)
17101	<b>Intersection Capital Program</b> City Wide Engineering - 31335								(495,000)	(495,000)
17103	<b>Development Charges Update (Major Roads)</b> City Wide Engineering - 31335								(400,000)	(400,000)
17106	<b>Square One Drive - Confederation Parkway</b> City Wide Engineering - 31335		(1,100,000)						(3,000,000)	(3,000,000)
17131	<b>Cooksville Ck Flood SWFM #3603</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992	33,844						966,155	(84,710) (2,418,213)	(2,502,923)
17134	<b>Monitoring &amp; Minor modification of SWMF</b> Storm Water Management - 31350	25,814							(54,186)	(54,186)
17145	<b>Minor Erosion Ctrl Work-Variou Location</b> Storm Water Management - 31350	4,477							(1,923)	(60,094)

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Project Number	Description	2020 Development Charge Financing		2020 Cash-in-Lieu of Parkland		2020 Other Financing			Total Project Net Financing By Project and Reserve	Total Project Net Financing
		Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Debt Financing		
	Stormwater-Capital Reserve Fund - 35992					135,429			(58,171)	
<b>17165</b>	<b>Sidewalks</b> City Wide Engineering - 31335 Contributions - Sidewalks - 35207								(350,000) (450,000)	(800,000)
<b>17167</b>	<b>Municipal Parking Development Study</b> City Centre Off-Street Parking Res - 35360								(150,000)	(150,000)
<b>17173</b>	<b>Traffic Systems and ITS</b> City Wide Engineering - 31335								(39,824)	(39,824)
<b>17180</b>	<b>Pay &amp; Display - Port Credit</b> Cash-in-Lieu of Parkland-Port Credit - 35351								(400,000)	(400,000)
<b>17181</b>	<b>Feasibility Study-Port Cr Library Pkng</b> Transit - 31330 Capital Reserve Fund - 33121 Cash-in-Lieu of Parkland-Port Credit - 35351 Parking - 31343								(153,000) (17,000) (30,000)	(200,000)
<b>17182</b>	<b>Pedestrian &amp; Cyclist Access-Transitway</b> City Wide Engineering - 31335 Capital Reserve Fund - 33121		(1)						(1,991,302) (2,442,747)	(4,434,049)
<b>17190</b>	<b>Burnhamthorpe Multi-Use Trail Bridge-#3</b> City Wide Engineering - 31335								(1,500,000)	(1,500,000)
<b>17192</b>	<b>Parking Equipment and System Upgrades</b> Cash-in-Lieu of Parkland-Port Credit - 35351 City Centre Off-Street Parking Res - 35360 ClarksonPort Credit - 35353 Cash-in-Lieu of Parkland-Cooksville - 35352								(113,000) (283,000) (4,000) (15,000)	(415,000)
<b>17197</b>	<b>Property Acquisition - Living Arts Drive</b> City Wide Engineering - 31335 Capital Reserve Fund - 33121								(4,500,000)	(4,500,000)
<b>17198</b>	<b>Traffic Signals - New</b> City Wide Engineering - 31335 Contributions - Traffic Signals - 35209								(340,000) (370,000)	(710,000)
<b>17200</b>	<b>Pay &amp; Display - Streetsville</b> Cash-in-Lieu of Parkland-Streetsville - 35354								(125,000)	(125,000)
<b>17205</b>	<b>Transit Change-Off Vehicle Acquisitions</b> Transit - 31330 Capital Reserve Fund - 33121							(0)	(255,943) (29,700)	(285,643)

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Project Number	Description	2020 Development Charge Financing		2020 Cash-in-Lieu of Parkland		2020 Other Financing			Total Project Net Financing By Project and Reserve	Total Project Net Financing
		Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Debt Financing		
17224	<b>Transit Bus Stops/Pads (Growth)</b> Transit - 31330 Capital Reserve Fund - 33121		(95,457)				(11,427)		(217,457) (26,030)	(243,487)
17228	<b>Transit Bus Acquisitions 40FT-PTIF</b> Transit - 31330 Capital Reserve Fund - 33121								(1,985,000) (12,791,037)	(14,776,037)
17303	<b>Site Investigations, Appraisals</b> Cash-in-Lieu of Parkland - 32121								(110,000)	(110,000)
17304	<b>Future Directions review (Full)</b> Recreation and Parks - 31315 Reserve for Contingencies - 30125	107,677				11,964			(189,323) (21,036)	(210,359)
17305	<b>Future Directions background study</b> Recreation and Parks - 31315 Reserve for Contingencies - 30125	37,620				4,180			(142,380) (15,820)	(158,200)
17308	<b>Riverwood VC-Study &amp; Preliminary Design</b> Recreation and Parks - 31315 Reserve for Contingencies - 30125								(85,500) (9,500)	(95,000)
17310	<b>Bridges &amp; Underp McLaughlin-Derry P_492</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121								(126,000) (14,000)	(140,000)
17312	<b>ComPks-Basic Development-F_034</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121 Federal Gas Tax Reserve Fund - 35182		(707,400)				(78,600)		(2,985,592) (184,598) (158,245)	(3,328,435)
17313	<b>ComPks-Design &amp; Cons (Harris Property)</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121 Federal Gas Tax Reserve Fund - 35182								(913,500) (1,800) (99,700)	(1,015,000)
17325	<b>Redevelopment - design</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121								(247,950) (27,550)	(275,500)
17331	<b>Evaluation ow washrooms and trails</b> Recreation and Parks - 31315 Reserve for Contingencies - 30125								(38,250) (46,750)	(85,000)
17351	<b>Outdoor Basketball (2) - Hillside Park</b>									(63,930)

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Project Number	Description	2020 Development Charge Financing		2020 Cash-in-Lieu of Parkland		2020 Other Financing			Total Project Net Financing By Project and Reserve	Total Project Net Financing
		Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Debt Financing		
	Recreation and Parks - 31315 Capital Reserve Fund - 33121								(57,503) (6,427)	
17352	<b>Outdoor Basketball_John "Bud" Cleary Pk</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121								(545,476) (60,742)	(606,217)
17392	<b>Land Acquisition Credit River Valley</b> Cash-in-Lieu of Parkland - 32121			5,793,900						0
17427	<b>RecFuture Directions Study-Cooksville CC</b> Recreation and Parks - 31315 Reserve for Contingencies - 30125								(135,000) (15,000)	(150,000)
17432	<b>Recreation Future Directions Master Plan</b> Recreation and Parks - 31315 Reserve for Contingencies - 30125		(5,386)					(598)	(212,386) (23,598)	(235,984)
17601	<b>DC Background Study 2017</b> General Government - 31310 Capital Reserve Fund - 33121								(360,000) (40,000)	(400,000)
18004	<b>Cooksville Crk Flood Protect-H.Molasy</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992	8,571						241,429	(3,429) (96,571)	(100,000)
18005	<b>Cooksville Crk Erosion Control- CP Rwy</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992								(40,000) (1,160,000)	(1,200,000)
18009	<b>Lakeview Master Drainage Plan</b> Storm Water Management - 31350								(380,000)	(380,000)
18010	<b>Port Credit Master Drainage Plan</b> Storm Water Management - 31350								(380,000)	(380,000)
18016	<b>Credit River Erosion Control and Ice Dam</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992	5,420						301,735	(83) (4,644)	(4,727)
18017	<b>Credit River Erosion Ctrl=Barbertown Brg</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992		(7)						(1,385) (123,254)	(124,639)
18101	<b>Intersection Capital Program</b> City Wide Engineering - 31335								(632)	(1,355,000)
18102	<b>Mavis Rd from Courtneypark Dr to North</b> City Wide Engineering - 31335 Capital Reserve Fund - 33121 Federal Gas Tax Reserve Fund - 35182	132,143						44,021	(9,967,857) (355,979) (1,511,735)	(11,835,571)
18103	<b>Preliminary Engineering Studies</b>									(100,000)

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Project Number	Description	2020 Development Charge Financing		2020 Cash-in-Lieu of Parkland		2020 Other Financing			Total Project Net Financing By Project and Reserve	Total Project Net Financing
		Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Debt Financing		
	City Wide Engineering - 31335								(100,000)	
18105	<b>Creditview Rd Widening from Bancroft Rd</b> City Wide Engineering - 31335 Capital Reserve Fund - 33121	450,000				50,000				0
18106	<b>Burnhamthorpe Road E Reconstruction</b> City Wide Engineering - 31335 Federal Gas Tax Reserve Fund - 35182 Debt Management RF-Tax Capital - 37100 - Debt Financing								(280,755) (4,211,321) 132,075 (600,000)	(4,960,000)
18134	<b>Monitoring &amp; Minor modification of SWMF</b> Storm Water Management - 31350	62,147							(17,853)	(17,853)
18135	<b>Applewood Crk Erosion Control - Lakeview</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992								(5,000) (445,000)	(450,000)
18142	<b>Etobicoke Crk Erosion Ctrl-Pony Trl Dr</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992								(38,000) (1,162,000)	(1,200,000)
18144	<b>Mimico Crk Erosion Control-Etude Drive</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992								(5,000) (105,000)	(110,000)
18145	<b>Minor Erosion Ctrl Work-Various Locations</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992								(3,000) (77,000)	(80,000)
18147	<b>Sheridan Crk Erosion Ctrl-Lushes Ave.</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992								(28,000) (502,000)	(530,000)
18148	<b>Mimico Crk Erosion Ctrl-Rena Rd</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992		(70,000)				(1,430,000)		(79,000) (1,631,000)	(1,710,000)
18165	<b>Sidewalks</b> City Wide Engineering - 31335 Contributions - Sidewalks - 35207								(350,000) (140,000)	(490,000)
18173	<b>Traffic System and ITS</b> City Wide Engineering - 31335								(75,000)	(75,000)
18185	<b>Noise Wall Program</b> City Wide Engineering - 31335 Capital Reserve Fund - 33121 Federal Gas Tax Reserve Fund - 35182 - Debt Financing								(519,929) (32,062) (47,918) (1,082,000)	(1,681,909)

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Project Number	Description	2020 Development Charge Financing		2020 Cash-in-Lieu of Parkland		2020 Other Financing			Total Project Net Financing By Project and Reserve	Total Project Net Financing
		Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Debt Financing		
18186	<b>Cycling Program (Structures)</b> City Wide Engineering - 31335								(300,000)	(300,000)
18197	<b>Property Acquisition</b> City Wide Engineering - 31335								(75,000)	(75,000)
18198	<b>Traffic Signals - New</b> City Wide Engineering - 31335 Contributions - Traffic Signals - 35209								(340,000) (370,000)	(710,000)
18200	<b>Property Acquisition</b> City Wide Engineering - 31335		(500,000)						(750,000)	(750,000)
18300	<b>Downtown Parkland Acquisition</b> Cash-in-Lieu of Parkland - 32121								(2,000,000)	(2,000,000)
18301	<b>Land Acquisition Cooksville Creek F-541</b> Cash-in-Lieu of Parkland - 32121				8,777				(986,951)	(986,951)
18306	<b>Parkland Acquisition Program</b> Cash-in-Lieu of Parkland - 32121								(110,000)	(110,000)
18320	<b>Marina Park - Rivergate Walk &amp; Shoreline</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121								(787,793) (87,432)	(875,225)
18323	<b>Bicycle/Pedestrian System Development</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121	239,720				26,636			(13,162) (1,462)	(14,625)
18348	<b>Design &amp; Construction - F_408</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121								(1,314,900) (146,100)	(1,461,000)
18349	<b>Sun-Canadian Pipeline Trail Development</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121								(213,671) (23,741)	(237,412)
18612	<b>DC Background Study - Consulting</b> General Government - 31310 Capital Reserve Fund - 33121								(90,000) (10,000)	(100,000)
18964	<b>Special Planning Studies</b> Reserve for Contingencies - 30125 Development Related Studies-Discounted - 31357		(67,500)				(82,500) (67,500)		(290,000) (135,000)	(425,000)
18965	<b>Innovative Planning Tools</b> Reserve for Contingencies - 30125 Development Related Studies-Discounted - 31357		(67,500)				(32,500) (67,500)		(165,000) (135,000)	(300,000)
18968	<b>Municipal Growth Management</b> Capital Reserve Fund - 33121 Development Related Studies-Discounted - 31357		(202,500)				(97,500) (202,500)		(697,500) (202,500)	(900,000)

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		Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Debt Financing		
19001	<b>Cksvl Crk Erosion Ctl-CP E.-Miss Valley</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992								(2,000) (58,000)	(60,000)
19002	<b>Minor Erosion Ctl Works - Var Locations</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992								(3,000) (77,000)	(80,000)
19004	<b>Cksvl Creek Fid Strg Fac-Mississauga Val</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992								(142,000) (4,048,000)	(4,190,000)
19006	<b>Etobicoke Cr Erosion Ctrl- TAM Tomken Br</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992	150				3,850			(2,850) (73,150)	(76,000)
19007	<b>Mississauga Stm Water Mngt Master Plan</b> Storm Water Management - 31350								(750,000)	(750,000)
19010	<b>Sawmill Ersn Ctl-Folkway-Erin Mls Pkwy</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992								(4,000) (346,000)	(350,000)
19011	<b>Cksvl Crk Ersn Ctrl- Miss Vail-CP Rail</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992								(7,000) (203,000)	(210,000)
19103	<b>Preliminary Engineering Studies</b> City Wide Engineering - 31335								(100,000)	(100,000)
19104	<b>9th Line Widening Eglin W to DerryW- EA</b> City Wide Engineering - 31335 Capital Reserve Fund - 33121		(414,000)				(46,000)		(774,000) (86,000)	(860,000)
19106	<b>Lakeshore HOT TPAP for Phases 1 and 2</b> City Wide Engineering - 31335 Capital Reserve Fund - 33121		(500,000)						(1,000,000)	(1,000,000)
19107	<b>Dundas BRT TPAP</b> City Wide Engineering - 31335 - Debt Financing		(1,000,000)						(1,000,000) (2,500,000)	(3,500,000)
19108	<b>Old Derry Rd Realign - Design &amp; Constr</b> Capital Reserve Fund - 33121					300,000				0
19131	<b>Road Character and Streets Guidelines</b> City Wide Engineering - 31335		(350,000)						(600,000)	(600,000)
19135	<b>Mississauga LRT Storm Sewer Improvements</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992 Stormwater Pipe Reserve Fund - 35993	947,000				5,954,000 2,133,333				0



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		Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Debt Financing		
19138	<b>Storm Sewer Oversizing - Various Loc</b> Storm Water Management - 31350								(270,000)	(270,000)
19140	<b>Mtrng &amp; min mod STM Managemnt Fac-VarLoc</b> Storm Water Management - 31350								(80,000)	(80,000)
19142	<b>Parking Technology Strategy</b> Cash-in-Lieu of Parkland-Port Credit - 35351 City Centre Off-Street Parking Res - 35360 Cash-in-Lieu of Parkland-Lakeview - 35355 ClarksonPort Credit - 35353 Cash-in-Lieu of Parkland-Cooksville - 35352								(28,500) (15,900) (900) (3,700) (1,000)	(50,000)
19144	<b>Study-Cap Dev Plan &amp; Asset Mgt. Strategy</b> Cash-in-Lieu of Parkland-Port Credit - 35351 City Centre Off-Street Parking Res - 35360 Cash-in-Lieu of Parkland-Lakeview - 35355 ClarksonPort Credit - 35353 Cash-in-Lieu of Parkland-Cooksville - 35352								(57,000) (31,700) (1,800) (7,500) (2,000)	(100,000)
19163	<b>New Vehicles &amp; Equipment</b> Public Works - 31340 Capital Reserve Fund - 33121		(91,678)					(10,186)	(267,178) (29,686)	(296,864)
19165	<b>Sidewalks</b> City Wide Engineering - 31335 Contributions - Sidewalks - 35207		(49,524)					(30,476)	(212,024) (130,476)	(342,500)
19167	<b>Cycling Program</b> City Wide Engineering - 31335 Federal Gas Tax Reserve Fund - 35182		(3,220,262)			100,000			(3,220,262)	(3,220,262)
19171	<b>Traffic Signal Equipment Enhancements</b> City Wide Engineering - 31335								(250,000)	(250,000)
19172	<b>Transit Signal Priority (TSP)</b> City Wide Engineering - 31335								(340,000)	(340,000)
19173	<b>Traffic System and ITS</b> City Wide Engineering - 31335								(350,000)	(350,000)
19185	<b>Cycle Tracks w Rd Rehab Bloor &amp; Tomken</b> City Wide Engineering - 31335		(2,000,000)						(2,250,000)	(2,250,000)
19186	<b>Cycling Program (Structures)</b> City Wide Engineering - 31335								(150,000)	(150,000)
19188	<b>Noise Wall Program Retrofit</b> City Wide Engineering - 31335								(1,000,000)	(1,000,000)
19192	<b>Cycling Program - Sc B (Collegeway)</b> City Wide Engineering - 31335	1,947,708							(2,292)	(2,292)

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		Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Debt Financing		
19193	<b>Cycling Program - Scenario C Major Roads</b> City Wide Engineering - 31335	1,272,554							(114,946)	(114,946)
19197	<b>Property Acquisition</b> City Wide Engineering - 31335	91,223							(8,777)	(8,777)
19198	<b>Traffic Signals - New</b> City Wide Engineering - 31335 Contributions - Traffic Signals - 35209								(340,000) (370,000)	(710,000)
19213	<b>Transit Bus Stops/Pads (AccessPlan)</b> Transit - 31330 Federal Gas Tax Reserve Fund - 35183	11,849							(128,151)	(128,151)
19223	<b>Transit Bus Landing Pads</b> Transit - 31330 Federal Gas Tax Reserve Fund - 35183								(200,000)	(200,000)
19242	<b>Transit - Churchill Meadows CC - Phase 1</b> Transit - 31330 Federal Gas Tax Reserve Fund - 35182								(500,000)	(500,000)
19243	<b>Transit - Churchill Meadows CC - Phase 2</b> Transit - 31330 Debt Management RF-Tax Capital - 37100 - Debt Financing								(500,000) 500,000 (500,000)	(500,000)
19244	<b>Study-Future Parking Demand Forecasting</b> Cash-in-Lieu of Parkland-Port Credit - 35351 City Centre Off-Street Parking Res - 35360 Cash-in-Lieu of Parkland-Lakeview - 35355 ClarksonPort Credit - 35353 Cash-in-Lieu of Parkland-Cooksville - 35352								(85,500) (47,500) (2,800) (11,200) (3,000)	(150,000)
19246	<b>Transit Electrification Study</b> Transit - 31330 Capital Reserve Fund - 33121								(200,000)	(200,000)
19248	<b>Transit MiWay Transit Shelters</b> Transit - 31330 Capital Reserve Fund - 33121								(360,000) (140,000)	(500,000)
19306	<b>Parkland Acquisition Program</b> Cash-in-Lieu of Parkland - 32121								(110,000)	(110,000)
19307	<b>Land Acquisition-Loreland Ave</b> Cash-in-Lieu of Parkland - 32121				(15,000,000)				(15,000,000)	(15,000,000)
19312	<b>Outdoor Basketball (F_034) (Pinnacle)</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121		(71,100)						(213,186) (23,687)	(236,873)

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		Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Debt Financing		
19319	<b>Northwest Sports Park Phase 1</b> Recreation and Parks - 31315 - Debt Financing								(1,800,000) (200,000)	(2,000,000)
19323	<b>Park Development - (F_105)</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121								(896,400) (99,600)	(996,000)
19327	<b>Park Development - (F_411) (Rogers)</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121								(288,000) (32,000)	(320,000)
19328	<b>Park Dev- Not Yet Named (F_486) (Solmar)</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121								(63,000) (7,000)	(70,000)
19329	<b>Bicycle/Pedestrian System Development</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121								(45,000) (5,000)	(50,000)
19340	<b>Growth Related Equipment - Parks</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121								(162,000) (18,000)	(180,000)
19427	<b>Burnhamthorpe CC Indoor Pool Redevelpmnt</b> Recreation and Parks - 31315 - Debt Financing		(455,000)						(455,000) (500,000)	(955,000)
19952	<b>Strategic Waterfront Implementation</b> Reserve for Contingencies - 30125 Development Related Studies-Discounted - 31357		(135,000)				(65,000) (135,000)		(130,000) (270,000)	(400,000)
20004	<b>Cooksville Crk Flood Stg Facility</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992		(371,000)				(7,529,000)		(371,000) (7,529,000)	(7,900,000)
20005	<b>CooksvilleCrk Eros Ctrl-CP Rail-KirwinAv</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992		(13,000)				(267,000)		(13,000) (267,000)	(280,000)
20018	<b>Cooksville Creek Erosion Contr</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992		(9,000)				(191,000)		(9,000) (191,000)	(200,000)
20020	<b>Cksvile Crk Ersn Ctl-Upstrm Ctl Pkw Blvd</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992		(47,000)				(953,000)		(47,000) (953,000)	(1,000,000)
20024	<b>TRCA Prtnrshp - Etob Crk-Derry &amp; Dixie</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992		(14,000)				(236,000)		(14,000) (236,000)	(250,000)

**Capital Projects Financed by Development Charge Reserve Funds and Cash-in-Lieu of Parklands  
December 31, 2020**

Description: This report highlights all Development Charge, Cash-in-Lieu of Parkland Reserve Fund and Other Sources of funding transfers to Capital Projects in 2020.

Project Number	Description	2020 Development Charge Financing		2020 Cash-in-Lieu of Parkland		2020 Other Financing			Total Project Net Financing By Project and Reserve	Total Project Net Financing
		Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Debt Financing		
20027	<b>Carolyn Crk Eros Ctrl-Cr Riv Outlet Chan</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992		(5,000)				(195,000)		(5,000) (195,000)	(200,000)
20028	<b>Wolfedale Crk-Burnhamthorpe Rd.to Cr Riv</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992		(20,000)				(580,000)		(20,000) (580,000)	(600,000)
20029	<b>Loyalist Crk Ersn Ctl-Betwn ThornlodgeDr</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992		(10,000)				(390,000)		(10,000) (390,000)	(400,000)
20101	<b>Clarkson Rd/Lakeshore Rd Int-Des&amp;Cons</b> City Wide Engineering - 31335		(250,000)						(250,000)	(250,000)
20102	<b>Courtneypark Drive East/Hiway 410 Inter</b> City Wide Engineering - 31335		(250,000)						(250,000)	(250,000)
20103	<b>Preliminary Engineering Studies</b> City Wide Engineering - 31335		(115,000)						(115,000)	(115,000)
20105	<b>Credit Rvr AT Bridge northside of QEW</b> City Wide Engineering - 31335		(217,500)						(217,500)	(217,500)
20106	<b>Transportation Master Plan Study</b> City Wide Engineering - 31335		(400,000)						(400,000)	(400,000)
20107	<b>Downtown Mississauga Movement PlanUpdate</b> City Wide Engineering - 31335		(235,000)						(235,000)	(235,000)
20108	<b>Transportation MasterPlan Implementation</b> City Wide Engineering - 31335		(250,000)						(250,000)	(250,000)
20137	<b>Cr River Eros Ctrl- Adj to Ostler Crt</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992		(12,100)				(207,900)		(12,100) (207,900)	(220,000)
20138	<b>Storm Sewer Oversizing - Various Loc</b> Storm Water Management - 31350		(270,000)						(270,000)	(270,000)
20140	<b>Montrng &amp; minor mod of SWM Fac-Var Loc</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992		(4,000)				(76,000)		(4,000) (76,000)	(80,000)
20142	<b>Etobicoke Crk Eros Ctrl Ponytrail-Bloor</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992		(103,000)				(1,697,000)		(103,000) (1,697,000)	(1,800,000)
20144	<b>MimicoCr Ersn Ctl-Etude Dr to Derry Rd E</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992		(19,000)				(381,000)		(19,000) (381,000)	(400,000)
20145	<b>Minor Erosion Control Works - Var Loc</b> Storm Water Management - 31350		(18,000)						(18,000)	(330,000)

**Capital Projects Financed by Development Charge Reserve Funds and Cash-in-Lieu of Parklands  
December 31, 2020**

Description: This report highlights all Development Charge, Cash-in-Lieu of Parkland Reserve Fund and Other Sources of funding transfers to Capital Projects in 2020.

Project Number	Description	2020 Development Charge Financing		2020 Cash-in-Lieu of Parkland		2020 Other Financing			Total Project Net Financing By Project and Reserve	Total Project Net Financing
		Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Debt Financing		
	Stormwater-Capital Reserve Fund - 35992						(312,000)		(312,000)	
20147	<b>Sheridan Crk Erosion Control</b> Storm Water Management - 31350 Stormwater-Capital Reserve Fund - 35992					240,000			240,000	240,000
20163	<b>New Vehicles &amp; Equipment</b> Public Works - 31340		(195,000)						(195,000)	(195,000)
20165	<b>Sidewalks (Major Roads)</b> City Wide Engineering - 31335 Federal Gas Tax Reserve Fund - 35182 Contributions - Sidewalks - 35207		(535,000)				(560,000) (485,000)		(535,000) (560,000) (485,000)	(1,580,000)
20171	<b>Traffic Signal Equipment Enhancements</b> City Wide Engineering - 31335		(250,000)						(250,000)	(250,000)
20172	<b>Transit Signal Priority (TSP)</b> City Wide Engineering - 31335		(340,000)						(340,000)	(340,000)
20173	<b>Traffic System and ITS</b> City Wide Engineering - 31335		(300,000)						(300,000)	(300,000)
20186	<b>Port Credit AT Bridge</b> City Wide Engineering - 31335		(300,000)						(300,000)	(300,000)
20192	<b>Active Transportation COVID-19 Projects</b> City Wide Engineering - 31335 Federal Gas Tax Reserve Fund - 35182		(470,000)				(830,000)		(470,000) (830,000)	(1,300,000)
20197	<b>Property Acquisition</b> City Wide Engineering - 31335		(5,000,000)						(5,000,000)	(5,000,000)
20198	<b>Traffic Signals - New</b> City Wide Engineering - 31335 Contributions - Traffic Signals - 35209		(430,000)				(470,000)		(430,000) (470,000)	(900,000)
20223	<b>Transit Bus Landing Pads</b> Transit - 31330		(300,000)						(300,000)	(300,000)
20246	<b>Transit Bus Pads - Growth</b> Transit - 31330		(168,960)						(168,960)	(168,960)
20248	<b>Transit MiWay Transit Shelters</b> Transit - 31330		(360,000)						(360,000)	(360,000)
20304	<b>Land Acquisition – Parkland (F-585)</b> Cash-in-Lieu of Parkland - 32121				(16,353,707)				(16,353,707)	(16,353,707)
20306	<b>Parkland Acquisition Program</b> Cash-in-Lieu of Parkland - 32121				(110,000)				(110,000)	(110,000)
20307	<b>Land Acquisition Cooksville Creek(F-535)</b> Cash-in-Lieu of Parkland - 32121				(1,243,525)				(1,243,525)	(1,243,525)
20308	<b>Land Acquisition Cooksville Creek(F-534)</b>									(1,141,250)

**Capital Projects Financed by Development Charge Reserve Funds and Cash-in-Lieu of Parklands  
December 31, 2020**

Description: This report highlights all Development Charge, Cash-in-Lieu of Parkland Reserve Fund and Other Sources of funding transfers to Capital Projects in 2020.

Project Number	Description	2020 Development Charge Financing		2020 Cash-in-Lieu of Parkland		2020 Other Financing			Total Project Net Financing By Project and Reserve	Total Project Net Financing
		Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Debt Financing		
	Cash-in-Lieu of Parkland - 32121				(1,141,250)				(1,141,250)	
<b>20309</b>	<b>Land Acquisition – Parkland (F-563)</b> Cash-in-Lieu of Parkland - 32121				(19,182,752)				(19,182,752)	(19,182,752)
<b>20310</b>	<b>Dtown Growth Area Cooksville Creek F-521</b> Cash-in-Lieu of Parkland - 32121				(924,275)				(924,275)	(924,275)
<b>20314</b>	<b>Churchill Meadows Park Addition (P_459)</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121		(148,500)				(16,500)		(148,500) (16,500)	(165,000)
<b>20315</b>	<b>Park Dev - Not Yet Named (F_411)(Rogers)</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121		(353,700)				(39,300)		(353,700) (39,300)	(393,000)
<b>20322</b>	<b>Marina Park Development (P_112)</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121		(524,700)				(58,300)		(524,700) (58,300)	(583,000)
<b>20334</b>	<b>Leash Free Zone</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121		(52,650)				(5,850)		(52,650) (5,850)	(58,500)
<b>20336</b>	<b>Hancock Building and Site (P_508)</b> Cash-in-Lieu of Parkland - 32121				(578,000)				(578,000)	(578,000)
<b>20340</b>	<b>Vehicles &amp; Equipment</b> Recreation and Parks - 31315 Cash-in-Lieu of Parkland - 32121 Capital Reserve Fund - 33121		(162,000)		(341,000)		(18,000)		(162,000) (341,000) (18,000)	(521,000)
<b>20341</b>	<b>#N/A</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121		(528,300)				(58,700)		(528,300) (58,700)	(587,000)
<b>20342</b>	<b>Park Development - Zonta Meadows (P_294)</b> Recreation and Parks - 31315 Capital Reserve Fund - 33121		(500,400)				(55,600)		(500,400) (55,600)	(556,000)
<b>20425</b>	<b>Carmen Corbasson CC Indoor Pool</b> Recreation and Parks - 31315		(195,000)						(195,000)	(195,000)
<b>20603</b>	<b>2021 DC Background Study and By-Law</b> Development Related Studies-Non Discounted -		(382,168)						(382,168)	(382,168)
<b>20954</b>	<b>Major Tansit Station Area (MTSA) Studies</b> Reserve for Contingencies - 30125 Development Related Studies-Non Discounted - - (blank) - (blank)		(168,750)				(81,250)		(81,250) (168,750)	(250,000)

**Capital Projects Financed by Development Charge Reserve Funds and Cash-in-Lieu of Parklands  
December 31, 2020**

Description: This report highlights all Development Charge, Cash-in-Lieu of Parkland Reserve Fund and Other Sources of funding transfers to Capital Projects in 2020.

Project Number	Description	2020 Development Charge Financing		2020 Cash-in-Lieu of Parkland		2020 Other Financing			Total Project Net Financing By Project and Reserve	Total Project Net Financing
		Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Transfers to Reserve	Transfers from Reserve	Debt Financing		
<b>TOTAL FINANCING ALL YEARS ALL SOURCES</b>									<b>(501,102,720)</b>	<b>(501,102,720)</b>
<b>TOTAL FINANCING TRANSFERRED IN 2020</b>		7,776,224	(41,397,153)	6,187,809	(54,874,510)	11,362,846	(19,149,441)	(0)		
<b>NET FINANCING TOTALS</b>			<b>(33,620,930)</b>		<b>(48,686,700)</b>					

## 2020 Development Levy Credit Continuity Schedule

Section 14 Development Levy Credits represent payments made by our developers under the old lot levy regime that can be applied against future development charge activity. These credits are recognized by the City as a liability on our Financial Statements.

M Plan	Applicant	Value of Prepaid City Credits @ Jan 1, 2020	Storms Waived @ Jan 1, 2020	Roads Waived @ Jan 1, 2020	Other Services Waived @ Jan 1, 2020	Value of Prepaid and Waived Credits @ Jan 1, 2020	Prepaid Credits Redeemed in 2020	Waived Services Redeemed in 2020	Value of Prepaid and Waived Credits @ Dec 31, 2020
M-957	1181482 Ontario Ltd	63,201	26,258	0	0	89,459	0	0	89,459
M-948	1236236 Ontario Inc.	21,282	9,692	0	0	30,973	0	0	30,973
M-901	763442 Ontario Limited (Indrio)	77,233	0	0	0	77,233	0	0	77,233
M-915	Annovator Investments	80,861	42,098	0	0	122,959	0	0	122,959
OZ-50/90	Bohler Uddeholm Thermo Tech	10,102	4,036	0	0	14,138	0	0	14,138
M-915	Boldco Group Inc.	87,551	57,392	0	0	144,943	0	0	144,943
M-584	Brookfield Commercial Properties/Gentra Inc.	0	50,578	0	0	50,578	0	0	50,578
M-284	Cadillac Fairview Corp Ltd	0	48,219	584,431	0	632,650	0	0	632,650
M-425	Canonfield Inc.	0	102,034	1,480,522	0	1,582,555	0	0	1,582,555
M-793	Canonfield Inc.	221,561	125,975	0	0	347,536	0	0	347,536
43R-13128	City Centre Plaza	0	57,195	4,514,662	0	4,571,857	0	0	4,571,857
M-814	Dariusz Krowiak	1,212	0	0	0	1,212	0	0	1,212
M-852	Dundee Realty Corp	24,274	11,963	0	0	36,237	0	0	36,237
M-539	Eric Robbins	4,078	1,666	0	0	5,744	0	0	5,744
M-781	Erin Mills Development Corporation	99,253	13,174	0	0	112,427	0	0	112,427
M-592	Erin Mills Development Corporation	59,314	47,246	0	0	106,560	0	0	106,560
M-823	Erin Mills Development Corporation	13,520	133,561	1,982,193	0	2,129,274	0	0	2,129,274
M-908 & R-22964	Erin Mills Development Corporation	0	24,744	2,742,242	0	2,766,986	0	0	2,766,986
RP1542	Erin Mills Development Corporation	0	0	3,439,742	0	3,439,742	0	-11,712	3,428,031
T-86106 & 43R-22605	Erin Mills Development Corporation	0	245,346	4,152,657	0	4,398,003	0	0	4,398,003
B-111/87	Everlast Construction	710	7,353	106,700	0	114,763	0	0	114,763
M-677	Great West Life Assurance Company	13,167	28,177	0	0	41,344	0	0	41,344
M-948	Impulse Technologies Ltd.	6,198	2,822	0	0	9,020	0	0	9,020
M-757	Kaiser Photo Products	5,163	2,880	0	0	8,044	0	0	8,044
OZ-50/90	Keanall Holdings Ltd.	123,196	49,215	0	0	172,411	0	0	172,411
M-1015	Kee Group Inc.	28	12	0	0	40	0	0	40
M-635	Kee Group Inc.	2,922	2,574	0	0	5,496	0	0	5,496
M-728	Kee Group Inc.	3,881	3,180	0	0	7,061	0	0	7,061
M-793	Lord Realty Holdings Ltd	7,008	11,357	0	0	18,366	0	0	18,366
M-533	Lord Realty Holdings Ltd	0	98,142	0	0	98,142	0	0	98,142
M-852	Meadowpines Development Corporation	202,513	146,610	0	0	349,123	0	0	349,123
M-689	Menkes Industrial Parks Ltd	36,004	27,257	0	0	63,261	0	0	63,261
M-845	N.H.D. Developments Limited	17,059	8,200	0	0	25,259	0	0	25,259



## 2020 Development Levy Credit Continuity Schedule

Section 14 Development Levy Credits represent payments made by our developers under the old lot levy regime that can be applied against future development charge activity. These credits are recognized by the City as a liability on our Financial Statements.

M Plan	Applicant	Value of Prepaid City Credits @ Jan 1, 2020	Storms Waived @ Jan 1, 2020	Roads Waived @ Jan 1, 2020	Other Services Waived @ Jan 1, 2020	Value of Prepaid and Waived Credits @ Jan 1, 2020	Prepaid Credits Redeemed in 2020	Waived Services Redeemed in 2020	Value of Prepaid and Waived Credits @ Dec 31, 2020
M-401	OMERS REALTY MGMT CORP	15,125	36,797	0	0	51,922	0	0	51,922
M-1010	OMERS REALTY MGMT CORP	0	497,956	15,705,192	7,849,649	24,052,797	0	0	24,052,797
M-1023	Orlando Corporation	36,818	13,629	0	0	50,446	0	0	50,446
M-832	Orlando Corporation	75,997	41,375	0	0	117,372	0	0	117,372
M-900	Orlando Corporation	0	76	980,496	0	980,572	0	0	980,572
M-948	Richill Construction Limited	40,901	18,626	0	0	59,527	0	0	59,527
M-886	Riello Burners	15,768	7,117	0	0	22,886	0	0	22,886
M-1326	Rivergrove Development	98,844	53,437	0	0	152,280	0	0	152,280
M-901	Slough Estates Canada Ltd	83,971	56,700	0	0	140,671	0	0	140,671
M-435	Tordar Investments Ltd	11,774	24,986	0	0	36,760	0	0	36,760
M-922	Trailmobile Canada Inc	1,869	828	0	0	2,697	0	0	2,697
M-926	Tridel	1	0	0	0	1	0	0	1
OZ-50/90	Uddeholm	6,478	2,588	0	0	9,066	0	0	9,066
M-886	Uddeholm	15,347	6,966	0	0	22,313	0	0	22,313
<b>Total</b>		<b>1,584,184</b>	<b>2,150,035</b>	<b>35,688,837</b>	<b>7,849,649</b>	<b>47,272,705</b>	<b>0</b>	<b>-11,712</b>	<b>47,260,994</b>

Note: Opening balance for waived services will fluctuate with rate changes.

## 2020 Development Charge Credits Continuity Schedule

Represents Development Charge Credits for work being undertaken by the Developer.

Municipalities have the ability to offer credits towards development charges in exchange for services paid for by the Developer

M Plan	Developer	Type of DC Credit	Outstanding DC Credits Issued in Prior Years	Total Credits Used in Prior Years	DC Credits Balance @ Jan. 1, 2020	DC Credits Used during 2020	DC Credits Granted by Council during 2020	DC Credits Balance @ Dec. 31, 2020	GC Approval
M-1447	1296421 Ontario Inc.	Storm Water Mgmt	858,653	(681,906)	176,747			176,747	276-2000
M-1814	2096553 Ontario Inc. c/o Hush Homes Inc.	Park Development	22,308	(22,308)	0			0	GC 0663-2009
M-1759	678604 Ontario Inc.	Park Development	12,981	(11,554)	1,427			1,427	GC 0574-2007
M-1874	678604 Ontario Inc. and 1105239 Ontario Inc.	Other Services	219,607	0	219,607			219,607	GC 0548-2011
M-1484	919848 Ontario Inc. & 1368781 Ontario Inc.	Park Development	27,574	(8,685)	18,889			18,889	178-2001
M-1474 & M-1475	968907 Ontario Inc. & Gasmuz Construction Inc.	Park Development	334,835	(334,833)	1			1	329-2001
M-1272	996075 Ontario Ltd	Park Development	19,600	(615)	18,985			18,985	597-97
M-1894	Argo Park Developments Corporation	Park Development	234,840	(234,839)	1			1	GC 0408-2012
M-1894	Argo Park Developments Corporation	Other Services	75,400	(75,398)	2			2	GC 0446-2012
M-950, M-1263	Berlen Development Corp	Park Development	32,892	(31,895)	997			997	604-1997
M-1460 & M-1461	Britannia Holdings	Other Services	234,467	(234,467)	(1)			(1)	161-2001
M-1366	Britannia Meadows Development Corp	Transportation	187,250	(183,484)	3,766			3,766	442-1999
M-1366	Britannia Meadows Development Corp	Park Development	292,432	(287,485)	4,947			4,947	650-1999
M-1493 & M-1494	Britannia North Holdings Inc.	Other Services	187,675	(187,674)	1			1	546-2001
M-1493 & M-1494	Britannia North/Central/South Holdings Inc.	Park Development	94,978	(94,977)	0			0	549-2001
M-1758	Cabot Trail Estates	Other Services	12,139	(12,139)	(0)			(0)	GC 0131-2007
M-1758	Cabot Trail Estates Ltd.	Park Development	10,568	(10,568)	0			0	GC 0199-2007
M-1077 & M-1078 & M-1080	EMDC	Park Development	59,341	(58,815)	526			526	247-93
M-1079 & M-1081 & M-1082	EMDC	Park Development	476,214	(465,971)	10,243			10,243	212-93
M-1537 & M-1538	EMDC	Other Services	225,000	(198,876)	26,124			26,124	358-2002
M-1553/ M-1554	EMDC	Storm Water Mgmt	698,288	(694,675)	3,613			3,613	324-2001
M-1606, M-1607, M-1607, M-1608, M-1609	EMDC	Other Services	423,750	(423,749)	1			1	527-2003
M-1606, M-1607, M-1607, M-1608, M-1609	EMDC	Park Development	873,957	(873,955)	2			2	552-2003
M-1635, M-1636, M-1637	EMDC	Transportation	276,750	(276,751)	(1)			(1)	076-2004

## 2020 Development Charge Credits Continuity Schedule

Represents Development Charge Credits for work being undertaken by the Developer.

Municipalities have the ability to offer credits towards development charges in exchange for services paid for by the Developer

M Plan	Developer	Type of DC Credit	Outstanding DC Credits Issued in Prior Years	Total Credits Used in Prior Years	DC Credits Balance @ Jan. 1, 2020	DC Credits Used during 2020	DC Credits Granted by Council during 2020	DC Credits Balance @ Dec. 31, 2020	GC Approval
M-1635, M-1636, M-1637	EMDC	Park Development	265,930	(265,929)	1			1	077-2004
M-1663, M-1664, M-1665	EMDC	Storm Water Mgmt	1,503,000	(1,503,029)	(29)			(29)	437-2002
M-1663, M-1664, M-1665	EMDC	Park Development	177,345	(153,616)	23,729			23,729	532-2004
M-1700 M-1701 M-1702	EMDC	Park Development	573,805	(573,806)	(1)			(1)	GC 0623-2005
M-1700 M-1701 M-1702 PN04-140	EMDC	Storm Water Mgmt	3,130,400	(3,125,900)	4,500			4,500	GC 0571-2005
M-1767 & M-1768	EMDC	Park Development	253,578	(253,578)	0			0	GC 0132-2008
M-1767 & M-1768	EMDC	Park Development	612,974	(612,972)	2			2	GC 0335-2008
PN-02-130	EMDC	Storm Water Mgmt	299,200	0	299,200			299,200	527-2003
	EMDC	Transportation	25,000	0	25,000			25,000	107-93
	EMDC	Transportation	40,000	0	40,000			40,000	107-93
M-1733, M-1734, M-1735, M-1736	Erin Mills Development	Park Development	617,888	(618,740)	(852)			(852)	GC 0603-2006
M-1792	Erin Mills Development Corporation	Park Development	11,048	(11,047)	0			0	GC 0450-2009
M-1795	Erin Mills Development Corporation	Park Development	84,872	(84,872)	0			0	GC 0689-2009
M-1977	Erin Mills Development Corporation	Storm Water Mgmt	2,782,263	(2,782,263)	0			0	GC 0672-2013
M-2001	Erin Mills Development Corporation/ Crownvetch Development Inc./ Prologis Canada LLC	Storm Water Mgmt	2,545,772	(2,545,772)	0			0	GC-0426-2015
M-2001	Erin Mills Development Corporation/ Crownvetch Development Inc./ Prologis Canada LLC	Other Services	398,996	(398,996)	0			0	GC-0426-2015
M-2001	Erin Mills Development Corporation/ Crownvetch Development Inc./ Prologis Canada LLC	Storm Water Mgmt	1,780,702	(1,780,702)	0			0	GC-0426-2015
M-1419 & M-1420	Fieldrun Development Corporation	Park Development	457,149		457,149			457,149	222-2000
M-1213 & M-1214 & M-1675	Fourth Terragar Holdings Ltd	Park Development	95,108	(95,107)	1			1	531-2002
M-1305	Fourth Terragar Holdings Ltd	Park Development	13,589	(13,685)	(97)			(97)	161-1998
M-1557	Gadan Properties Inc	Park Development	254,199	(251,310)	2,889			2,889	600-2002
M-1335	Graylight Properties Ltd	Transportation	203,490	(198,896)	4,594			4,594	812-1998
M-1128	Jannock Properties	Park Development	181,838	(181,841)	(3)			(3)	163-94

## 2020 Development Charge Credits Continuity Schedule

Represents Development Charge Credits for work being undertaken by the Developer.

Municipalities have the ability to offer credits towards development charges in exchange for services paid for by the Developer

M Plan	Developer	Type of DC Credit	Outstanding DC Credits Issued in Prior Years	Total Credits Used in Prior Years	DC Credits Balance @ Jan. 1, 2020	DC Credits Used during 2020	DC Credits Granted by Council during 2020	DC Credits Balance @ Dec. 31, 2020	GC Approval
M-1483	KZK Group	Park Development	3,771	(2,606)	1,164			1,164	216-2001
M-1653	Matgo Developments Inc.	Park Development	174,653	(163,310)	11,342			11,342	477-2004
M-1563	Mattamy (Country Club) Ltd	Park Development	24,750	(21,656)	3,094			3,094	532-2002
M-1468	Mattamy Homes (Lorne Park)	Storm Water Mgmt	184,336	(182,520)	1,816			1,816	9-2001
M-1565	Mattamy Homes (Lorne Park)	Storm Water Mgmt	109,951	(109,378)	573			573	9-2001
M-1468	Mattamy Ltd	Park Development	451,254	(126,707)	324,547			324,547	125-2001
M-1565	Mattamy Ltd	Park Development	300,836	(299,243)	1,593			1,593	125-2001
M-1497	Monarch Construction Ltd	Park Development	11,067	(9,881)	1,186			1,186	527-2001
M-1626	Monarch Construction Ltd	Park Development	7,378	(7,378)	0			0	527-2001
M-1776	Orlando Corporation	Other Services	157,250	(157,250)	0			0	GC 0397-2005
M-1844	Paradise Homes Cobblestone Inc	Park Development	28,160	(28,160)	(0)			(0)	GC 0150-2011
M-1781	Partacc Mississauga Dev. Inc	Park Development	15,794	(15,792)	2			2	GC 0804-2008
PN 10-149	Prologis Canada LLC	Storm Water Mgmt	605,475	(605,475)	0			0	Council Resolution 0215-2012
M-1693	Shelltown Construction Ltd.	Park Development	53,593	(53,594)	(0)			(0)	553-2005 & 652-2005
M-1596	Southlawn Developments Inc.	Park Development	26,500	(26,497)	3			3	455-2003
M-1526	Steelgate Security Products Ltd	Park Development	48,477	(43,932)	4,545			4,545	548-2001 & 481-2001
M-1741	Stone Manor Developments	Park Development	30,456	(30,453)	3			3	GC 0518-2006
M-1502	Summit Meadow Ltd	Park Development	45,924	(45,486)	438			438	528-2001
M-1726	Sundance Vintage Developments Inc.	Park Development	6,475	(6,475)	(0)			(0)	GC 0293-2006
M-1772	Taccpar Gate Developments Inc.	Park Development	211,687	(211,686)	1			1	GC 0470-2008
M-1246	Tarmac Canada Inc	Park Development	443,299	(439,842)	3,457			3,457	344-97
M-1476 & M-1477	Todbrook Investors Inc & Gasmuz Construction Inc	Park Development	214,152	(202,847)	11,305			11,305	330-2001
M-1476 & M-1477	Todbrook Investors Inc & Gasmuz Construction Inc	Other Services	340,775	(322,787)	17,988			17,988	323-2001
M-1535 & M-1536	Westport Realty Ltd	Park Development	4,884	(2,394)	2,490			2,490	156-2002

2020 Development Charge Credits Continuity Schedule

Represents Development Charge Credits for work being undertaken by the Developer.  
Municipalities have the ability to offer credits towards development charges in exchange for services paid for by the Developer

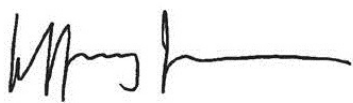
M Plan	Developer	Type of DC Credit	Outstanding DC Credits Issued in Prior Years	Total Credits Used in Prior Years	DC Credits Balance @ Jan. 1, 2020	DC Credits Used during 2020	DC Credits Granted by Council during 2020	DC Credits Balance @ Dec. 31, 2020	GC Approval
M-1509	Woodhaven Investments (1996) Inc	Park Development	410,267	(409,621)	646			646	547-2001
<b>Total</b>			<b>26,110,809</b>	<b>(24,382,659)</b>	<b>1,728,150</b>	<b>0</b>	<b>0</b>	<b>1,728,150</b>	

Summary of Credits by Type						
Type of DC Credit	Outstanding DC Credits Issued in Prior Years	Total Credits Used in Prior Years	DC Credits Balance @ Jan. 1, 2020	Total 2020 Credits Used during 2020	DC Credits Granted by Council during 2020	DC Credits Balance @ Dec. 31, 2020
Park Development	8,605,218	(7,700,567)	904,650	0	0	904,650
Storm Water Mgmt	14,498,042	(14,011,622)	486,420	0	0	486,420
Other Services	2,275,059	(2,011,338)	263,721	0	0	263,721
Transportation	732,490	(659,132)	73,358	0	0	73,358
<b>Total</b>	<b>26,110,809</b>	<b>(24,382,659)</b>	<b>1,728,150</b>	<b>0</b>	<b>0</b>	<b>1,728,150</b>

## Statement of Compliance

The City of Mississauga's Annual Treasurer's Statement Report: Summary of Development Charges Activity in 2020, has been prepared reflecting the City's current practices and policies which are currently under review. The outcome of the review may or may not require minor changes in current policies and practices to ensure that the City is in compliance with Section 59.1 (1) of the *Development Charges Act 1997*, which requires:

59.1 (1) A municipality shall not impose, directly or indirectly, a charge related to a development or a requirement to construct a service related to development, except as permitted by this Act or another Act. 2015, c.26, s.8.



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Jeffrey J Jackson, MBA, CPA, CA  
Director of Finance and Treasurer  
City of Mississauga

City of Mississauga  
**Corporate Report**



<p>Date: March 22, 2021</p> <p>To: Chair and Members of General Committee</p>	<p>Originator's files:</p>
<p>From: Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer</p>	<p>Meeting date: May 26, 2021</p>

## Subject

**Single Source Recommendation for VFA Canada Corporation Contract Renewal, File Ref: PRC002306**

## Recommendation

1. That the single source procurement of VFA Facility Asset Management Solution for a period of five (5) years, as detailed in the corporate report entitled, "Single Source Recommendation for VFA Canada Corporation Contract Renewal", dated March 22, 2021, from the Commissioner of Corporate Services and Chief Financial Officer ("Purchase"), File Ref: PRC002306 be approved;
2. That the Purchasing Agent or designate be authorized to execute all contracts and related ancillary documents with respect to the Purchase between the City and VFA Canada Corporation for an estimated amount of \$135,954.82 exclusive of taxes, from May 1, 2021 to April 30, 2026, in accordance with the City's Purchasing By-law 374-06, as amended;
3. That the Purchasing Agent or designate be authorized to execute the necessary amendments to increase the value of the contract between the City and VFA Canada Corporation for software subscription services and professional services, for the purpose of accommodating growth or maintaining a state of good repair as required, if the funding for such contract increase has been approved by Council;
4. That Council approve VFA Facility Asset Management Solution as a City Standard for a period of five (5) years, in accordance with the City's Purchasing By-law 374-06, as amended.

## Executive Summary

- Facilities & Property Management (FPM) has been using the VFA Facility Asset Management Solution from VFA Canada Corporation since 2009 to manage approximately 30,000 assets in over 370 buildings within the City. The data stored within the VFA Facility Asset Management Solution is used by FPM to prepare the annual and 10 Year capital budget submissions.
- The VFA Facility Asset Management Solution is a software as a service (SaaS) application (cloud) and is a major tool in the capital planning process for FPM. As such, the solution is a designated City Standard on the Information Technology City Standards list.
- FPM requires the continued use of the VFA Facility Asset Management Solution from VFA Canada Corporation in order to track the condition of all City facilities and to plan their work to keep these facilities properly maintained.
- It is recommended that the City renew the contract with VFA Canada Corporation for a further five (5) years from May 1, 2021 to April 30, 2026, on a single source basis for providing the Facility Asset Management Solution hosted service and associated maintenance and support. The Purchasing Agent is seeking authority to renew the existing contract in the estimated amount of \$135,954.82 to ensure that Facility Asset Management Solution service is available without disruption to the City's Facilities & Property Management departmental service areas that rely on this solution.

## Background

Facilities & Property Management (FPM) is managing approximately 30,000 assets in over 370 buildings within the City using the VFA Facility Asset Management Solution. VFA Canada Corporation is a Canadian based company that provides software as a service (SaaS) applications (cloud) for modelling multi-year capital budgets. They have been providing their hosted Facility Asset Management Solution ("VFA facility") to the City since 2009.

The solution is utilized by FPM as a central database to identify and maintain specific assets and systems (i.e. HVAC, electrical, plumbing, etc.) within the buildings. Asset condition inspections are recorded and used to track the condition of all City facilities. The Asset Management & Accessibility team utilizes the condition reports from the system as the foundation for the development of their annual work plan and the ten (10) year capital budget submissions for facility maintenance for the Facilities & Property Management portfolio. In February 2016, the City signed a Hosting Services Agreement with VFA Canada Corporation for three (3) years, with a possible one-year extension, which was exercised.

In May 2020, an addendum to the Hosting Services Agreement extended the contract for one year until May 9, 2021, with a revised upset spend authority of \$120,000; however, the subscription expiry date should have been set out as April 30, 2021.



## Comments

The VFA Facility Asset Management Solution is a software as a service (SaaS) application (cloud) and is a major tool in the capital planning process for FPM. As such, the solution is a designated City Standard on the Information Technology City Standards list.

VFA Canada Corporation has configured/implemented the VFA Facility Asset Management Solution to meet the requirements of FPM.

While there have been multiple discussions around other software within FPM and organization-wide (i.e. one that combines assets from FPM, roads, transit, storm water, etc.), only VFA facility serves FPM's purpose today. To investigate other solutions would require first conducting a feasibility study on the viability of other solutions as every other solution has its pros and cons. However, there would be a monumental task required to move all existing data to the new software solution, which would require considerable effort from both FPM and Information Technology. For this reason, FPM requires the contract to be extended to allow for the continued use of the VFA Facility Asset Management Solution from VFA Canada Corporation in order to track the condition of all City facilities and to plan their work to keep these facilities properly maintained.

### Purchasing By-law Authorization

The recommendation in this report is made in accordance with Schedule "A" of the Purchasing By-law 374-06, Section 1 (b) (xi) "The Goods and/or Services are available from more than one source, but there are good and sufficient reasons for selecting one supplier in particular, as follows":

- "A need exists for the compatibility with, or for the maintenance and support of a City Standard and there are no reasonable alternatives, substitutes or accommodations."

Information Technology, Legal Services and Materiel Management staff are collaborating to establish the detailed requirements, negotiate the final arrangements and prepare the requisite forms including the contract agreements.

## Financial Impact

VFA Canada Corporation has provided estimated pricing for the five (5) year period from May 1, 2021 to April 30, 2026 of \$135,954.82 as shown in Appendix 1.

The VFA Canada Corporation Facility Asset Management Solution subscription service cost for the five (5) year term will be funded through the Information Technology annual IT Software Maintenance operating budget (account number 715516-22549) with future increases subject to budget approval.

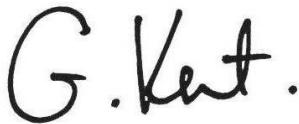
## Conclusion

The City has been a customer of VFA Canada Corporation Facility Asset Management Solution service since 2009. This hosted solution has been a major tool for the Facilities & Property Management Capital Planning work ever since.

It is recommended that the City renew the contract with VFA Canada Corporation for a further five (5) years from May 1, 2021 to April 30, 2026, on a single source basis for providing the Facility Asset Management Solution hosted service and associated maintenance and support. The Purchasing Agent is seeking authority to renew the existing contract in the estimated amount of \$135,954.82 to ensure that the Facility Asset Management Solution service is available without disruption to the City's Facilities & Property Management departmental service areas that rely on this solution.

## Attachments

Appendix 1 - Statement of Work (SOW)



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Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Frank Lee, Project Mgr IT Services - CMO/CPS

Statement of Work (SOW)

Five (5) Year Software Subscription Service Cost Estimate

<b>Product Subscription Fees</b>	<b>Quantity/Metric</b>	<b>Year 1 Invoice Period Beginning [5-1-2021]</b>	<b>Year 2 Invoice Period Beginning [5-1-2022]</b>	<b>Year 3 Invoice Period Beginning [5-1-2023]</b>	<b>Year 4 Invoice Period Beginning [5-1-2024]</b>	<b>Year 5 Invoice Period Beginning [5-1-2025]</b>	<b>Total Fees Initial Term</b>
VFA.facility	1 Database(s)	25,158.78	26,483.25	27,277.75	28,096.08	28,938.96	CAD 135,954.82
<b>Total Estimated Fees</b>		<b>CAD 25,158.78</b>	<b>CAD 26,483.25</b>	<b>CAD 27,277.75</b>	<b>CAD 28,096.08</b>	<b>CAD 29,938.96</b>	<b>CAD 135,954.82</b>

Date: May 11, 2021	Originator's files:
To: Chair and Members of General Committee	
From: Paul Mitcham, P.Eng, MBA, City Manager and Chief Administrative Officer	Meeting date: May 26, 2021

## Subject

**Mississauga Matters: Summary of Priority Issues and Engagement Strategy for a Potential 2021 Federal Election**

## Recommendations

1. That the report entitled “Mississauga Matters: Summary of Priority Issues and Engagement Strategy for the 2021 Federal Election” from the City Manager and Chief Administrative Officer dated May 11, 2021, be endorsed as the City of Mississauga’s priority issues pertaining to the potential 2021 federal election; and
2. That the engagement tactics outlined in the report be approved for implementation, in the event of a 2021 federal election.

## Executive Summary

- There is a strong likelihood of a federal election in 2021, although the date remains uncertain at this time due to the current Parliament sitting in minority;
- The 2021 Federal Budget has passed through Parliament, however there could be other votes of confidence that could trigger a federal election or the government could call an election;
- If a federal election is called in 2021, it is recommended that the City once again undertake a “Mississauga Matters” campaign, similar to those conducted during the 2019 federal election and the 2018 provincial election;
- Mississauga Matters campaigns showcase the City’s federal priorities and call on all candidates to pledge their support for the City. The campaigns involve the use of a variety of tactics including earned and paid media; social media; production of information materials and collateral for stakeholders, residents and businesses; and engagement forums to provide information to both candidates and the community on the City’s priorities.

- During the 2018 provincial election, the Mississauga Matters campaign reach was a total of 397,906 people and during the 2019 federal campaign, the reach was 1,013,728 people;
- The federal government is an important partner in ensuring the City of Mississauga meets its objectives, realizes its vision, and achieves its city-building priorities, specifically through proper funding mechanisms and investments;
- In February 2021, the City of Mississauga submitted its annual federal pre-budget submission containing 12 recommendations;
- A federal election affords the City of Mississauga the opportunity to engage with political leaders and candidates on key issues of importance. While there are many issues of importance between the City of Mississauga and the federal government, it is recommended that the City focus on four main themes in our engagement strategy:
  - Sustainable investments in infrastructure, transit, and a green recovery
  - Affordable Housing, especially the missing middle
  - Strengthening the federal/municipal relationship
  - COVID Recovery – Support for business and the community
- The Mississauga Matters campaign will use as its foundation the recommendations of the federal pre-budget submission as a guide in our public advocacy efforts.

## Background

The current federal Parliament is in minority, meaning an election can be called if the government is defeated on a confidence vote. While the government passed the 2021 Budget, there is speculation, although no confirmation as of yet, that an election could be called in 2021. There are confidence votes pending before the Summer recess of Parliament. The current government was elected in October 2019. Minority Parliaments in Canada on average survive less than 2 years.

The City of Mississauga is an important stakeholder to the federal government and our residents will be directly affected by the outcome of a federal election. It is important that the City of Mississauga not only makes its top priorities known to the local candidates and party leaders, but also engages residents, businesses and key stakeholders to demonstrate the importance of Mississauga's priorities and why Mississauga matters to them. Our City is home to six (6) federal ridings, all of which are currently held by members of the governing party.

Over the past many provincial and federal election cycles, the City of Mississauga has developed and deployed advocacy and engagement strategies. These previous engagement strategies have informed residents, businesses, and stakeholders about important municipal priorities and enlisted them as supporters of the City's message. They have also informed local

candidates from all parties running in the six (6) local ridings about the City's priorities and what our expectations are for the party that forms the next provincial or federal government. The City's election engagement strategies have been entitled, "Mississauga Matters" and have primarily included a mix of earned and paid media tactics, as well as significant social media activity.

### **Mississauga Matters 2018 Provincial Campaign**

In 2018, the City of Mississauga undertook a provincial advocacy campaign to showcase our priorities to the provincial parties and local candidates. The campaign featured a number of tactics, including significant presence on social media, information and advocacy materials (printed and digital), videos and visual materials, as well as a debate in the Council Chamber featuring 4 local candidates.

The results of the social media campaign, using the #MississaugaMatters hashtag were as follows:

<b>Channel</b>	<b>Total Posts</b>	<b>Total Impressions</b>	<b>Total Engagements</b>
Twitter	26	129,202	3,154
Facebook	21	226,385	9,443
Facebook (Paid)**	7	151,770	5,634
LinkedIn	4	15,346	420
<b>Total</b>	<b>51</b>	<b>370,993</b>	<b>13,017</b>

*\*Impression: number of people reached*

*Engagement: number of likes, comments, post shares*

*\*\*Paid ads are included in the total posts*

**Based on the metrics collected, the total number of people reached was 397,906 (target of 100,000 impressions)**

Multiple departments within the corporation provided input and information and helped execute the strategy. Preparation work on the campaign began in January 2018 and the campaign was fully implemented between May 9, 2018 and June 13, 2018. The total spend for this campaign was \$23,667.

The themes for this campaign were:

- Connected, seamless, rapid transit
- Sustainable funding for infrastructure
- Affordable middle-class housing
- Reducing the burden on municipalities through legislative changes

### Mississauga Matters 2019 Federal Campaign

In 2019, the City undertook a campaign during the federal election to again showcase Mississauga's priorities to residents and engage candidates. The campaign focused heavily on social and earned media, as well as paid digital activities. The engagement results and reach of the campaign were as follows:

**City Website** (MississaugaMatters.org) views: 6,961

**VHO Signs:** 73,834

**Digital Ads:** 231,000 (based on outlet metrics)

**Stay Connected Print Brochure:** delivered to 228,960 households

**Social Media:**

Channel	Total Posts	Total Impressions	Total Engagements
Twitter	17	454,648	7,182
Twitter (Paid)**	6	418,414	6,442
Facebook	12	18,325	1,212
<b>Total</b>	<b>29</b>	<b>472,973</b>	<b>8,394</b>

*\*Impression: number of people reached*

*Engagement: number of likes, comments, post shares*

*\*\*The 6 promoted posts were included in the total 17 posts*

**Based on the metrics collected, the total possible number of people reached was 1,013,728.**

As in 2018, multiple departments within the corporation provided input and information and helped execute the strategy. Preparation work on the campaign began in July 2019 and the campaign was fully implemented between September 15 and October 21, 2019. The total spend for this campaign was \$23,000.

The themes for this campaign were:

- Investments in infrastructure
- Affordable housing
- Public Transit

Appendix 2 provides a sample of the materials developed.

## Pre-Budget Submissions

In February 2021, Council approved the City's 2021 federal pre-budget submission (Appendix 1). The document contained 12 recommendations:

**Recommendation 1:** Continue to provide Safe Restart funding to municipalities to deal with the ongoing impacts of COVID-19 on city services and operating budgets.

**Recommendation 2:** Deliver sustainable, long-term and predictable funding for infrastructure renewal, transit, and active transportation projects to keep our communities moving.

**Recommendation 3:** Provide the funding and support necessary to assist Mississauga in realizing our major infrastructure projects.

**Recommendation 4:** Support a green recovery through investments in projects that mitigate the impacts of climate change and increase the resiliency and adaptability of our communities.

**Recommendation 5:** Invest in the Mississauga community to create great places and amenities for everyone.

**Recommendation 6:** Partner with cities to fund and build affordable housing to close the supply gap and ensure everyone has a safe place to live.

**Recommendation 7:** Support our small businesses and sectors hardest hit by the pandemic to kick-start the local and national economy

**Recommendation 8:** Ensure tourism industries can rebound through investments in existing programs and the creation of new funding streams

**Recommendation 9:** Keep workers safe by providing adequate sick pay

**Recommendation 10:** Invest in innovation to jumpstart the economy and help entrepreneurs succeed

**Recommendation 11:** Provision of meaningful financial support for domestic and foreign direct investment (FDI)

**Recommendation 12:** Assist in the recovery and growth of the air transportation sector



## Comments

While the federal government is limited in its direct interaction with municipal governments, in recent years there has been a shift towards a strengthened relationship. This has resulted in increased funding (i.e. doubling of the Federal Gas Tax in 2019 and 2021), as well as unprecedented investments in housing, infrastructure, transit, and green infrastructure. The future success of cities requires the ongoing engagement of the federal government. All parties must understand the importance of cities and commit to strengthening the federal/municipal relationship.

It is recommended that the 2021 campaign again be titled “Mississauga Matters” to demonstrate not only the importance of our City to the next federal government, but also to local residents, businesses and stakeholder groups. The title has an additional meaning as through the engagement strategy we will also discuss priority matters pertaining to the City of Mississauga.

Since 2015, the Federation of Canadian Municipalities has undertaken sustained advocacy efforts with the federal government to enhance the relationship between cities and the federal government, secure new funding for municipalities, and advocate for our priorities (transit, housing, infrastructure, climate change adaptation and mitigation, etc.). It is likely FCM will once again undertake an advocacy campaign during the upcoming federal election to encourage each party to maintain and enhance the federal government’s relationship with municipalities. Their objective is to make local issues into national issues. Our “Mississauga Matters” campaign will seek to align with the relevant priorities of FCM, as well as the Big City Mayor’s Caucus.

The FCM 2021 federal Budget priorities include:

1. Housing for an inclusive recovery;
2. Proven infrastructure funding tools;
3. A rural lens on national recovery;
4. Western economic solutions;
5. A community-drive, green recovery; and
6. Tackling pandemic-related shortfalls.

Four of FCM’s six recommendations are aligned with those in Mississauga’s federal pre-budget submission.

Sustained pressure from municipalities in recent years, including from Mississauga, has resulted in significant gains for the sector and unprecedented investments. From 2019-2021 alone, the City of Mississauga has been allocated \$642 million from the federal government and \$444 million from the provincial government through programs such as Safe Restart, Clean Water and Waste Water Fund (CWWF), Public Transit Infrastructure Fund (PTIF), Investing in Canada Infrastructure Program (ICIP), and the Federal and Provincial Gas Taxes.

## **Mississauga Matters – Priority Issues**

The strategy for the Mississauga Matters campaigns relies upon keeping the number of priorities streamlined and limited. If the strategy has too many messages or too many priorities, it will be difficult to engage our target audiences and deliver our message effectively. Our approach will be to keep advocacy at a high level focused on the four themes:

- **Sustainable investments in infrastructure, transit, and a green recovery**
- **Affordable Housing, especially the missing middle**
- **Strengthening the federal/municipal relationship**
- **COVID Recovery – Support for business and the community**

Using the 2021 federal pre-budget submission as a guide, the overall message to federal parties and candidates will be:

*“Mississauga needs a committed federal government partner to provide consistent, predictable, direct and long-term funding to allow us to build Mississauga into a world-class city and effectively recover from the effects of the COVID-19 pandemic.”*

### **Sustainable Investments in Infrastructure**

The quality of life of Mississauga residents depends on basic infrastructure like roads, bridges and storm water systems, but also on parks, trails, community centres and other amenities being in a state of good repair. As of 2021, Mississauga owns an estimated \$12.4 billion in infrastructure assets.

Mississauga’s infrastructure is funded through a combination of property taxes, debt financing, gas tax revenues, development charges, storm water fee revenue, as well as reserve funds the City has set aside. More recently, Federal and Provincial funding programs have provided significant infrastructure funding to Mississauga, in particular the Public Transit Infrastructure Fund (PTIF), the Clean Water and Wastewater Fund (CWWF), the Investing in Canada Infrastructure Program (ICIP), the Community, Culture and Recreation (CCR) program, and the Federal Gas Tax, now called the Building Canada Fund.

In 2021, the City of Mississauga needs \$409M to replace its current infrastructure. In order to fund this infrastructure, the City will utilize \$55 million from tax revenue and \$63 million from Federal Gas tax funds, leaving a funding shortfall of \$291 million. Current funding levels are not enough to meet our growing capital pressures.

Municipalities own 60% of all infrastructure in Canada, yet only receive 9 cents of every tax dollar collected, compared to approximately 44 cents for the province and 47 cents for the federal government. Municipalities like Mississauga need the federal (and provincial) government to provide more long-term, predictable funding for infrastructure.

In the 2019 federal budget, the government announced a doubling of the Federal Gas Tax. In 2021, the federal government has again committed to a doubling of the Federal Gas Tax. The 2021 commitment will result in funding of \$80M (subject to agreement with the Region of Peel). While these ad hoc increases in funding are appreciated and will be applied against the City's capital budget pressures, it is the City's objective, and that of the entire municipal sector, that this direct funding from the federal government to municipalities be enhanced and predictable on an annual basis.

The traditional funding delivery model for most funding programs requires bilateral agreements with the provinces, which is cumbersome and does not allow municipalities as much say with respect to the projects that receive funding. A direct, allocation-based funding model from the federal government is the most efficient way for cities like Mississauga to build infrastructure in a timely fashion. It is important that all parties understand the importance of these investments to our community.

The campaign will specifically highlight the need for:

- Investments in the waterfront, including Lakeview Village and the Port Credit Marina;
- Investments in parks and public spaces; and
- Funding for active transportation, trails and cycle paths.

**Supporting recommendations from the federal pre-budget submission:**

***Recommendation 5:*** Invest in the Mississauga community to create great places and amenities for everyone.

***Recommendation 3:*** Provide the funding and support necessary to assist Mississauga in realizing our major infrastructure projects.

**Transit Transportation Investments**

As a subset of sustainable infrastructure, investments in transit continue to be a priority for the City of Mississauga with the federal government. In 2016, the federal government committed to Phase One of the Invest in Canada Infrastructure Plan (ICIP), which provided the City of Mississauga with \$58 million (50/50 cost share). This allowed us to make significant investments in our transit and mobility infrastructure across the city, most notably purchasing 77 new diesel-hybrid transit buses. Phase 2 of ICIP has allocated \$843 million to the City of Mississauga over 11 years (40% federal; 33% provincial; and 27% municipal).

Through these programs the City has purchased new and greener buses, invested in cycling infrastructure and trails, received funding for the Lakeshore BRT, and received commitments to fund other transit-related infrastructure. Funding for the

Dundas BRT, for instance, remains outstanding as part of the City's ICIP funding request. It is critical that this project is approved and work can advance.

In February 2021, the federal government announced a new transit funding stream for \$14.9 billion over the next 8 years, and \$3 billion in permanent funding starting in 2026. While these investments were included in the 2021 Budget, the timelines and horizons are long, meaning they could be eliminated or changed by successive governments. Maintaining pressure for continued transit funding and investments is essential for Mississauga to realize our transit and transportation goals.

As per the federal pre-budget submission, it is recommend that the campaign highlight the following priority projects:

- Federal funding for infrastructure related to Regional Express Rail (RER), particularly on the Milton Corridor to allow for all-day, two-way service;
- The Downtown Mississauga Terminal and Transitway Connection;
- Restoring the Downtown Loop to the Hurontario LRT;
- Finalizing funding for the Dundas BRT;
- Funding for a bus maintenance and storage facility zero-emission conversion; and
- Funding to transition the City's bus fleet to zero emissions vehicles.

**Supporting recommendations from the federal pre-budget submission:**

**Recommendation 2:** Deliver sustainable, long-term and predictable funding for infrastructure renewal, transit, and active transportation projects to keep our communities moving.

**Green Recovery**

The federal government's strengthened climate plan 'A Healthy Environment and a Healthy Economy,' will require all municipalities to play a critical role in meeting established targets. Mississauga is already taking action on climate change through its endorsement of the Federation of Canadian Municipalities recommendations for a green and inclusive economic recovery and through the development of the City's first-ever Climate Change Action Plan (CCAP).

The City's 10-year CCAP plan focuses on both community and corporate actions that decrease greenhouse gas (GHG) emissions and help the City become more resilient to changing climate conditions. These actions include:

The federal government has committed \$17.6 billion towards a green recovery to create jobs, build a clean economy, and fight and protect against climate change. More details on this plan and what it means for municipalities is outstanding.

Mississauga is seeking committed funding from all levels of government and all parties to help advance transformative climate action projects. We need a sustained commitment from all federal parties to a green recovery from COVID-19 and to making investments to help our City achieve our climate change objectives.

**Supporting recommendations from the federal pre-budget submission:**

**Recommendation 4:** Support a green recovery through investments in projects that mitigate the impacts of climate change and increase the resiliency and adaptability of our communities.

**Affordable Housing**

In 2017, Mississauga took the lead as a lower tier municipality in developing a made-in-Mississauga plan to address issues of housing affordability in our City. The goal of “Making Room for the Middle” strategy is to protect existing and generate more affordable housing stock (up to \$420,000 ownership / \$1,580 per month rental) for Mississauga’s middle-income earners (\$58,000 - \$108,000 household income). Housing is considered “affordable” when a household pays no more than 30% of their income on housing. In Mississauga, almost a third of middle-income households are spending more than 30% of their income on housing, demonstrating a significant housing affordability issue exists in Mississauga.

The goal of “Making Room for the Middle” strategy is to make 35% of Mississauga’s housing stock affordable (\$250,000 - \$400,000 ownership/\$1,200 per month rental) for middle-income earners (\$55,000 - \$100,000 household income).

According to recent reports, the average cost of a home in Mississauga has now reached over \$1 million for the first time (April 2021). The COVID-19 pandemic has not slowed the growth of the housing market in Mississauga as prices continue to rise by double-digit percentages annually. It is becoming increasingly difficult to purchase a home or rent in Mississauga. While the federal government has recently announced funding for subsidized housing, it has done little to address the so-called “missing middle” cohort that continues to experience difficulty getting into the housing market.

Mississauga’s plan identified 40 recommendations, of which seven require federal support to give the City and affordable housing developers the ability to incentivize the building of affordable, middle-class housing. These recommendations include:

1. Create enduring and sustainable funding programs that realize developer timeframes and financial needs (e.g., low-cost loans and grants);
2. Expand affordable homeownership assistance to individuals (e.g., shared equity mortgage programs);
3. Consider taxation policies that incent affordable housing (e.g., HST rebates, tax incentives for new or rehabilitated purpose-built rental housing and second units);

4. Explore tax credits and exemptions for affordable housing (e.g. income tax credit for second unit homeowners, low income housing tax credits);
5. Expand programs for housing developers to access financial backing and insurance to build more affordable housing (e.g. rental construction financing);
6. Work with senior levels of government to make their surplus lands available for affordable housing; and
7. Provide standardized local housing data and consistent methodologies to measure housing affordability.

One of the greatest barriers to affordable housing is access to reasonably priced land. As a landowner, the federal government is in a position to have a significant impact on the affordable housing supply by implementing a Housing First approach when disposing of surplus federal lands suitable for housing to the City or non-profit housing providers. In addition, the federal government can provide additional assistance to non-profit housing producers in the form of seed money or a feasibility grant in order to bridge the gap to National Co-investment and other funding.

**Supporting recommendations from the federal pre-budget submission:**

**Recommendation 6:** Partner with cities to fund and build affordable housing to close the supply gap and ensure everyone has a safe place to live.

**COVID-19 Recovery – Support for Business and Communities**

It is likely the upcoming federal election will be dominated by the COVID-19 pandemic and the handling of the crisis by the current federal government. While the federal government has committed unprecedented funding to deal with the impacts of COVID-19, the pandemic is far from over and its effects will be felt for many years to come. In Mississauga, the City's budgets will continue to be impacted by the effects of COVID-19 into 2025 and possibly beyond.

At the same time as the federal government is assisting the municipal sector, it must also continue to assist our business community. Some sectors (life sciences, healthcare, etc.) have fared well through this pandemic, while other sectors (aerospace, hospitality, manufacturing) have been hard hit. In particular, small businesses and the tourism sector have experienced unprecedented losses.

**Supporting recommendations from the federal pre-budget submission:**

**Recommendation 7:** Support our small businesses and sectors hardest hit by the pandemic to kick-start the local and national economy

**Recommendation 8:** Ensure tourism industries can rebound through investments in existing programs and the creation of new funding streams

**Recommendation 9:** Keep workers safe by providing adequate sick pay

**Recommendation 10:** Invest in innovation to jumpstart the economy and help entrepreneurs succeed

**Recommendation 11:** Provision of meaningful financial support for domestic and foreign direct investment (FDI)

**Recommendation 12:** Assist in the recovery and growth of the air transportation sector

### **Strengthening the Federal-Municipal Relationship**

Over the last six (6) years, the relationship between the federal and municipal governments in Canada has been strengthened. Municipalities, including Mississauga, have been invited to attend Federal-Provincial and Territorial (FPT) meetings on infrastructure and the federal government has engaged with cities in a way not witnessed before. At the same time, the federal government has made unprecedented investments in infrastructure, including \$180 billion over 11 years through the Invest in Canada Infrastructure Program (ICIP).

Infrastructure funding has traditionally been delivered through a bilateral agreement between the federal and provincial governments. The federal government, through the work of FCM and municipalities across Canada, including Mississauga, has allocated funding specifically to municipalities for transit, infrastructure, and green infrastructure. However, under the bilateral agreements, the provinces control the intake of projects and must approve and then submit projects from municipal governments to the federal government. While municipalities have been allocated funding, there is no guarantee the province will approve our projects. The recent experience with the ICIP program underscores the difficulty with advancing projects in a timely fashion due to long approval times.

There is still a great deal of work to be done to continue to strengthen the bilateral relationship between the federal and municipal governments in the years to come. It is important that as the 6<sup>th</sup> largest City in Canada, Mississauga delivers this message to our local federal candidates, party leaders, residents and businesses. This progress must continue with successive federal governments and become the norm. FCM and the Big City Mayor's Caucus have been delivering the same message.

COVID-19 has added new pressures to municipalities. After significant advocacy throughout 2020, the federal and provincial governments developed the Safe Restart Program, which allocated \$4 billion to municipalities in Ontario to offset revenue losses (POA, transit, recreation, etc.) and to ensure municipalities could weather the pandemic and continue to provide critical services. Cities need both capital and operating support.

In total, Mississauga has been allocated \$46M in Safe Restart Funding. The program is a good example of the how three levels of government can work together to support municipal service delivery. While the focus of the federal and provincial governments has traditionally been on capital investments, the COVID-19 pandemic has underscored the need for investments in municipal operations as well. Safe Restart should be a starting point in a discussion about a new federal fiscal model that supports municipalities.

### **Supporting recommendations from the federal pre-budget submission:**

**Recommendation 1:** Continue to provide Safe Restart funding to municipalities to deal with the ongoing impacts of COVID-19 on city services and operating budgets.

### **Target Audience for This Campaign**

The City of Mississauga's federal election strategy will have three distinct target audiences:

- Political parties and party leaders
- Local party candidates registered with Elections Canada in Mississauga's 6 federal ridings
- Residents, businesses, and other important stakeholders in our City.

The overall messages will be tailored to suit each of these audiences in an effort to achieve maximum engagement from each group. For the vast majority of residents, basic messages and information will likely be sufficient. However, for those residents, stakeholders and candidates who wish to learn more, additional materials, technical documents, and reports will be made available on each of our priority issues. A sample of literature produced during the 2019 federal election can be found in Appendix 2.

### **Engagement Tactics**

The federal election may occur in the Spring or Fall of 2021. Staff in Strategic Initiatives will work with staff across the corporation to develop advocacy materials based on those created during the 2019 federal election campaign and the 2021 federal pre-budget submission. The engagement tactics fall into three categories:

#### **1. General Engagement:**

- News releases and media alerts
- Web information, including:
  - Information for candidates and residents on the City's priority issues
  - Downloadable and shareable information brochures
  - Videos and shareable content
  - 'Get out the vote' message
- Information links to candidates running in each riding



- Social media outreach and paid promotion (where warranted and measureable)
- Paid advertising in targeted publications (where applicable)
- Outreach to both mainstream and multi-cultural media
- Partnerships with the Region of Peel and other local municipalities where applicable
- Partnerships with other local agencies (i.e. MBOT, Peel Region, United Way, residents' associations, etc.), as well as industry organizations like FCM and AMO

## 2. Targeted Candidate Engagement:

- Open letter from Mayor to all local candidates\*
- Open letter with questionnaire to all party leaders
- Candidate and stakeholder outreach to inform about the City's priorities
- Candidate and resident information session (virtual)

*\* The City will only engage with official political parties and local candidates registered with Elections Canada*

## 3. Targeted Resident and Stakeholder Engagement:

- Video(s) designed to promote engagement that can be easily shareable across multiple media platforms
- Standardized messages for residents and businesses to send tailored and targeted messages to candidates and parties in support of Mississauga's priorities.
- Articles for Mayor and Council newsletters, websites, and email messages

## Impact of COVID-19

COVID-19 has dominated the news cycle and will likely continue to do so for the near future. This will create a challenge for the Mississauga Matters campaign, which is why some targeted paid advertising and boosted social media posts are recommended. While message penetration may be an issue, the recommendation is still to proceed with this campaign as many of the themes and messages relate to COVID-19 recovery and a continued positive relationship with the federal government, no matter which party forms government, is critical to Mississauga's success.

The City has also recently engaged or is in the midst of engaging with residents and the community on topics such as waterfront parks and urban agriculture, for example. Mississauga Matters and the associated issues are of importance to the City as well.

## Strategic Plan

The Mississauga Matters Campaign will address the Move, Connect, Green and Prosper pillars of the City's Strategic Plan.

## Financial Impact

Total costs for this strategy will not exceed \$35,000 if all engagement tactics are deployed. Costs will be funded through existing operating budgets.

## Conclusion

It is recommended the City engage the political parties who wish to form the next federal government on the City's key issues of importance, as well as residents, businesses, and key community stakeholders. A robust engagement and advocacy strategy supports this goal.

## Attachments

Appendix 1: City of Mississauga 2021 federal pre-budget submission

Appendix 2: 2019 Federal Election Infrastructure Brochure



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Paul Mitcham, P.Eng, MBA, City Manager and Chief Administrative Officer

Prepared by: Robert Trewartha, Director of Strategic Initiatives

2021

FEDERAL

PRE-BUDGET

SUBMISSION



## Mayor's Letter



**On behalf of the City of Mississauga Council and residents, I am pleased to submit to you the City of Mississauga's 2021 federal pre-budget submission. As you prepare your government's 2021 Budget, we request that you keep in mind our priorities and recommendations, not only in Mississauga specifically, but across our community and the broader municipal sector. No government has all the answers, but every government has a role to play.**

COVID-19 has impacted all aspects of our society – from how we connect, do business, travel, and enjoy our time with family and friends. It has impacted our health and well-being, mentally and physically, and laid bare the inequalities within our community. COVID-19 has forced us to confront uncomfortable truths and question how our society and institutions operate. At the same time, the crisis has provided us with opportunities to build back to a better society that is more equitable, stronger, and more resilient than before. All governments have a responsibility to make investments today to build for a better future.

The pandemic hit cities hard and Mississauga was no exception. At the close of 2020, Mississauga was projecting a \$55M deficit. Through some unprecedented actions including layoffs, hiring freezes, cuts to discretionary spending, and offering free transit, we saw our revenues disappear, but our costs continued. Like all governments, we sought to provide relief, within our means, by deferring taxes for residents and businesses, waiving fees and charges, and adjusting our business practices to meet the needs of a suffering community, among many other measures. Thanks to the cooperation of all three levels of government, we were able to secure the Safe Restart Funding, which has allowed Mississauga to weather the financial storm and continue to play our role as a front line service provider – from snow plowing, to fire and emergency services, to business supports, our teams have continued to work for our community. This pandemic has shown what is possible when we work together toward shared objectives.

## Mayor's Letter

As we look to 2021 and beyond, Mississauga continues to face significant financial pressures. The echo effects of this pandemic will be felt for many years to come. At the same time, we know that to build back better requires making investments. While we must make sacrifices now, we cannot cut our way to prosperity over the long term. Transit, affordable housing, supports for main street and small businesses and our competitive sectors, as well as promotion of our hard hit tourism and cultural sectors is crucial, now more than ever. So too are investments in public health and protections for our essential workers. We will not return to “normal” as we knew it pre-pandemic and as such, all three levels of government must continue to work together to ensure no one is left behind during the recovery.

The following document outlines Mississauga's priorities in relation to the federal government. The information and recommendations contained within have been approved by our Council and reflect the top priorities of our City. Our recommendations are organized by our City's recovery pillars: **Financial, Economic, and Community**. The City of Mississauga is ready and willing to work with your government as we not only recover, but broaden our connections and build toward a brighter future. We are all in this together and so, we must work together.

Thank you for your consideration.  
Sincerely,

  
Mayor

EXECUTIVE SUMMARY


# Invest in Cities. Return to Prosperity. Mississauga Matters.

## MISSISSAUGA TODAY

Canada's sixth largest city home to almost 800,000 people



**Economic engine**  
more than 94,000 businesses, 75+ Fortune 500 companies and 1,400 multinational firms



**Strength in diversity**  
145+ languages spoken and 55% of our residents born outside of Canada



**Quality of life**  
2 major hospitals, 2 post-secondary campuses, 489 parks, 22km waterfront, 393km trails, 373 sports fields, 3 beaches



**Smart City**  
828km fibre optic network connecting 346 sites



## STRONG MUNICIPAL PARTNER

Mississauga has a strong reputation for fiscal responsibility and budgetary planning.



- 17 years - AAA Credit Rating
- 31 years - GFOA award budget reporting
- 22 years - GFOA award financial reporting



**Continuous improvement**  
Mississauga's LEAN program drives efficiency with \$68.4m in total cumulative savings since 2009. \$10.8 million in savings identified for 2021 (equivalent to reducing the City's net costs 2%).

**58.5 B** Economic output in Mississauga, 2019

## OUR COVID RESPONSE

Mississauga hit hard by pandemic lost revenue and increased costs.



**Provided relief to residents and businesses:**  
deferring taxes, free transit, waiving fees and charges

**Hard hit sectors continue to struggle:**  
small businesses & food/drink, live music, tourism, air travel, self-employed



**Our proactive response to COVID-19:**

- took immediate action to reduce deficit
- limited spending and discretionary costs, hiring freeze and staffing reductions, deferred capital projects and debt debenture issue until 2021

## EXECUTIVE SUMMARY

# Strong Cities Build a Strong Country

With COVID-19 the role of local government has never been more important. During the pandemic, the federal and provincial governments have been strong partners with municipalities. In Mississauga, funding received to date has been used for our 2020 operating deficit and will provide additional relief for 2021.

Going forward, we need continued support and collaboration from our government partners. Strong, long-term and predictable funding partnerships across our recovery pillars are essential to ensuring that Mississauga, Ontario and Canada build back to better, creating stronger communities and a stronger country for all.

LET'S BUILD  
TOGETHER >>



## EXECUTIVE SUMMARY

## Our 12 Recommendations



## FINANCIAL

- 1 Continue to provide Safe Restart funding to municipalities to deal with the ongoing impacts of COVID-19 on city services and operating budgets.
- 2 Deliver sustainable, long-term and predictable funding for infrastructure renewal, transit, and active transportation projects to keep our communities moving.
- 3 Provide the funding and support necessary to assist Mississauga in realizing our major infrastructure projects.
- 4 Support a green recovery through investments in projects that mitigate the impacts of climate change and increase the resiliency and adaptability of our communities.



## COMMUNITY

- 5 Invest in the Mississauga community to create great places and amenities for everyone.
- 6 Partner with cities to fund and build affordable housing to close the supply gap and ensure everyone has a safe place to live.



## ECONOMIC

- 7 Support our small businesses and sectors hardest hit by the COVID-19 pandemic to kick-start the local and national economy.
- 8 Ensure our tourism industries can rebound through investments in existing and the creation of new funding programs.

- 9 Keep our workers safe by providing adequate sick pay.
- 10 Invest in innovation to jumpstart the economy and help entrepreneurs succeed.
- 11 Provision of meaningful financial supports for domestic and foreign direct investment.
- 12 Assist in the recovery and growth of the air transportation sector.





# FINANCIAL

**2021 FEDERAL PRE-BUDGET SUBMISSION**





COVID-19 has put extraordinary pressures on government budgets, particularly at the municipal level from a public health and economic perspective. In Ontario, the Financial Accountability Office (FAO) reported the cumulative deficit for municipalities in the province is \$6.8 billion over the next two years as a result of COVID-19. Provincial legislation does not permit cities

to budget for deficits. At the same time, cities do not have the same financial tools of the provincial or federal government to respond to a health and economic crisis of the scale and scope of the COVID-19 pandemic. Property taxes and user fees are the main sources of funding for cities like Mississauga. They are insufficient tools to address the issues we face, from managing through

a global pandemic, to building 21st Century infrastructure, to responding to the impacts of climate change, and adapting to changes in the national and global economies. Cities need the support of federal and provincial partners to continue to provide essential front-line services, as well as invest in critical infrastructure.

## Recommendation 1

**Continue to provide Safe Restart funding to municipalities to deal with the ongoing impacts of COVID-19 on city services and operating budgets.**

Despite declining revenues due to COVID-19, the City of Mississauga is still expected to provide services to residents. Early in the pandemic, Mississauga Council took decisive action and implemented measures including, staff layoffs and temporary hiring freezes, reducing discretionary costs, and deferring capital projects. Despite these efforts, the City still posted a year-end shortfall of approximately \$55 million for 2020.

The City of Mississauga is appreciative of the support it has received to date from the federal and provincial governments from the Safe Restart Agreement, Municipal Transit Enhanced Cleaning Program, ICIP COVID-19 Resilience Stream, and Emergency Support for Heritage Organizations. These programs helped lessen the financial impact of this pandemic, but the echo effects of COVID-19 will continue to be felt throughout 2021 and for many years to come. In fact, before accounting for any additional Safe Restart funding the City is still projecting an approximate \$22 million

deficit in 2021. Continued Safe Restart funding, and an extension of the Phase 2 Transit stream to December 31, 2021 would assist the City in reducing its projected 2021 deficit.

The City of Mississauga will need the continued support of both the provincial and federal governments in order to financially recover effectively over the next few years. This is not a one-year event, but an economic crisis that will affect significant service industries such as Transit, Recreation and the air travel industry in Mississauga for many years to come.

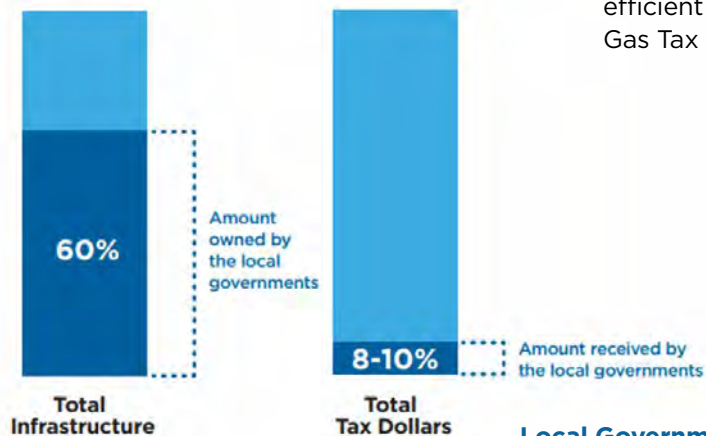
## Recommendation 2

Deliver sustainable, long-term and predictable funding for infrastructure renewal, transit, and active transportation projects to keep our communities moving.

Like other Ontario municipalities, the City of Mississauga cannot maintain or grow its infrastructure on the local tax bill. In order to help with recovery efforts and continue to build Mississauga into a world-class city, we need long-term, predictable and sustainable funding models for infrastructure renewal projects. This would ensure sufficient time and resources are in place to apply best practices to the management of these projects and allow us to focus on local priorities.

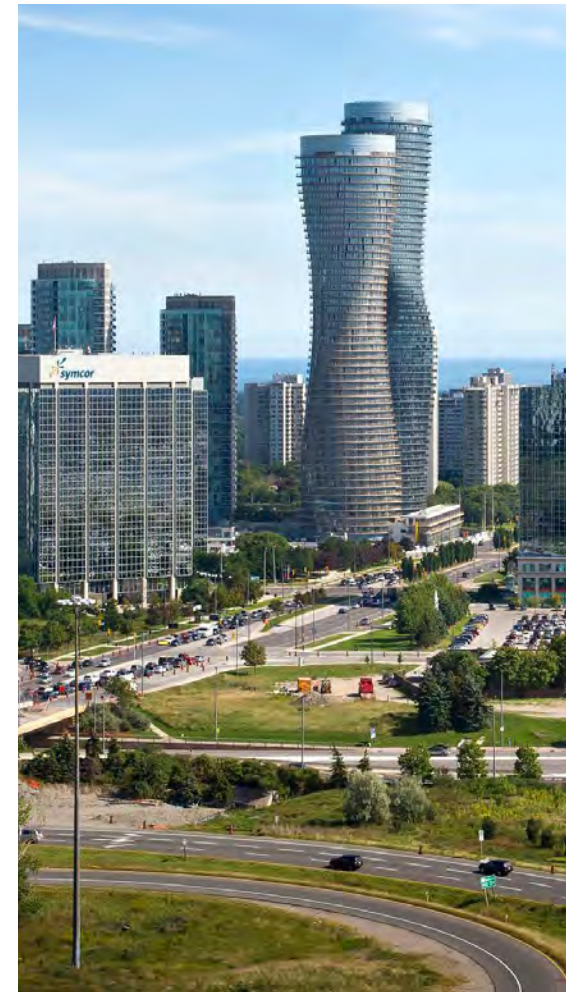
The Public Transit Infrastructure Fund (PTIF) and the Investing in Canada Infrastructure Program (ICIP) are good examples of allocation-based funding formulas. These programs need to be made permanent and predictable, as well as increased over time to parallel the cost of construction.

The Federal Gas Tax Fund is also a good tool as it provides municipalities with predictable and accountable funding which allows money to flow to municipalities in a timely and more efficient manner. Increasing the Federal Gas Tax Fund is recommended.



Source: Federation of Canadian Municipalities (FCM)

**Local Governments own the majority of infrastructure but receive the smallest share of tax dollars.**



### i. State-of-Good Repair

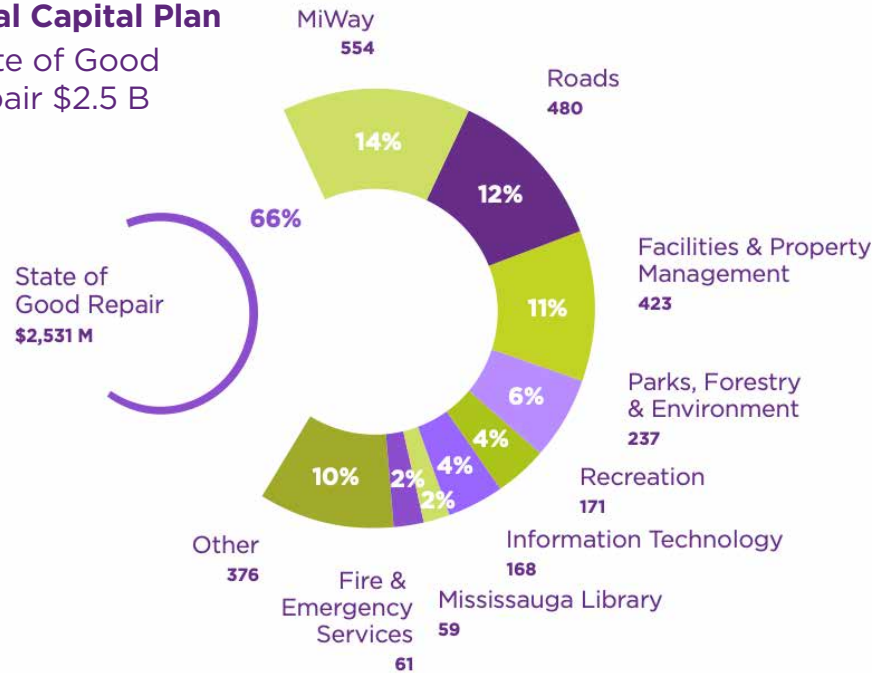
The City of Mississauga owns approximately 60 per cent of the total infrastructure in Mississauga, which is worth about \$12.4 billion, including \$2.9 billion in roads, \$4.5 billion in stormwater systems, and \$935 million in bridges.

Infrastructure must be maintained in a state-of-good repair in order to avoid excessive future repair costs, put safety first and ensure that Mississauga, Ontario and all of Canada build back to better, creating stronger communities and a stronger country for all.

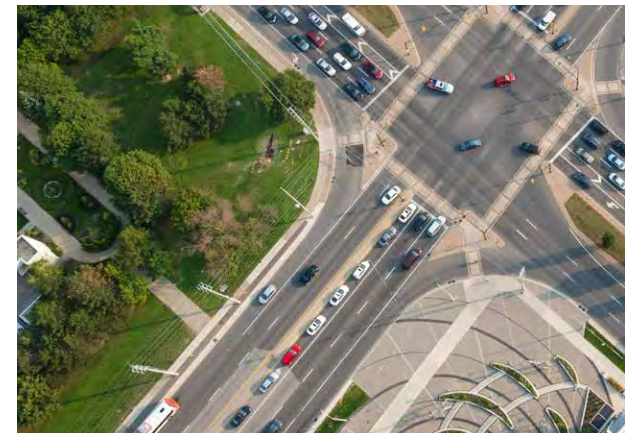
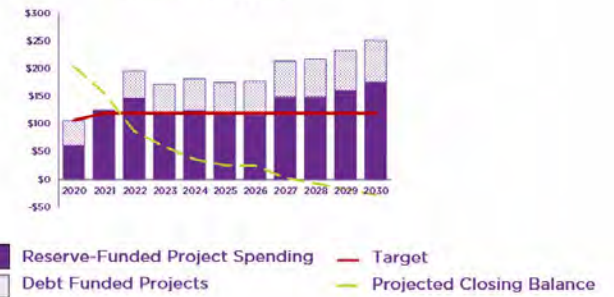
The City has been able to manage financially throughout 2020 because of our financial strength and the policies and practices adopted by Council over the years, such as the implementation of an infrastructure levy. In 2021, our infrastructure gap in Mississauga is \$291 million. This is despite prudent measures undertaken for the last decade to manage our capital assets. With current financial tools, Mississauga will not be able to significantly close this gap in the years ahead.

While the two per cent infrastructure and debt repayment property tax levy assists, additional funding from other levels of government is required. The City's current funding does not fully fund all capital requirements, but balances the need to maintain our infrastructure, fund new projects as required, and minimize debt. As a result, the condition of some of our assets is starting to decline and will require increased investment the longer they are allowed to decline.

#### 2021-2030 Total Capital Plan State of Good Repair \$2.5 B



Tax Capital Without 2021 Levy

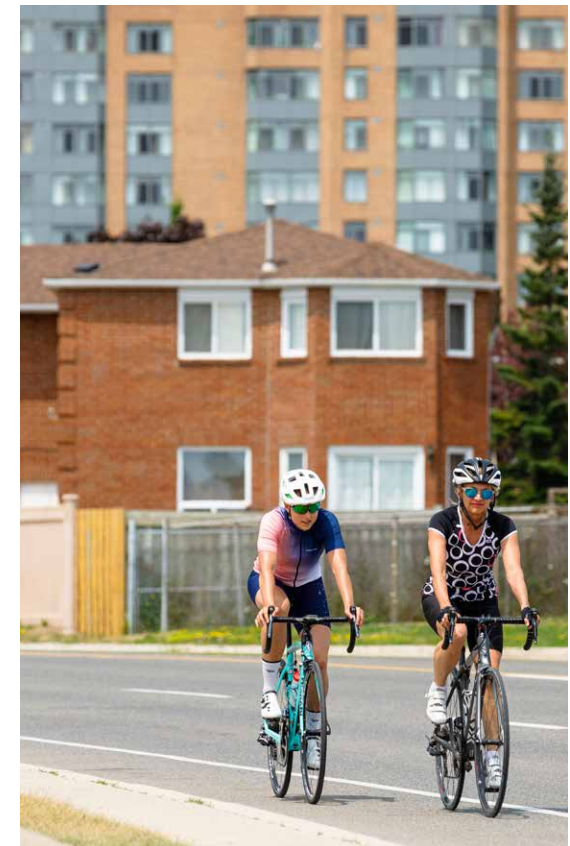


## ii. Active Transportation

COVID-19 has changed our travel patterns and how we move. Now, more than ever, more people are turning to alternative modes of transportation from walking to cycling. In a time when we are staying home more than ever before, going for a walk, roll or bike ride might be the only way for some to get fresh air and exercise. Without proper active transportation infrastructure in place, individuals may choose to stay indoors, leading to increased feelings of isolation and loneliness.

The City of Mississauga’s [2018 Cycling Master Plan’s](#) vision is to build a safe, connected, convenient and comfortable cycling network that Mississauga residents and visitors of all ages and abilities will feel comfortable using not only for recreational use, but also for commuter travel.

The Master Plan details an 897 km cycling network at a cost of approximately \$270 million. At the City’s current funding level it will take 27 years to complete this network. As a result, additional sustainable funding from senior levels of government is required in order to build a truly multi-modal Mississauga.





## Recommendation 3

Provide the funding and support necessary to assist Mississauga in realizing our major infrastructure projects.

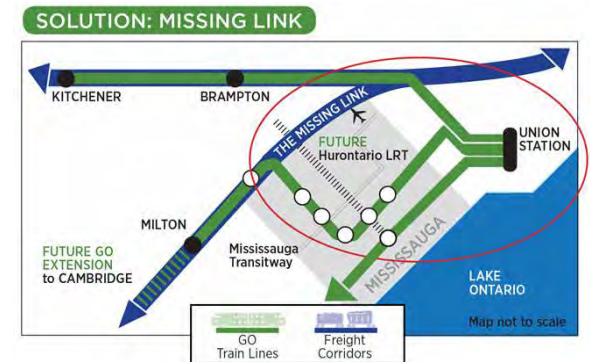
The City of Mississauga requires a reliable, efficient and sustainable inter-regional transit system. In order to construct our major transit priority projects outlined below, we require a committed federal partner.

### i. Regional Express Rail on GO Corridors and Building the Missing Link

The City of Mississauga continues to eagerly await the development of [Regional Express Rail](#) (RER), which will provide the Milton and Kitchener Lines with two-way, all-day service.

While increased service on the Milton corridor is in the 2041 Regional Transportation Plan, improvements are not proposed until after 2025 and are subject to physical constraints and negotiations with freight operators.

Together with Toronto, Milton, Kitchener, Cambridge, and Waterloo, the City of Mississauga continues to encourage the relocation of heavy rail freight traffic from the Milton and Kitchener GO Rail lines, to a proposed bypass rail line adjacent to Highway 407 (the “[missing link](#)”). It is only through the construction of the missing link that the RER will be able to move forward.



### ii. Downtown Mississauga Terminal and Transitway Connection

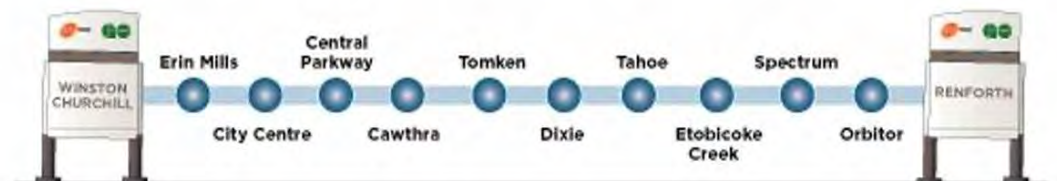
Mississauga’s 18-km, 12-station Transitway has made it faster and easier for commuters to travel to, from and through Mississauga and across the region. While the west and east portions of the Transitway have access to dedicated lanes, the Downtown portion experiences delays because it relies on accessing local city streets.

The completion of the Downtown segment of the [Mississauga Transitway](#), with a dedicated transit corridor and new bus

terminal, would provide for a continuous Transitway that would maximize the benefits and success of previous investments.

The new terminal will be a critical transit hub servicing Mississauga and the western GTHA and provide a vital connection to Pearson International Airport.

Construction of the Mississauga Transitway has been made possible through funding from the federal and provincial governments, but the vital link that will be our Downtown Mississauga Terminal and Transitway Connection remains unfunded at this time.





### iii. Restoring the Downtown Loop to the Hurontario LRT Design

In March 2019, the Ontario government announced scope changes to the project that removed a key component of the [Hurontario Light Rail Transit \(HuLRT\)](#), the downtown loop. In order to help the City realize the full potential of downtown Mississauga, the downtown loop should be considered as a funding priority.

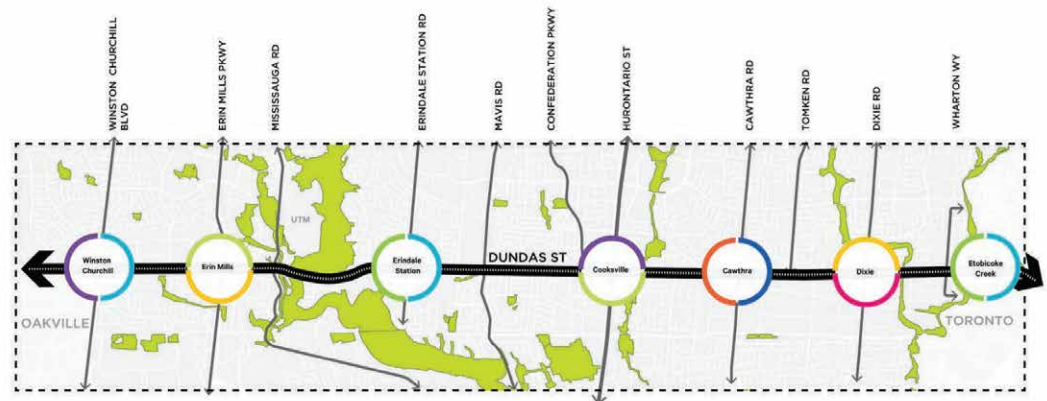
Currently thousands of jobs, businesses and housing units are located along the Hurontario corridor and Canada's largest development by Oxford Properties will be built in Mississauga's downtown Square One District.

Moving forward with the HuLRT project inclusive of the downtown loop represents major steps towards transformational transit improvements that our residents and businesses within the downtown and along the Hurontario corridor are depending on.

### iv. Dundas Bus Rapid Transit Corridor

The City's [Dundas Connects](#) project produced a Master Plan for the Dundas Corridor, which makes recommendations on land-use intensification and rapid transit for Dundas Street. Specifically, the Master Plan recommends a Bus Rapid Transit facility for the entire length of Dundas Street. This supports major improvements to transportation, land use and the public realm along the Dundas Street Corridor.

The next steps in advancing this transit initiative are the completion of a Transit Project Assessment Process, and preliminary engineering and design. Federal and provincial funding for this work, such as funding available through ICIP and for which the City has applied, would ensure that growth and redevelopment along Dundas will follow, and implementation of transit may occur sooner.





## Recommendation 4

Support a green recovery through investments in projects that mitigate the impacts of climate change and increase the resiliency and adaptability of our communities.

The federal government's strengthened climate plan '[A Healthy Environment and a Healthy Economy](#),' will require all municipalities to play a critical role in meeting established targets. Mississauga is already taking action on climate change through its endorsement of the Federation of Canadian Municipalities recommendations for a green and inclusive economic recovery and through the development of the City's first-ever [Climate Change Action Plan \(CCAP\)](#).

Our 10-year CCAP plan focuses on both community and corporate actions that decrease greenhouse gas (GHG) emissions and help the City become more resilient to changing climate conditions. These actions include:

- Decreasing GHG emissions from our buildings, transport sectors and city vehicles;
- Building our resilience to the expected impacts of climate change;
- Increasing our capacity to deal with climate events;

- Accelerating discovery and driving innovation in regards to climate action to create jobs;
- Enhancing green infrastructure investments and management practices to improve local resilience;
- Supporting low carbon energy systems, such as district energy, in the community; and
- Supporting a Mississauga hydrogen hub: hydrogen fueling infrastructure and hydrogen fuel incentives to support transit and trucking companies.

We all have a role to play, and tackling it requires global action, and collaboration. Mississauga is seeking committed funding from all levels of government to help advance transformative climate action projects, two of which are described on the following page.







## i. Transition of Bus Fleet to Zero-Emission Vehicles

Mississauga Transit ('MiWay') is committed to reducing overall GHG emissions significantly over the next decade. As of 2020, roughly 70 per cent of the City's GHG emissions stem from Public Transit Buses alone and MiWay must decrease emissions by 40 per cent by 2030 and 80 per cent by 2050.

In order to meet this target, MiWay will no longer purchase conventional diesel buses, and will be required to purchase zero-emission buses at some point over the next decade. The cost of this premium is around \$200 million. Federal and provincial investments are necessary in order to transition the fleet and cover the premium.

The essential benefits of zero-emission buses in today's marketplace are considered environmentally friendly by producing little to no greenhouse gas emissions, simpler to maintain, produce less noise pollution, better driveability, and positive public perception and population health for residents.



## ii. Bus Maintenance and Storage Facility Zero-Emission Conversion

In order to operate Zero-Emission Buses (both Battery-Electric and Hydrogen Fuel Cell), MiWay must convert their traditional diesel facilities to a facility that will accommodate charging or fueling infrastructure. This will require extensive structural overhauls, and in most cases, existing facilities may need to be completely rebuilt and future facilities constructed. The cost for this is currently unfunded.

In the case of battery-electric buses, there are two charging options, which include depot charging and on-route charging. If on-route charging is a viable option, this will lead to additional infrastructure required on-street and within terminals and stations. For hydrogen fuel cell buses,

MiWay may need to install electrolyzers and fueling infrastructure. From a maintenance perspective, Zero-Emission Bus technology is relatively new and will require technicians to learn new skills including high voltage systems.

For our infrastructure to accommodate such a transition, support from higher order levels of government is required.





# COMMUNITY

**2021 FEDERAL PRE-BUDGET SUBMISSION**

Community recovery efforts will help to ensure that residents continue to choose to live in the City of Mississauga based on community amenities, support networks, activities, and other facets that make Mississauga a great place to live.

Through the City's work with its many community stakeholders, residents will be encouraged to join and participate in opportunities to re-engage in our vibrant municipal life.

## Recommendation 5

Invest in the Mississauga community to create great places and amenities for everyone.

A recent survey conducted by Park People, highlighted that 70 per cent of Canadians appreciation for parks and green spaces has increased during COVID-19, noting that they would like more access to public space, nature and outdoor programming as part of COVID-19 recovery; and 87 per cent of Canadians support increased spending on parks.

The City of Mississauga is seeking funding in order to proceed with the development of a sustainable and creative community along its waterfront. The City is currently focusing on two projects: Lakeview Village and the Port Credit Harbour Marina. The revitalization of these sites will help deliver on the City's Strategic Plan action of creating a model sustainable creative community on the waterfront.





## i. Lakeview Village

This site will connect the former Ontario Power Generation (OPG) lands to the waterfront trail system and will create a new 1,300m waterfront trail adjacent to Lakefront Promenade. An interconnected system of parks and open spaces will provide a range of passive and active recreation opportunities; and contribute to the character and identity of Lakeview Village and reinforce a healthy, active, and vibrant community.

A condition of sale from OPG to Lakeview Community Partners Limited requires that 67 acres of waterfront land be remediated and transferred to the City of Mississauga for parkland, institutional and cultural uses consistent with the Inspiration [Lakeview Master Plan](#). The City of Mississauga is engaged, ready, and willing to complete these next steps.

The City is seeking investment opportunities for sustainability opportunities like District Energy, the animation of the proposed cultural hub, the innovation corridor, and the waterfront amenities, including the pier, which is envisioned to become a defining feature of this site and Lake Ontario.





## ii. Port Credit Harbour Marina

Through the [Inspiration Port Credit Charting the Future Course - 1 Port Street East Master Plan](#) process, community support to “keep the port in Port Credit” was established and reinforced the need for a future public marina at 1 Port Street East. The comprehensive Master Plan, which articulated a concept for the future revitalization and redevelopment of the site into a vibrant mixed-use neighbourhood, ensures the historic marina function is preserved.

The marina supports one of the largest salmon-fishing derbies in Canada, provides an important supply of recreational boat slips for the City and the region, and is a cultural heritage link to the Great Lakes. Substantial new investment is required for the infrastructure that supports the marina function.





## Recommendation 6

**Partner with cities to fund and build affordable housing to close the supply gap and ensure everyone has a safe place to live.**

Proactive intervention by all levels of government is imperative to ensure that our communities continue to thrive. Mississauga is doing what it can to protect existing [affordable housing](#) supply and remove current regulatory and administrative barriers to the development of housing for

middle-income households. However, municipalities lack the financial tools and legislative authority to close the gap between what the market will produce and what households can afford. New powers and revenue sources are required to incent housing affordable to middle income earners.





## Affordable Housing

In 2017, Mississauga took the lead by developing a made-in-Mississauga plan (“[Making Room for the Middle](#)”) to address issues of housing affordability in our city. The plan identified 40 recommendations, of which seven require federal support to give the City and affordable housing developers the ability to incentivize the building of affordable, middle-class housing. These recommendations include:

1. Create enduring and sustainable funding programs that realize developer timeframes and financial needs (e.g., low-cost loans and grants);
2. Expand affordable homeownership assistance to individuals (e.g., shared-equity mortgage programs);
3. Consider taxation policies that incent affordable housing (e.g., HST rebates, tax incentives for new or rehabilitated purpose-built rental housing and second units);
4. Explore tax credits and exemptions for affordable housing (e.g. income tax credit for second unit homeowners, low income housing tax credits);

5. Expand programs for housing developers to access financial backing and insurance to build more affordable housing (e.g. rental construction financing);
6. Work with senior levels of government to make their surplus lands available for affordable housing; and
7. Provide standardized local housing data and consistent methodologies to measure housing affordability.

One of the greatest barriers to affordable housing is access to reasonably priced land. As a landowner, the federal government is in a position to have a significant impact on the affordable housing supply by implementing a Housing First approach when disposing of surplus federal lands suitable for housing to the City or non-profit housing providers. In addition, the federal government can provide additional assistance to non-profit housing producers in the form of seed money or a feasibility grant in order to bridge the gap to National Co-investment and other funding.





# ECONOMIC

**2021 FEDERAL PRE-BUDGET SUBMISSION**



The City of Mississauga has and will continue to play a key role in helping the local economy respond to this new normal. Currently, the City provides a range of programs and services designed to support economic development. It is our goal not only to recover the losses suffered during this pandemic, but to find every opportunity to help Mississauga businesses build back to better; and adopt an inclusive, whole community approach that leaves no one behind.

### **Recommendation 7**

Support our small businesses and sectors hardest hit by the COVID-19 pandemic to kick-start the local and national economy.

### **Recommendation 8**

Ensure our tourism industries can rebound through investments in existing and the creation of new funding programs.

### **Recommendation 9**

Keep our workers safe by providing adequate sick pay.

The City of Mississauga has a strong local economy, comprised of a highly diverse business community that reaches across a wide variety of sectors. Home to over 94,000 businesses, with a GDP of \$60 billion, the City is a major contributor to the Greater Toronto Area economy. It is imperative that we remain responsive to the needs of the business community as recovery unfolds.



## i. Small Business Supports

The City of Mississauga recognizes small business is the foundation of Mississauga's economy. From traditional main street small businesses to high-growth scale-ups, the economic health and vitality of these establishments directly impact the overall well-being of the local economy. Unfortunately, the small business community has been hard-hit by the COVID-19 pandemic, with small and main street businesses having to temporarily close physical locations. Throughout Mississauga, the largest impacts on local main street businesses include:

- business closures;
- employee layoffs;
- reduced revenues/business activity; and
- rent challenges.

In recognition, the City's Economic Development Office (EDO), which includes the Mississauga Business Enterprise Centre has prioritized supporting the small business community through focusing on outreach and communication activities; and supporting local small business in adopting digital technologies. EDO however cannot deliver all actions outlined in the City's Economic Recovery Plan alone.

A number of interventions and supports can only be delivered through the federal and provincial governments. The following actions will be critical to support the small business community:

- Continuation of the Digital Mainstreet Program to the end of 2021 without interruption;
- Funding of full annual municipal employment surveys in order to strengthen data sets; and
- Extend the Canada Emergency Rent Subsidy Program beyond June 2021.

It is imperative for the success of our local small businesses and Mississauga's local economy that ongoing federal and provincial support is provided to the small business community that addresses their specific challenges and needs.



## ii. Tourism and Cultural Industry Support

Since the beginning of the COVID-19 pandemic, the Province has indicated that 350,000 jobs in Ontario's culture sector have been lost resulting in an estimated \$17.5 billion drop in economic impact from the culture sector to Ontario's economy.

In Mississauga, the story is no different. Local creative industries and entrepreneurs were forced to cease operations and are facing mass uncertainty. As there are still many unknowns about the future, organizations are unsure of sustainable funding opportunities such as government and sector-specific grants and if they will be able to cover costs moving into 2021 and beyond.

As such, sustainable funding for the Tourism and Cultural industry is required from the federal and provincial governments. Not only will this support drive more people to our City as we are able to reopen, but will also help the local economy through tourism spending. Ensuring Mississauga remains competitive and attractive to film and music production is also a vital component to Mississauga's recovery efforts.



### iii. Paid Sick Leave

A successful and strong economic recovery from COVID-19 will require strong and effective support and collaboration from federal, provincial and municipal governments. The City of Mississauga has made it a priority to engage with our residents and business community, listen to their needs and advocate on their behalf to federal and provincial representatives for stronger and more effective supports.

Workplaces are a source of COVID-19 transmission in Peel and a Peel Public Health Surveillance identifies that among COVID-19 cases the most frequently reported occupation categories after health (8.9 per cent), are trades, transport and equipment operators (5.5 per cent), sales and service (3.9 per cent) and manufacturing and utilities (3.4 per cent).

Workers in precarious employment who are most likely not to have paid sick days, including low-income workers, essential workers, contract and agency workers, those who cannot work remotely, and many health-care workers, simply cannot afford to take time off work. A lack of paid sick days, income supports and sick leave protection are known barriers to compliance to COVID-19 control measures, including testing and self-isolation due to the fear of income-loss and financial hardship.

While the City of Mississauga acknowledges that measures have been taken to provide support to workers, such as through Bill 186 they are limited and time-sensitive. Both the federal and provincial governments must quickly implement and fund the necessary policies and programs to provide adequate paid sick day benefits to ensure accessible and timely financial support in order to remove barriers facing precariously employed individuals.



## Recommendation 10

Invest in innovation to jumpstart the economy and help entrepreneurs succeed.

## Recommendation 11

Provision of meaningful financial supports for domestic and foreign direct investment.

The City of Mississauga recognizes that the ability of our local businesses and entrepreneurs to generate, commercialize and scale up new technologies and processes is critical to our long-term competitiveness. In recognition, the City has prioritized the following initiatives.

### i. Innovation Hub

A central space within Mississauga to promote, connect and develop innovation activity, the Innovation Hub will bring entrepreneurs, investors, established companies and innovation service providers together to share challenges collaborate and support innovation and entrepreneurial activity in Mississauga.

The launch of this collaborative is planned for 2022, and the City is currently working closely with all key stakeholders including University of Toronto, Sheridan College and the RIC Centre to provide start up supports. The City's goal is to drive scale-up activity through industry and investor connectivity and mentorship programs.

Funding from higher order levels of government will assist in driving these programs and benefit our region, the province and the country.

### ii. Business Attraction and Investment

Mississauga's economic well-being is supported through the presence of key industry sectors including Advanced Manufacturing, High Value Business Services (including Finance and Information Technology), Smart Logistics and Life Sciences. Together these sectors account for almost half of Mississauga's total employment. In recognition, the City has prioritized the following initiatives to

sustain and grow our key sectors: Life Sciences Sector Strategy (Ontario) and Incentive Program(s); and Aerospace Sector Strategy (Canada) and Incentive program(s).

The City has also pivoted its services to support business investment attraction and expansion in Mississauga. Meaningful financial supports for domestic and

foreign direct investment, including retention and expansion incentive programs (CDN & ON) is critical in Mississauga's key target sectors and growth centres within the city.

## Recommendation 12

### Assist in the recovery and growth of the air transportation sector.

Airports are recognized as economic catalysts for the communities they serve, delivering jobs and investments to the local municipalities. The impact of international airports is even greater; they provide links to global markets while fostering trade, investment and tourism.

Mississauga is home to Canada's largest airport. Serving over 49 million passengers annually, Toronto Pearson International Airport is a major global hub, providing Canadians with a gateway to the world. With over 330,000 surrounding jobs, the airport is home to the second largest employment zone in the country.

As the fourth largest global entry point into the U.S.A, it boards flights to 210 destinations and more than 22 million trans-border passengers annually. Unfortunately, due to COVID-19, passenger activity at Pearson International Airport fell by 69.5 per cent during the first nine months of 2020.

As governments around the world impose border restrictions and advise their citizens against non-essential travel, the air transportation sector has faced significant declines in air passenger traffic, staff layoffs, and grounding of planes. The federal and provincial governments must step in to assist in the recovery and growth of this sector, to prevent further job loss and to encourage economic growth and tourism.



## CONCLUSION

Mississauga's COVID-19 [Recovery Framework](#) prepared by the City's Leadership Team, and in alignment with Ontario's 'Framework for Reopening our Province', serves as the City's guiding principles supporting reopening and recovery. Municipalities play a vital role in the delivery of critical services that residents rely on, and are on the frontline of safely reopening the economy.

The federal government is an important partner in ensuring the City meets its objectives, realizes its vision, and achieves its city-building priorities, specifically through proper funding mechanisms. We know the course of COVID-19 is uncertain. Our plans and actions will need to remain agile to respond as needed. One thing we can be certain of, whatever challenge we face, we will overcome it together.





# Mississauga Matters

FEDERAL ELECTION 2019

Get engaged, informed and most importantly don't forget to vote on **October 21, 2019**.

When you do, take the time to vote for a candidate who understands why investing in transit matters to Mississauga.

You can also get involved in the conversation online by tweeting or mentioning your local candidate using **#MississaugaMatters** or visiting **MississaugaMatters.org**




# Mississauga Matters

FEDERAL ELECTION 2019

## WHY INVESTING IN INFRASTRUCTURE MATTERS



### MISSISSAUGA OWNS \$8.9 BILLION IN INFRASTRUCTURE



### CITY BUILDING FOR TODAY AND TOMORROW

Mississauga's infrastructure - our roads, bridges, sidewalks, buses and more - are in good condition. However, everyday wear and tear is taking its toll and we need more and more funding to keep it in working order. Whether that's filling potholes or fixing sidewalks and curbs, the safety of our residents is a top priority

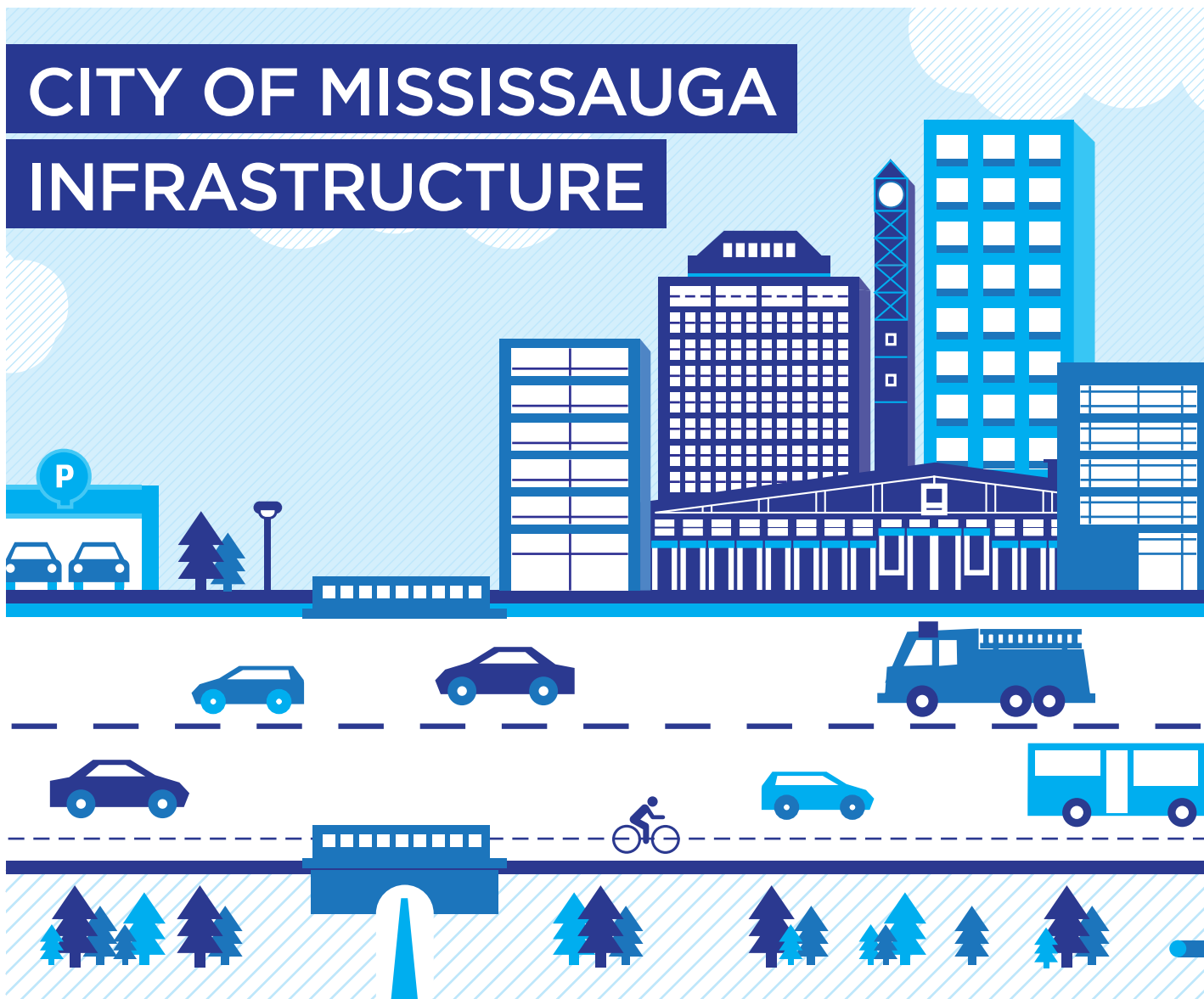
If a road is shutdown, traffic is diverted and people are late to work. If a pool is closed, City swim programs are cancelled. If a sidewalk is cracked or damaged, people may trip or fall. Whether we realize it or not, we rely on all these things being

in good working order. When they are not, it can impact our day-to-day lives. Safe, accessible and sustainable "green" infrastructure also helps Mississauga stay competitive with other cities. Business owners want to locate and people want to live where roads, transit, emergency services and community centres are safe and dependable. It is how we make the quality of life in Mississauga great.

Regular maintenance helps keep costs down and the chances of emergency repair or replacement - which usually costs more - to a minimum.







<b>WALKING &amp; CYCLING</b> <b>\$396 MILLION</b> --- 573 KM OF MULTIUSE TRAILS, BICYCLE LANES & SIGNED TRAILS BIKE ROUTES 2,417 KM OF SIDEWALKS	<b>VEHICLES</b> <b>\$71 MILLION</b> --- 650 VEHICLES 42 FIRE TRUCKS 52 SMALL & SPECIALTY VEHICLES FOR FIRE	<b>ROADS</b> <b>\$2.8 BILLION</b> --- 5,666 KM OF ROADS 58 KM OF BARRIERS	<b>PUBLIC BUILDINGS</b> <b>\$1.9 BILLION</b> --- 12 COMMUNITY CENTRES 18 LIBRARIES 20 FIRE STATIONS 1 FIRE TRAINING CENTRE	<b>TRANSIT</b> <b>\$287 MILLION</b> --- 500 BUSES 3,404 MIWAY BUS STOPS	<b>STORMWATER</b> <b>\$2.2 BILLION</b> --- 1,903 KM OF STORMWATER PIPES 51,488 CATCH BASINS 239 CULVERTS
<b>STREET &amp; TRAFFIC LIGHTS</b> <b>\$491 MILLION</b> --- 591 SIGNALIZED INTERSECTIONS 47,190 STREET LIGHTS	<b>BRIDGES</b> <b>\$896 MILLION</b> --- 264 ROAD STRUCTURE BRIDGES & 144 OEDESTRUAB STRUCTURES	<b>EQUIPMENT</b> <b>\$349 MILLION</b> ---	<b>CULTURE</b> <b>\$45 MILLION</b> --- 2 THEATRES 3 MUSEUMS 1 CULTURAL HUB	<b>PARKS &amp; OPEN SPACES</b> <b>\$346 MILLION</b> --- 264 PLAYGROUNDS 18 POOLS 373 SPORTS FIELDS	

## THE PROBLEM

Mississauga owns \$9.9 billion in infrastructure. Each year, the City balances the need to maintain this infrastructure through the application of the 2% infrastructure and debt repayment levy, and through Gas Tax funding. However, this is not enough. Our 2019 Budget identified a \$258 million gap between what the annual replacement cost of our infrastructure is, and what we are spending to maintain it.

We are thankful for the support we receive from the provincial and federal government through the Gas Tax and specialized programming such as the Public Transit Infrastructure Fund and Clean Water and Wastewater Fund. The one-time doubling of the

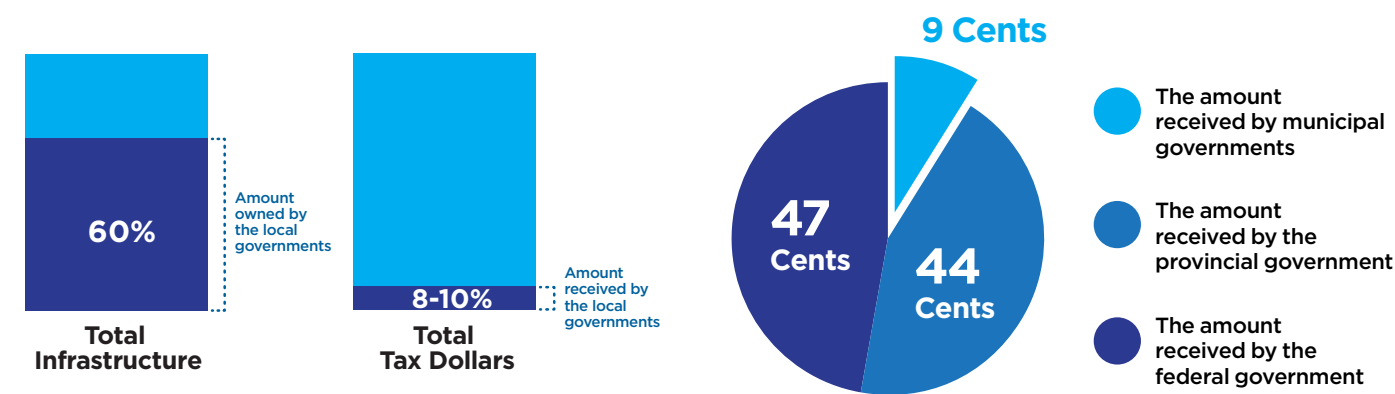
Federal Gas Tax in 2019 (valued at \$40 million) and the additional funding recently announced through the Investing in Canada Infrastructure Program (ICIP) will further close this gap, but it isn't enough to keep our infrastructure in good working order. These new funds will be used for much needed transit and infrastructure projects but this is not the permanent funding we require.

Cities only receive 9 cents of every tax dollar collected in Canada. This simply isn't enough to fund city services and maintain infrastructure like roads, bridges and waterways in Canada's sixth largest city. We are committed to keeping property taxes competitive and at the rate of inflation. In order to do so, we need a committed federal partner who will make investing in Mississauga infrastructure a priority.

## THE SOLUTION

In order to build Mississauga into a world-class city, we need the federal government to commit to doing more to help Mississauga close the gap by providing long-term, predictable and sustainable infrastructure funding. This includes making the doubling of the federal Gas Tax permanent and increasing it on a yearly basis. Direct funding from the federal government to the municipal government allows us to focus on local priorities and build infrastructure quickly.

## CITIES OWN THE MAJORITY OF INFRASTRUCTURE BUT RECEIVE THE SMALLEST SHARE OF TAX DOLLARS



Source: Federation of Canadian Municipalities (FCM) 2017

## HOW YOU CAN HELP?

Get engaged, informed and most importantly do not forget to vote on October 21, 2019. When you do, take the time to vote for a candidate who understands why transit matters to Mississauga.



You can also get involved in the conversation online by tweeting or mentioning your local candidate using **#MississaugaMatters** or visiting **MississaugaMatters.org**

Date: April 22, 2021

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:  
May 26, 2021

## Subject

**Amendment to the Business Licensing By-Law 01-2006 to Permit Outdoor Clothing Donation Drop Boxes on Properties Zoned Residential, subject to Minor Variance Approval**

## Recommendation

That a by-law to amend the City's Business Licensing By-law 01-2006, be enacted, to permit clothing donation drop boxes on those properties zoned residential where an application for a minor variance has been approved by the Committee of Adjustment to permit its use, to facilitate clothing donation drop box placement in accordance with the Region of Peel textile collection program as outlined in the report from the Commissioner of Transportation and Works dated April 22, 2021 under File BL.01.CLO.

## Executive Summary

- From June 2018 until March 2020, Region of Peel staff worked with City of Mississauga staff on a pilot project for the placement of outdoor clothing donation drop boxes at 45 Peel Living buildings and four private multi-residential locations.
- The pilot program successfully diverted 225 tonnes of textile materials from landfill. As a result, in February 2020 Region of Peel Council approved a larger scale rollout as part of the textile collection program across Mississauga, Brampton and Caledon and at regional locations.
- To permit outdoor clothing donation drop boxes on select sites zoned residential, an amendment to the existing Business Licensing By-law 01-2006 is required. Currently, the City's Business Licensing By-law 01-2006 explicitly prohibits clothing donation drop boxes on any property zoned residential.

## Background

City of Mississauga staff are supportive of identifying waste diversion opportunities to help the Region of Peel meet its 75 per cent waste diversion target by 2034. From June 2018 until March 2020, Region of Peel staff worked with City of Mississauga staff on a pilot project for the placement of outdoor clothing donation drop boxes at 45 Peel Living buildings and four private multi-residential locations. The pilot program successfully diverted 225 tonnes of textile materials from landfill. As a result, in February 2020 Region of Peel Council approved a larger scale rollout as part of the textile bin collection program across Mississauga, Brampton and Caledon and at regional locations.

## Present Status

The requirement of business licenses for outdoor clothing donation drop boxes was in response to the proliferation of unregulated boxes in the City of Mississauga. The Business Licensing By-law 01-2006 not only created regulations for outdoor clothing donation drop boxes, but also permitted the City's Compliance and Licensing Enforcement staff to remove those boxes not in compliance with the requirements. Section 4.2(2) of the Business Licensing By-law prohibits clothing donation drop boxes to be located on any property zoned residential.

To receive a license, persons must meet several additional requirements for placement of their outdoor clothing donation drop boxes according to Schedule 30 of the Business Licensing By-law 01-2006. These additional requirements include:

- only permitted in commercial and employment zones in accordance with the City's Zoning By-law 0225-2007;
- in locations six metres from a residential zone;
- located outside of any required landscaped areas; and
- cannot be located on any property owned or maintained by the City, on any required parking area or obstruct any required parking space.

## Comments

To allow the Region of Peel's textile collection program to continue at select number of approved locations zoned residential, the following changes are being recommended. An amendment is required to Business Licensing By-law 01-2006 to no longer explicitly prohibit clothing donation drop boxes on any property zoned residential. Once the by-law is amended in this regard, a person would be eligible to receive a business licence to own/operate a clothing donation drop box where an application for a minor variance has been approved by the Committee of Adjustment to permit a clothing donation drop box on residential property. Requiring both a business license and minor variance approval for the outdoor clothing drop boxes on residential property will allow the City of Mississauga to effectively manage the program with an anticipation that it will grow over time.

## Options

Region of Peel and City of Mississauga staff reviewed the option for indoor clothing donation drop boxes at the select residential locations, however, due to COVID-19 related concerns from both the property owners and the service providers, this solution is not recommended.

## Strategic Plan

A textile collection program for residents of residential locations aligns with the Strategic Plan as it supports the Green Pillar's Strategic Goals to "Lead and Encourage Environmentally Responsible Approaches" and "Promote a Green Culture".

## Financial Impact

A business license for clothing donation drop boxes generates revenue for the City of Mississauga both for the issuance of the license and for the renewal of the license to recover the costs to administer and enforce. The 2021 clothing donation drop box license application fee is \$162 per box and the annual renewal fee is \$82 per box. The Region of Peel is proposing the placement of an estimated 21 boxes at 19 locations with the intention of expanding their program over time. The estimated revenue from these additional 21 boxes is a one-time amount of \$3,402 and an annual amount of \$1,722 in cost centre 22652 Compliance Licensing.

## Conclusion

To permit outdoor clothing donation drop boxes on select sites zoned residential, an amendment to the existing Business Licensing By-law 01-2006 is required. Currently, the City's Business Licensing By-law 01-2006 explicitly prohibits clothing donation drop boxes on any property zoned residential. City of Mississauga staff have reviewed the requirements and determined that an amendment to the existing Business Licensing By-law 01-2006 is required to no longer explicitly prohibit clothing donation drop boxes on any property zoned residential. Limiting the number of clothing donation drop boxes at residential locations to those approved by the Committee of Adjustment would allow enforcement of any unapproved drop boxes.



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

Prepared by: Alexandra Schwenger, Policy Analyst, Enforcement

Date: April 27, 2021

To: Chair and Members of General Committee

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

Originator's files:  
MG.23.REP  
RT.10.Z-07

Meeting date:  
May 26, 2021

## Subject

**All-Way Stop – Aviation Road at Montbeck Crescent (Ward 1)**

## Recommendation

That an all-way stop control not be implemented at the intersection of Aviation Road at Montbeck Crescent, as outlined in the report from the Commissioner of Transportation and Works, dated April 27, 2021 and entitled "All-way Stop – Aviation Road at Montbeck Crescent (Ward 1)".

## Background

The Transportation and Works Department has been requested by the Ward Councillor to submit a report to General Committee regarding the implementation of an all-way stop at the intersection of Aviation Road at Montbeck Crescent.

Currently, the intersection of Aviation Road at Montbeck Crescent operates as a four-leg intersection with stops controls eastbound and westbound on Montbeck Crescent. A location map is attached as Appendix 1.

## Comments

A manual turning movement count was completed to determine the need for an all-way stop control based on traffic volumes. The results are as follows:

### Aviation Road at Montbeck Crescent

	<u>Warrant Value</u>
Warrant 1: Volume for All Approaches	100%
Warrant 2: Minor Street Volume	80%

In order for an all-way stop control to be warranted based on traffic volumes, both Warrants 1 and 2 must equal 100%. A review of the collision history at this intersection did not reveal any reported collisions within the past three years. For an all-way stop control to be warranted based on collision frequency, at least five collisions must occur in a 12-month period, provided the collisions are of the type considered correctable by the use of an all-way stop (i.e. turning movement, angle collisions).

Therefore, an all-way stop is not warranted based on the turning movement count results and collision history.

## Financial Impact

In the event that an all-way stop is required, costs associated with the sign installations can be accommodated by the 2021 Operating Budget in cost center 23978.

## Conclusion

Based on the manual turning movement count results and collision history at this intersection, the Transportation and Works Department recommends against the installation of an all-way stop at the intersection of Aviation Road at Montbeck Crescent.

## Attachments

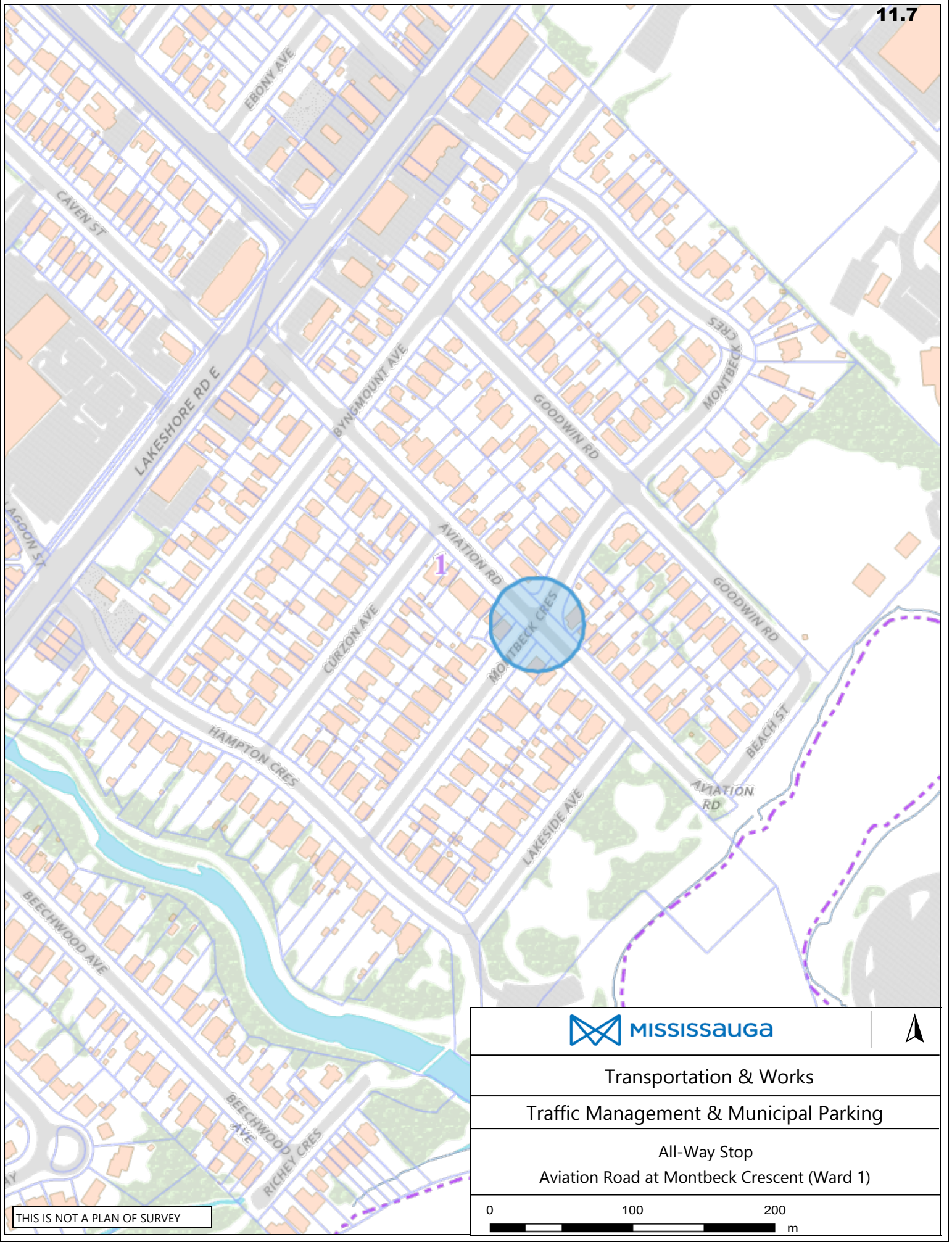
Appendix: Location Map – All-Way Stop – Aviation Road at Montbeck Crescent (Ward 1)



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

Prepared by: Milan Pavlovic, Traffic Operations Technologist



THIS IS NOT A PLAN OF SURVEY

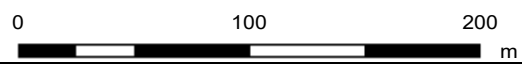


Transportation & Works

Traffic Management & Municipal Parking

All-Way Stop

Aviation Road at Montbeck Crescent (Ward 1)



Date: May 10, 2021  To: Chair and Members of General Committee  From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works	Originator's files:    Meeting date: May 26, 2021
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## Subject

**Increase to Contract with Matrix Solutions Inc. for the Dixie-Dundas Flood Mitigation Study (Wards 1 and 3)**

## Recommendations

1. That the Purchasing Agent or designate be authorized to increase the contract with Matrix Solutions Inc. (Procurement No. PRC001249) to include additional Consulting services for the Dixie-Dundas Flood Mitigation Study by an estimated additional amount of \$520,000 to an estimated revised total contract value of \$1,020,000 (excluding taxes);
2. That funding of \$520,000 be transferred from the Stormwater Capital Reserve Fund (35992) to PN18-015, Little Etobicoke Creek Channel Improvement Dixie/Dundas Area, for a revised net budget of \$1,220,000; and
3. That all necessary bylaw(s) be enacted.

## Background

The City of Mississauga has previously experienced extreme rainfall events which have caused flooding-related incidents and associated damages to private properties, municipal infrastructure in the form of watercourse erosion, trail damage and flooding at City facilities and infrastructure under other jurisdictions.

The community in the Dixie Road and Dundas Street East area within the Little Etobicoke Creek watershed has been one of the focal points for flooding resulting from water overtopping the banks of the creek. There have been documented incidents of water spilling onto nearby Queen Frederica Drive during extreme storm events causing flooding and creating difficult conditions for vehicular and pedestrian traffic.

In 2019, the City retained a consultant team led by Matrix Solutions Inc. ("Matrix") and initiated the Dixie-Dundas Flood Mitigation Study (Procurement No. PRC001249) to address flooding from Little Etobicoke Creek, and in doing so protect existing residences and businesses.



Recommendations resulting from this study may also enable future urban growth and intensification along the Dundas Street corridor as envisioned in the Dundas Connects Master Plan. The Flood Mitigation Study is comprised of two stages. The first stage includes a feasibility investigation to narrow down viable technical solutions that could be implemented to address flooding. The second stage, currently underway, involves undertaking a Municipal Class Environmental Assessment, culminating in a preferred solution and the subsequent completion of a preliminary design.

Over the course of the Environmental Assessment process, it was determined that, given the complexity of the flooding issues, additional analysis above the originally planned works would be required to ensure adequate and full consideration of project impacts. As this is outside the scope of consulting services being provided by Matrix, this report is to seek authority from Council to increase the contract amount with Matrix in accordance with Purchasing By-law No. 374-2006.

## Comments

Through the work carried out to date in the Dixie-Dundas Flood Mitigation Study the Dixie Road crossing at Little Etobicoke Creek has become a key area of focus. Preliminary hydraulic modelling revealed that the proposed solutions currently being considered in this area are complex and may have impacts all the way downstream to Dundas Street East if not carefully thought out. Based on these findings, an expansion of the current Environmental Assessment study is necessary to seek solutions that would properly address flooding as well as other stormwater-related issues within this community. As such, the following additional study components, outside of Matrix's original consulting assignment, are being proposed:

- Identification and assessment of improvements at the Dundas Street crossing of Little Etobicoke Creek, including tasks such as stakeholder engagement, technical studies, hydraulic modelling, developing alternative solutions, selecting a preferred solution and preliminary design;
- Identification and assessment of watercourse erosion control solutions for Little Etobicoke Creek upstream and downstream of Dundas Street, including tasks similar to the above component; and,
- Additional detailed assessment of improvements at the Dixie Road crossing of Little Etobicoke Creek, including hydraulic modelling and developing alternative solution designs.

It should be noted that the proposed watercourse erosion control works identified above are scheduled in the 2021 Capital Budget and Forecast for design in 2023. By expanding the focus of this study to include the design component of this watercourse erosion control project, substantial cost and time efficiencies would be realized.

The Matrix team has assisted in effectively managing the project to this stage. In order to satisfactorily administer the contract, additional consulting services are required as outlined in Appendix 1. This team has specialized knowledge of all facets of the project and is well positioned to see the project to completion in a cost-effective manner. Staff recommends that Matrix undertake this additional work on a single source basis, as provided for in Schedule 'A' of the Purchasing By-law, Section 1 (b) (iv) *the solicitation of competitive Bids would not be economical to the City*. The Purchasing By-law also requires Council approval if the amendment is of a value that, on its own or if added together with any and all previous amendments made to the Original Commitment is greater than 20% of the Original Commitment and greater than \$100,000.

It is recommended that the existing contract with Matrix be amended to include the additional consulting services for the Dixie-Dundas Flood Mitigation Study in accordance with Purchasing By-law Section 18(d) for amendments to High Value Acquisition Commitments.

## Strategic Plan

The development of this flood mitigation study falls within the *Connect* Strategic Pillar under its strategic goal to *Build and Maintain Infrastructure*.

## Financial Impact

PN18-015, Little Etobicoke Creek Channel Improvement Dixie/Dundas Area, requires additional funding of \$520,000 to increase the existing Matrix consulting contract. Funding is available within the Stormwater Capital Reserve Fund (35992). The additional funding will increase the current net budget of PN 18-015 from \$700,000 to \$1,220,000.

## Conclusion

An increase to the existing contract with Matrix is required for additional consulting services that involves expansion of the Dixie-Dundas Flood Mitigation Study to include the investigation of potential improvements to the Dundas Street crossing and channel corridor. The contract with Matrix was established competitively and continues to represent good value while Matrix is well-resourced to accommodate such additional work.

## Attachments

Appendix 1: Dixie-Dundas Flood Mitigation Study – Additional Consulting Services Budget



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

Prepared by: Anthony Di Giandomenico, P.Eng, Storm Drainage Engineer

April 28, 2021

Version 3.0  
Matrix 24603-531  
City of Mississauga PO 4500498356

**Mr. Anthony Di Giandomenico, P. Eng.**  
**Storm Drainage Engineer, Environmental Services**  
**CITY OF MISSISSAUGA**  
Suite 800, 201 City Centre Dr.  
Mississauga, ON L5B 2T4

**Subject: Dixie-Dundas Flood Mitigation Detailed Work Plan for an Expanded Environmental Assessment Using a Combined Schedule C Approach**

Dear Mr. Di Giandomenico:

## 1 INTRODUCTION

Matrix Solutions is pleased to provide this work plan and cost estimate to the City of Mississauga (the City) for an expanded Dixie-Dundas flood mitigation environmental assessment (EA) to address flooding issues associated with the Little Etobicoke Creek. This letter follows our February 19, 2021 letter, which outlined options for expanding the scope of the EA. Alternative approaches were presented in our original letter which ensured the requirements of a Schedule C EA are addressed for the original study area (the project was initially scoped as a Schedule B) and incorporated the recent hydraulic modelling, which indicated that expansion of the study area downstream to include the Dundas Street crossing is required to ensure adequate and full consideration of project impacts. Additionally, options were provided to address additional channel stability concerns and an exposed sanitary sewer into the EA.

After reviewing the alternatives, we understand the City has selected the combined Schedule C approach and confirmed that additional channel stability requirements and addressing the exposed sewer should be integrated into the EA scope. This current work plan builds off the previous letter, which was prepared to support City decision-making and to provide high-level costs. It also provides additional scope details and refined costs (Tables 1 and 2) specific to the City's chosen combined Schedule C approach.

### 1.1 Environmental Assessment Approach

The expanded Schedule C approach will ensure preliminary designs are completed for all additional areas of the study, concurrent with the preliminary design for the Dixie Road bridge replacement. A combined Schedule C approach was selected as the preferred EA approach by the City in part because it better recognizes the importance of the Dundas Street crossing as part of the overall flood mitigation solution. It ensures preliminary design of the Dundas Street bridge and associated channel works are included into an expansion of the current study.

## 1.2 Study Area

Following the review of work plan options and input from the City's stream monitoring program, the downstream boundary of the extended study area is confirmed as the Canadian Pacific (CP) rail crossing of Little Etobicoke Creek (located approximately 550 m downstream of Dundas Street). This study area allows for confirmation and adequate mapping of the Regional event floodplain north and south of Dundas Street. The floodplain in this area was shown to increase after Matrix Solutions updated the hydraulic (MIKE) modelling completed by others to better describe flows at the Dundas Street crossing during an overtopping condition (see Section 4). Within this expanded study area, channel stability will also be assessed between 550 m upstream to 300 m downstream of Dundas Street, where erosion concerns have been identified in the City's stream monitoring program.

## 2 TECHNICAL STUDIES

The technical background studies, including geomorphology, geotechnical, natural heritage, and archaeology, will be updated to include the expanded study area. These studies will match the previously completed scope to identify existing conditions, constraints, and potential project impacts. The technical studies are scoped assuming that channel work will extend to the erosion site located 300 m downstream of Dundas Street (i.e., no channel works will be completed between the erosion site and the CP rail crossing downstream). The fieldwork components of the natural heritage and geotechnical studies will provide a detailed inventory of existing site conditions to the downstream extent of this erosion site to inform the potential channel works.

## 3 DIXIE ROAD

The additional effort related to the Schedule C EA at Dixie Road (i.e., the original study area) focuses on developing and investigating alternative design approaches after confirming the preferred alternative solution. Developing these alternative design approaches is an added intermediate EA step between developing the conceptual alternative solutions and advancing a preliminary design. Though not a requirement of a Schedule B EA, preliminary design was included in the original scope and is already part of the project as one of the requirements of a Schedule C EA.

### 3.1 Alternative Design Approaches

While developing the alternative solutions, Matrix Solutions identified requirements upstream of Dixie Road for the City to obtain property to fit flood conveyance and to accommodate a trade-off that presented between raising the Dixie Road elevation for bridge replacement versus lowering the creek and the infrastructure crossing below it. Taken together, these are cost-sensitive components in the design warranting further analysis. This analysis will be undertaken by investigating alternative design approaches that vary the channel invert. The following design approaches are expected to be assessed after confirming a preferred alternative solution:

- Option 1: maintain channel elevation at Dixie Road
- Option 2: Lower channel elevation 0.5 m at Dixie Road
- Option 3: Lower channel elevation 1.0 m at Dixie Road

Option 1 reduces impacts to the infrastructure crossing below the creek, at the cost of raising the Dixie Road elevation and increasing property impacts. Option 3 reverses this trade-off with reduced property

and road elevation impacts and increased requirements for infrastructure lowering. As part of this analysis, modelling will further investigate the bridge configuration to understand better the relationship between the opening width, piers, deck thickness, and channel geometry to hone-in on an optimal Dixie Road elevation.

## 4 DUNDAS STREET

Matrix updated hydraulic (MIKE) modelling to better describe flows at the Dundas crossing during an overtopping condition. The resulting expanded flood plain was not identified in previous flood studies, nor realized by analysis within the EA until late 2020. Matrix prepared figures illustrating the preliminary flood plain differences predicted to allow for technical and EA discussion with Toronto and Region Conservation Authority (TRCA) and the City. TRCA generally agreed with the background modelling changes and recognized the need to expand the EA study area downstream and to investigate options for increasing the hydraulic capacity at Dundas Street. Preliminary modelling completed to date by Matrix Solutions indicates that improving hydraulic conveyance at Dundas Street (e.g., by replacing the crossing with a larger one) has good potential to mitigate flood plain impacts that were identified.

The Schedule C EA design phases at the Dundas Street crossing include identifying conceptual alternative solutions, developing alternative design approaches after identifying a preferred alternative solution, and advancing a preliminary (30%) design. Preliminary design requirements will be identified through hydraulic analysis and modelling that advance alternative solutions and alternative design approaches. It should also be noted that any works completed at Dundas Street do not have a hydraulic effect on Dixie Road works, and an improved Dundas crossing would need to be constructed before upstream works at Dixie to avoid a condition of increased flood plain in the vicinity of Dundas Street.

### 4.1 Hydraulic Investigation

The hydraulic investigation near Dundas Street is summarized at follows:

- Investigate options and define requirements for increasing the hydraulic capacity of the Dundas Street Crossing.
- Coordinate hydraulic requirements with the Dundas Connects TPAP study.
- Map flood lines immediately upstream of Dundas Street for discussion with the TRCA and to identify consultation requirements with property owners.
- Identify changes to the flood lines downstream of Dundas (upstream of the CP rail) for discussion with the TRCA. Preliminary modelling indicates that by increasing the conveyance capacity at Dundas Street, the downstream regional flood stays within the LEC valley corridor. The acceptability of allowing increases that do not otherwise cause significant land impacts and/or regulatory issues will be of prime focus.

## 4.2 Crossing Design

R.V. Anderson Associated Ltd. (RVA) will complete the preliminary crossing design, summarized as follows (Appendix A):

- **Background Review and Concept Design:** RVA will review all available background information related to the new crossing structure design. This background information will include as-built drawings of the existing crossing, utility drawings, borehole logs, OSIM reports, hydraulic reports, fluvial geomorphic reports, natural environment reports, and other relevant information. RVA will develop concepts for the crossing replacement to evaluate alternative solutions and alternative design approaches, with Matrix Solutions input, to define hydraulic conveyance requirements.
- **Structural Bridge Design:** The preliminary bridge general arrangement design drawings will indicate the overall horizontal and vertical alignments and profiles as well as various details such as the preliminary foundations design, abutment and wingwall design, working points, grading contours, preliminary girder and bearing layout, structural staging, and deck design.
- **Road Design:** RVA will coordinate with the topographic surveyor retained by Matrix Solutions to incorporate the topographic survey (i.e., LiDAR data) into a comprehensive base plan. After receiving initial input from the City, a preliminary plan and profile for the road design will be developed. A typical cross-section will show the roadway details, boulevards, bridge sections, and existing and proposed property lines.
- **Utility Relocation Design and Coordination:** RVA will circulate base plans to utility companies to obtain their existing and future requirements in the project area. RVA will then identify conflicts between existing utilities and the crossing replacement.

## 5 CHANNEL DESIGN

The Dundas Street replacement is expected to include channel modifications to Little Etobicoke Creek. These modifications will be considered in the EA process as part of developing alternative solutions and design approaches. Channel modifications are anticipated to employ natural channel design techniques to provide required flood conveyance benefits (i.e., expanded floodplain), thereby allowing better consideration of fish passage and geomorphic connectivity (i.e., sediment transport).

The channel design as part of the Dundas Street crossing replacement will be developed to a preliminary (30%) design, meeting the requirements of a Schedule C EA. This channel design will extend 500 m upstream and 300 m downstream of Dundas Street to incorporate a preferred approach for addressing channel stability concerns within the study area (Section 5.1) and to tie-into the channel design component of the Dixie Road design. The resulting EA project deliverable will include one continuous preliminary channel design that extends from approximately 500 m upstream of Dixie Road to 300 m downstream of Dundas Street.

### 5.1 CHANNEL STABILITY

The City capital and stream monitoring programming identified channel stability concerns within the expanded Dixie-Dundas study area between approximately 500 m upstream to 300 m downstream of Dundas Street. Stability concerns upstream of Dundas Street include undermined gabion baskets,

displaced armourstone, and valley wall erosion. Downstream, stability concerns include an eroding valley wall (identified as “problem site 5” in the City monitoring program) and undermined gabion baskets (“problem site 6”).

Matrix Solutions will complete a geomorphic study to assess and develop alternative conceptual approaches to stabilize the channel. Developing these approaches to conceptual design is consistent with these works requiring a Schedule B level EA, if completed as a standalone study, while also realizing the planning efficiencies and advantages by avoiding a separate EA for these related works. These efficiencies include applying hydraulic modelling as a key input to understanding Little Etobicoke Creek’s flow regime and corresponding erosion processes and how they may change following upstream flood mitigation solutions. The conceptual approaches will also be coordinated and integrated with the flood mitigation designs at Dixie Road and Dundas Street.

The key elements of the channel stability study include:

- preparing and reviewing background mapping and reporting for the expanded study area
- completing a site assessment of the geomorphic and erosion conditions of Little Etobicoke Creek in the study area and downstream to the confluence of Etobicoke Creek
- analyzing geomorphic and erosion risk to property and infrastructure
- reporting and developing conceptual alternatives (up to three options)
- evaluating conceptual alternative solutions (including the do-nothing option) to identify a preferred approach

The preferred approach will be coordinated and integrated into the Dundas Street crossing replacement and associated preliminary channel design.

## 6 GEOTECHNICAL BOREHOLES

The conceptual flood mitigation solutions at Dixie Road include options for lowering the Little Etobicoke Creek. This channel lowering will reduce upstream water levels and the required Dixie Road top-of-roadway elevation associated with a bridge replacement. After confirming a preferred solution, alternative design approaches will be investigated as part of the next steps in the EA. These alternatives are expected to include assessing options for additional channel lowering (i.e., up to 1 m), recognizing that there are potentially significant cost benefits to be realized by lowering Little Etobicoke Creek as much as practical.

In our discussions with Thurber Engineering Ltd. on the expanded EA and preferred solution, we identified the option to drill two preliminary boreholes (Appendix B), one at each of the Dixie Road bridge and the Dundas Street crossing. The purpose of these boreholes would be to inform the maximum practical channel lowering by confirming the bedrock elevation and measuring groundwater conditions to quantify potential impacts. After discussion with the City, these boreholes are included within the detailed cost estimate. These boreholes have been scoped assuming they will be drilled off the road immediately upstream or downstream of Dixie Road and Dundas Street, to reduce costs associated with traffic management and restricted hours of drilling on the road (i.e., avoiding rush hours).

## 7 EXPOSED SANITARY LINE

The site studies identified an exposed 450 mm diameter sanitary main (gravity) crossing Little Etobicoke Creek, approximately 500 m downstream of Dixie Road. Matrix Solutions had originally determined that proposed flood mitigation works completed upstream of the sewer crossing would not worsen the exposed main. However, the sanitary line would still remain at its existing level of risk, prompting Matrix Solutions to also assess options to lower and tie-back into the sanitary system during the feasibility study. Matrix Solutions identified, with input from Peel Region, that the sanitary main could be lowered during flood mitigation construction as a concurrent project.

Efforts to address the exposed sanitary line have been included in the workplan following discussion with the City. The envisioned conceptual designs would consider the sanitary alignment elevation, gradients, and conflicts with other linear infrastructure (e.g., stormwater). Maximum design flexibility will be incorporated for the timing of eventual implementation such that construction is completed at a time that is optimum for both Region of Peel and the City.

## 8 PUBLIC ENGAGEMENT

Public engagement will include notification of the expanded study area and a project bulletin. The notification is anticipated to have a similar distribution to stakeholders and local residences as the initial notice of study commencement. The project bulletin is proposed as a streamlined alternative to an additional Public Information Centre (PIC). The envisioned project bulletin would be posted to the City's website, alongside PIC No. 1, to share key details and figures related to the expanded EA. The project bulletin will invite interested stakeholders the opportunity to identify project concerns and input. The second PIC, later this year, as initially scoped, will present preferred solutions and alternative design approaches for public feedback for all of the EA design components.

### 8.1 Indigenous Engagement

Cambium Indigenous Professional Services (CIPS) is currently preparing a record of engagement documenting the project activities related to:

- reviewing the Indigenous communities whose historical/modern Treaty and Indigenous rights may be subjectively affected by the proposed project
- sending project notification to identified communities
- following up with individual Indigenous communities to initiate the dialogue of engagement and confirm project notification
- confirming the level of interest of each Indigenous community
- informing the City on best engagement practices and options

As part of the expanded EA and advancing engagement with the Mississaugas of the Credit First Nation (MCFN), CIPS has prepared an expanded scope which includes:

- MCFN virtual or site meeting and documentation
- updated notification to Indigenous communities on the expanded EA study area
- final reporting for the EA project record



CIPS has estimated MCFN engagement fees of \$2,750. These fees cover efforts to review the Stage 1 archaeology report and attend a project engagement meeting. The City's prefers to receive fees directly from the MCFN and accordingly they are not included in the cost estimate (Tables 1 and 2).

## 9 CLOSURE

We appreciate the opportunity to work with you on the Dixie-Dundas Flood Mitigation Project, and we look forward to continuing our progress on this important city-building initiative. We anticipate that the next steps will include any further refinement of our work plan and cost estimates, if required, and also confirming project schedule. If you have any questions or comments, please contact me at 226.314.1924 or [adoherty@matrix-solutions.com](mailto:adoherty@matrix-solutions.com).

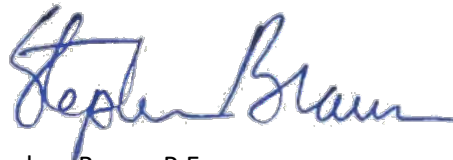
Yours truly,

**MATRIX SOLUTIONS INC.**



Andrew Doherty, P.Eng.  
Water Resources Engineer

**Reviewed by**



Stephen Braun, P.Eng.  
Senior Water Resources Engineer

AD/vc  
Attachments

## VERSION CONTROL

Version	Date	Issue Type	Filename	Description
V1.0	29-Mar-2021	Final	24603-531 Expanded EA WP 2021-03-29 final V1.0	Issued to client
V2.0	23-Apr-2021	Final Revised	24603-531 Expanded EA WP 2021-04-23 final V2.0	Updates throughout; Issued to client
V3.0	28-Apr-2021	Final	24603-531 Expanded EA WP 2021-04-28 final V3.0	Removed Appendix A; Updated Channel Design scope; Issued to Client

## DISCLAIMER

This work plan was prepared for the City of Mississauga. The work plan may not be relied upon by any other person or entity without our written consent and that of the City of Mississauga. Matrix Solutions Inc. has exercised reasonable skill, care, and diligence in assessing third-party information obtained during preparation of this work plan. While Matrix Solutions Inc. believe that the information provided is correct, Matrix Solutions Inc. accepts no responsibility for the accuracy or reliability of such third-party information however obtained. Any uses of this work plan by a third party, or any reliance on decisions made based on it, are the responsibility of that party. Matrix Solutions Inc. is not responsible for damages or injuries incurred by any third party, as a result of decisions made or actions taken based on this work plan.

TABLE 1 Cost Estimate for Expanded Dixie-Dundas Environmental Assessment

EA Phase	Description of Work <sup>(1)</sup>	Cost
	<b>Project Management and Bi-weekly Phone Calls</b> Bi-weekly phone call, budget tracking, invoicing, internal/external project coordination, and communications. Confirmation of environmental assessment (EA) schedule and study area expansion.	\$20,490
	<b>Project Meetings</b> Assume one online workshop plus two online meetings with Toronto and Region Conservation Authority (TRCA)/Regional Municipality of Peel (Region of Peel). Assume one formal meeting with Dundas Connects to solicit input and identify Bus Rapid Transit (BRT) requirements at Dundas crossing	\$7,650
	<b>Stakeholder Engagement</b>	
	<b>Project Bulletin</b> Project bulletin to be posted to the City of Mississauga's website, alongside Public Information Centre (PIC) No. 1, to share key details and figures related to the expanded EA. Streamlined alternative to an additional PIC.	\$3,310
	<b>Address Regulatory Comments</b> Assume one round of comments from the City of Mississauga and TRCA on Dundas Street bridge crossing.	\$8,905
	<b>Public and Indigenous Engagement</b>	\$13,200
Phase 1	<b>Prepare Notice</b> Notice of Commencement issued to public and stakeholders at the start of the master plan process.	\$2,240
	<b>Update Stakeholder List and Engagement Plan</b> Stakeholders included in expanded EA expected to include Canadian Pacific Railway (CP), property owners impacted by Dundas crossing.	\$1,240
	<b>Update Problem and Opportunity Statement</b> Update problem and opportunity statement considering the expanded study area and added project components.	\$1,240
	<b>Technical Studies</b>	
	<b>2019 Geotechnical Study Expansion</b> (Appendix D)	\$5,700
	<b>2019 Natural Heritage Study Expansion</b> (Appendix D)	\$17,840
	<b>Background Data Review and Gap Analysis</b>	\$3,170
	<b>Geomorphology</b>	\$7,025
	<b>Natural Heritage</b>	\$12,334
	<b>Geotechnical</b>	\$3,700
Phase 2	<b>Geotechnical Boreholes (2)</b> (Appendix C)	\$21,900
	<b>Archaeology</b>	\$3,290
	<b>Dundas Street Crossing</b>	
	<b>Dundas Street Hydraulic Investigation</b> Investigate hydraulics at Dundas Street to address Region of Peel safety concerns. Identify required modelling updates at Dundas Street; consult TRCA on technical modelling updates and implications to flood lines and EA study area. Define flood conditions immediately upstream of Dundas Street (e.g., The Brick).	\$9,920
	<b>Hydraulic Modelling of Alternative Solutions</b> Hydraulic modelling to screen the feasibility of options and define hydraulic conveyance requirements.	\$19,280
	<b>Shortlist of Alternative Solutions</b> Develop up to three alternative solutions to define and identify hydraulic conveyance requirements, structural and road design concepts. Structural bridge concepts to be developed by R.V. Anderson Associates Ltd. Identify a preferred approach to incorporate any of the received input from City of Mississauga, Dundas Connects.	\$16,700
<b>Flood Line Assessment to CP Railway</b> Identify changes in the flood line to CP railway, comparing existing conditions and alternative solutions for discussion with TRCA.	\$8,400	
<b>Channel Stability</b>		
<b>Conceptual Design</b> Conceptual design for up to three options.	\$13,940	

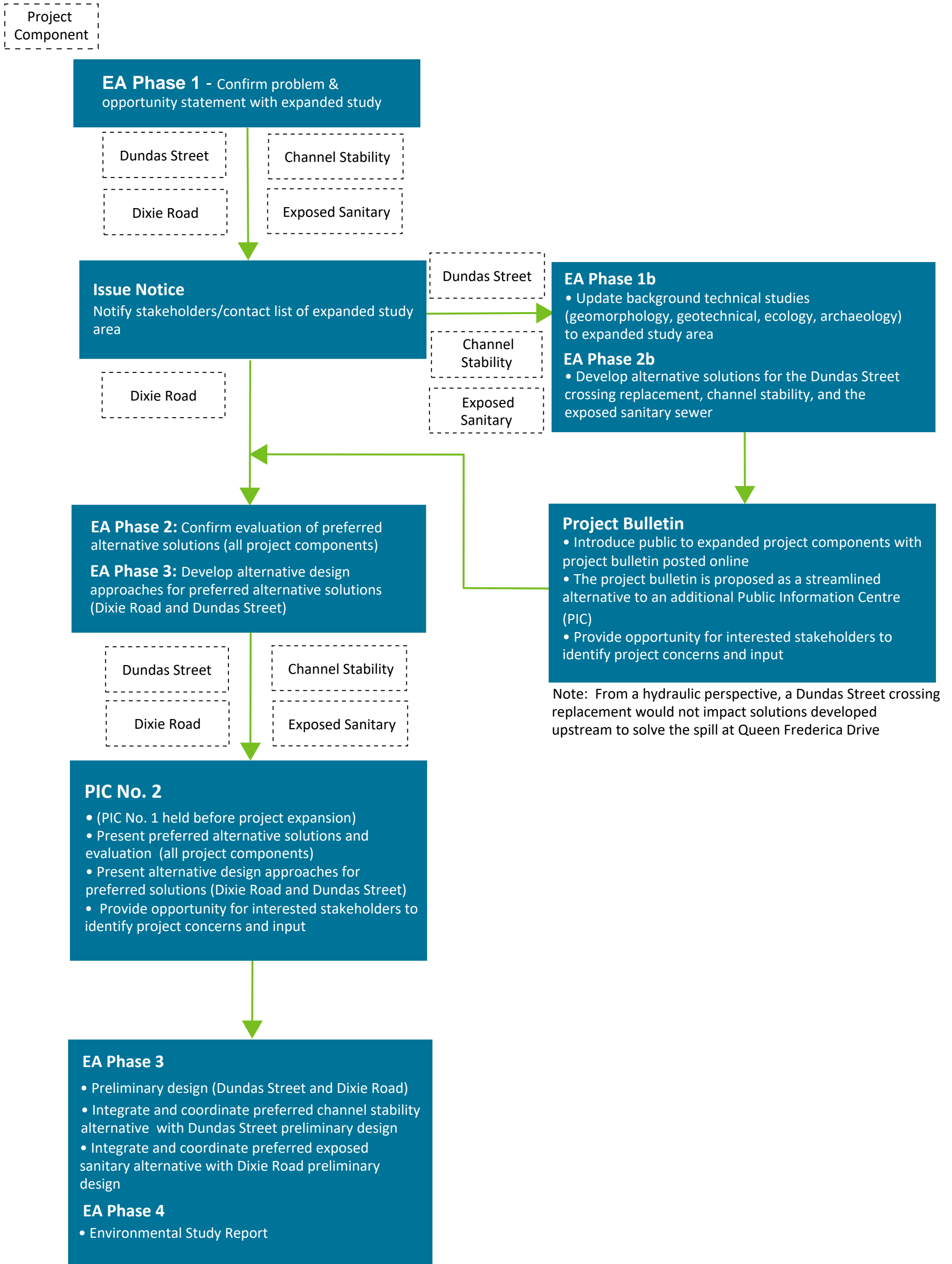
EA Phase	Description of Work <sup>(1)</sup>	Cost
	<b>Exposed Sanitary Line</b>	
	<b>Conceptual Design</b> Conceptual design for up to three options.	\$15,000
Phase 3	<b>Dixie Road Design &amp; Dundas Street Crossing</b>	
	<b>Developing Alternative Design Approaches</b> Develop up to three alternative design approaches to conceptual design at each Dixie Road and Dundas Street.	\$19,800
	<b>Hydraulic Modelling of Alternatives Design Approaches</b> Confirm hydraulics for alternative design approaches, including the bridge configuration, at each Dixie Road and Dundas Street.	\$41,860
	<b>Evaluate Alternative Design Approaches</b> Apply evaluation criteria developed for EA to identify preferred design alternative to advance to preliminary design.	\$21,400
Phase 4	<b>PIC No.2</b> Already scoped.	-
	<b>Preliminary Design</b> Dixie Road preliminary design already scoped. Dundas Street crossing and preliminary channel design (500 m upstream of Dundas Street to 300 m downstream)	\$102,919
	<b>Confirmation of Hydraulics</b> Dixie Road preliminary design already scoped. Dundas crossing preliminary design (Appendix B).	\$4,140
	<b>Reporting</b> Dixie Road reporting already scoped. Dundas Street crossing and channel stability.	\$18,210
	5% Subcontractor Markup	\$7,699
	<b>TOTAL (NOT INCLUDING HST)</b>	<b>\$432,502</b>

TABLE 2 Time-Task Matrix for Expanded Dixie Dundas Environmental Assessment

EA Phase	Tasks	Steve Braun	Roger Phillips	Karen Hofbauer	Robyn Leppington	Andrew Doherty	Kim Weiler	Natalie Burrows	Project Scientist/Engineer	Project Scientist/Engineer	Junior Project Scientist/Engineer (E.I.T.)	Lisa Prime	John Does	David O'Sullivan	Kemar Campbell	Henry Chui	Structural Support	Structural Support	CAD Support	Total Professional Fees	Thurber	CIPS	ASI	Other Disbursements	Total Fees
		Project Manager	Senior Geomorph.	Hydraulics Lead	Senior Ecologist	Project Co-ordinator	Civil CAD Design	Water Resources Engineer	Project Scientist/Engineer	Project Scientist/Engineer	Junior Project Scientist/Engineer (E.I.T.)	Lead Planner	Structural Director	Structural Lead	Roads Design	Structures Engineer	Structural Support	Structural Support	CAD Support	Total Professional Fees	Thurber	CIPS	ASI	Other Disbursements	Total Fees
		\$195	\$195	\$180	\$165	\$140	\$130	\$130	\$130	\$120	\$100	\$250	\$250	\$195	\$195	\$185	\$160	\$130	\$110	Total Professional Fees	Thurber	CIPS	ASI	Other Disbursements	Total Fees
EA Phase	Project Management & Biweekly Phone Calls	50				60								12						\$ 20,490	\$ -	\$ -	\$ -	\$ -	\$ 20,490
	Meetings	10		10		18				6			4							\$ 7,650	\$ -	\$ -	\$ -	\$ -	\$ 7,650
	Stakeholder Engagement																								
	Project Bulletin	2				8				8	4									\$ 3,310	\$ -	\$ -	\$ -	\$ -	\$ 3,310
	Address Regulatory Comments	6		4	3	18						16								\$ 8,905	\$ -	\$ -	\$ -	\$ -	\$ 8,905
Public Engagement	4				18						14								\$ 6,800	\$ -	\$ 6,400	\$ -	\$ -	\$ 13,200	
Phase 1	Prepare Notice					1				1	8									\$ 2,240	\$ -	\$ -	\$ -	\$ -	\$ 2,240
	Update Stakeholder List and Engagement Plan					1				1	4									\$ 1,240	\$ -	\$ -	\$ -	\$ -	\$ 1,240
	Update Problem and Opportunity Statement					1				1	4									\$ 1,240	\$ -	\$ -	\$ -	\$ -	\$ 1,240
	Technical Studies																								
	2019 Geotechnical Study Expansion <sup>(1)</sup>																				\$ 5,700				\$ 5,700
	2019 Natural Heritage Study Expansion <sup>(1)</sup>																			\$ 17,038				\$ 802	\$ 17,840
	Background Data Review and Gap Analysis	2	2			4					8		1	4						\$ 3,170	\$ -	\$ -	\$ -	\$ -	\$ 3,170
	Geomorphology		16			4				32										\$ 6,880	\$ -	\$ -	\$ -	\$ 145	\$ 7,025
	Natural Heritage				18					58	16									\$ 11,530	\$ -	\$ -	\$ -	\$ 804	\$ 12,334
	Geotechnical																			\$ -	\$ 3,700	\$ -	\$ -	\$ -	\$ 3,700
Geotechnical Boreholes (2)																			\$ -	\$ 21,900	\$ -	\$ -	\$ -	\$ 21,900	
Archaeology																			\$ -	\$ -	\$ -	\$ 3,290	\$ -	\$ 3,290	
Phase 2	Dundas Street Crossing																								
	Dundas Street Hydraulic Investigation	8		12		22		24												\$ 9,920	\$ -	\$ -	\$ -	\$ -	\$ 9,920
	Hydraulic Modelling of Alternative Solutions	8		16			48	20		60										\$ 19,280	\$ -	\$ -	\$ -	\$ -	\$ 19,280
	Shortlist of Alternative Solutions	8		6		25				8	4	8	8	12	12	4				\$ 16,700	\$ -	\$ -	\$ -	\$ -	\$ 16,700
	Flood Line Assessment to CP Railway	8		16		8	8			18										\$ 8,400	\$ -	\$ -	\$ -	\$ -	\$ 8,400
	Channel Stability																								
	Conceptual Design Options		28			8	32			32										\$ 13,940	\$ -	\$ -	\$ -	\$ -	\$ 13,940
Exposed Sanitary Line																									
Exposed Sanitary Alternative Solutions	16				20	36			44										\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000	
Phase 3	Dixie Road & Dundas Street Crossing																								
	Developing Alternative Design Approaches	16		32		36	36			12										\$ 19,800	\$ -	\$ -	\$ -	\$ -	\$ 19,800
	Hydraulic Modelling of Alternative Design Approaches			40			16	96		140		4	4	8	8	8				\$ 41,860	\$ -	\$ -	\$ -	\$ -	\$ 41,860
Evaluate Alternative Design Approaches	16		32		48				48	4									\$ 21,400	\$ -	\$ -	\$ -	\$ -	\$ 21,400	
Phase 4	Public Information Centre No. 2																			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Preliminary Design	4	16	16	4	40	40			80	4	22	18	42	102	50	110	151	\$ 102,220	\$ -	\$ -	\$ -	\$ -	\$ 102,919	
	Confirmation of Hydraulics	2	2	4				8		16										\$ 4,140	\$ -	\$ -	\$ -	\$ -	\$ 4,140
	Reporting	18				40				56	10	4								\$ 18,210	\$ -	\$ -	\$ -	\$ -	\$ 18,210
Total Hours		178	64	188	25	380	216	148	0	58	587	72	39	50	62	122	62	110	151	2512	5% Subcontractor Markup				\$ 7,699
																						Expanded EA Total (not including HST)			

<sup>(1)</sup> Scope of the 2019 geotechnical and natural heritage study expansions are provided in Appendix C

# Dixie-Dundas Flood Mitigation EA Process for Expanded Study Area Combined Schedule C EA Approach



APPENDIX A  
R.V. Anderson Associates Ltd.  
Dundas Street Crossing Work Plan



R.V. Anderson Associates Limited  
 2001 Sheppard Avenue East Suite 300  
 Toronto Ontario M2J 4Z8 Canada  
 Tel 416 497 8600 Fax 855 833 4022  
 www.rvanderson.com

March 8, 2021

RVA 184319

Matrix Solutions  
 Suite 200, 2500 Meadowpine Blvd.  
 Mississauga, Ontario  
 L5N 6C4

**Attention: Mr. Andrew Doherty, P.Eng.**

Dear Mr. Doherty:

Re: Scope Change for Dixie-Dundas Flood Mitigation for Dundas Bridge Preliminary Design

---

R.V. Anderson Associates Limited submits herein the requested scope change proposal for engineering services to support the recommended bridge replacement on Dundas Street that will be required as part of the Dixie-Dundas Flood Mitigation project. Our proposal covers the provision of preliminary structural design services, preliminary road design, and utility layout and coordination.

## **SCOPE OF WORK**

### **Background Review and Analysis**

RVA will request and review all available information related to the design of the new bridge structure. This includes as-built drawings, utility drawings, borehole logs, OSIM reports, hydraulic reports, fluvial geomorphic reports, natural environment and any other relevant information. RVA would request that the City provide all useful background information. Using the information available, RVA would initiate concepts for the most effective method of bridge replacement.

### **Site Reconnaissance**

At project startup, roads and structural engineering team members would carry out a site investigation of existing conditions at the bridge location. An inventory of significant field observations would be completed. Critical features that could impact the design of the bridge would be identified and documented for design purposes. We assume that Matrix will provide a full topographical survey with property information, for a least 500 metres on either side of the existing bridge, as well as the channel topography.

### **Agency and Stakeholder Consultation**

Coordination meetings with the City, as well as other stakeholder meetings as required would be attended by RVA. It is expected that RVA's attendance will be required at most of

the meetings with conservation authorities and the MNR. It is expected that a design review meeting will occur, for which RVA would attend.

Also, several meetings with the City of Mississauga are expected. These meetings would be to address all items related to the structural and road design for the replacement of the bridge.

### **Structural Bridge Design**

The preliminary bridge general arrangement design drawings will indicate the overall horizontal and vertical alignments and profiles, as well as various details such as the preliminary foundations design, abutment and wingwall design, working points, grading contours, preliminary girder and bearing layout, structural staging, and deck design.

### **Road Design**

RVA will coordinate with the topographic surveyor retained by Matrix to incorporate the topographic survey into a comprehensive base plan.

After receiving initial input from the City, a preliminary plan and profile for the road design would be developed. A typical cross-section will show the roadway details, boulevards, bridge section, and existing and proposed property lines.

### **Utility Relocation Design and Coordination**

RVA will circulate base plans to utility companies to obtain their existing and future requirements in the project area. Utility conflicts between new construction and existing utilities would then be identified.

Further correspondence and meetings pertaining to utilities will also be attended by RVA.

### **Preliminary EA (30%) Design Submission**

All preliminary civil and structural drawings would be provided to Matrix in PDF format, along with digital files. A cost estimate would be prepared for the road and structural design in accordance with the expected accuracy required of an EA (+/- 20%).

Please advise when you have received authorization to proceed with this scope change, and please contact me if you have any questions.

Yours very truly,

### **R.V. ANDERSON ASSOCIATES LIMITED**



David J. O'Sullivan  
Senior Associate, Project Manager



Table

## RVA Detailed Cost Estimate for Dixie Dundas Flood Mitigation - Scope Change #1 - Dundas Bridge Preliminary Design

Tasks	John Does	David O'Sullivan	Kemar Campell	Henry Chui	Structural Support	Structural Support	CAD Support	Total Professional Fees
	Structural Director	Structural Lead	Roads Design	Structures Engineer	Structural Support	Structural Support	Structural Support	
	\$250	\$195	\$195	\$185	\$160	\$130	\$110	
<b>Project Management and Meetings</b>								
Project Management								\$ -
Meetings (4 TRCA and City)		16						\$ 3,120
Bi-Weekly Phone Calls								\$ -
<b>Stage 1 - Feasibility Assessment</b>								
Problem and Opportunity Statement								\$ -
Background Review and Gap Analysis								\$ -
Identify and Prepare High Level Alternative Solutions	4		4	4				\$ 2,520
Hydraulic Model Screening								\$ -
<b>Technical Studies</b>								
Terrestrial and Aquatic Inventories								\$ -
Geomorphic Assessment								\$ -
Geotechnical, Hydrogeological and Archeological Studies	1	4						\$ 1,030
Social and Economic Planning Environment								\$ -
Confirm Short-list of Alternatives								\$ -
Hydraulic Modelling of Refined Solutions (Dual Drainage)								\$ -
Conceptual Design 10%	4	8	8	8	4			\$ 6,240
Evaluate Refined Solutions and Select Preferred Alternative	4							\$ 1,000
Feasibility Report	4							\$ 1,000
<b>Stage 2 - Class EA Process</b>								
<b>Public and Stakeholder Consultation</b>								
Prepare Notice of Commencement								\$ -
Public and Stakeholder Engagement								\$ -
Open House (1) and Public Meeting (1)								\$ -
Preliminary 30% Design	22	22	50	110	58	110	151	\$ 80,080
Confirmation of Hydraulics								\$ -
EA Schedule Confirmation and Reporting								\$ -
Addressing Public and Agency Comments								\$ -
<b>Total Hours</b>	39	50	62	122	62	110	151	596
<b>Total Fees</b>	\$ 9,750	\$ 9,750	\$ 12,090	\$ 22,570	\$ 9,920	\$ 14,300	\$ 16,610	\$ 94,990
<b>Total Estimate</b>								

NOTE: Costs shown above are an estimate for the proposed scope and do not include applicable taxes. Actual costs will be billed on a time and materials basis. All costs are based on Matrix Solutions' rates and third party pricing available to Matrix on the date this estimate was prepared. This estimate is valid for 90 days from the date it was issued.

This estimate replaces original proposal, with Stages 1 and 2 outlined here consistent with the work plan items outlined in original proposal of December 18, 2018.

APPENDIX B  
Thurber Engineering Ltd.  
Geotechnical Boreholes Work Plan



**THURBER** ENGINEERING LTD.

April 20, 2021

File No.: 25025

Matrix Solutions Inc.  
7B-650 Woodlawn Rd W  
Guelph, ON N1K 1B8

Attention: Andrew Doherty, P.Eng.

**PROPOSAL FOR PRELIMINARY GEOTECHNICAL INVESTIGATION  
DIXIE-DUNDAS FLOOD MITIGATION  
MISSISSAUGA, ONTARIO**

Dear Mr. Doherty:

At the request of Matrix Solutions Inc., Thurber Engineering Ltd. (Thurber) has prepared this proposal to conduct a preliminary geotechnical investigation for the proposed Dixie-Dundas Flood Mitigation project in Mississauga, Ontario. The following sections describe our scope and work plan as well as our schedule and the cost estimate to provide geotechnical consulting services concerning the above captioned project.

Use of this proposal is subject to the Statement of Limitations and Conditions, which is included at the end of this document.

**1. BACKGROUND**

The original project limits for the Dixie-Dundas Flood Mitigation project included 500 m upstream of the Dixie Road bridge and extended downstream to the north edge of the Dundas Street East bridge. We understand that the project limits have been expanded to include the Dundas Street East bridge and the stream channel up to 300 m downstream of the bridge.

It is understood that the preferred conceptual flood mitigation solution will include the following:

- Replacement of the Dixie Road bridge
- Replacement of the Dundas Street East bridge
- Possibly lowering the Little Etobicoke Creek bottom between 0 and 1 m at the Dixie Road Bridge area
- Channel stabilization works

**2. PROPOSED SCOPE OF WORK**

Two (2) boreholes will be advanced at the approximate locations shown on the proposed borehole plan at the end of this document.



Element	Proposed Borehole ID	Target Depth (mbgs)	Monitoring Well
Dixie Road Bridge	DIX-01	10	Yes
Dundas Street East Bridge	DUN-01	10	Yes

Prior to commencement of the field investigation, utility clearances will be obtained in the vicinity of the borehole locations.

The boreholes will be drilled by a specialist drilling contractor. Soil samples will be obtained at select intervals using a split-spoon sampler in conjunction with Standard Penetration Testing (SPT) in accordance with ASTM D 1586. In-situ vane shear testing will be attempted within the cohesive deposits. Bedrock will be cored using HQ-size, triple-tube core barrels. Bedrock will be cored up to a maximum length of 3 m, if encountered.

The drilling and sampling operations will be supervised on a full-time basis by a member of Thurber's technical staff. The drilling supervisor will log the boreholes and process the recovered soil and rock samples for transport to the laboratory for further examination and testing.

A monitoring well will be installed in both boreholes to allow for measurements of the groundwater levels. The groundwater conditions will be noted in the open boreholes during drilling. Two additional monitoring visits will be carried out to identify fluctuations in the groundwater levels.

The as-drilled locations of the boreholes and ground surface elevations at the borehole locations will be surveyed using a Total Station or GPS unit.

The recovered soil samples will be subjected to visual identification and to natural moisture content determination. Select samples will be subjected to Atterberg Limit testing and gradation analyses (hydrometer and/or sieve). Rock cores will be photographed and their total core recovery (TCR), solid core recovery (SCR) and rock quality designation (RQD) measured. One soil sample from each borehole will be submitted for analytical testing of corrosivity parameters and sulphate content.

### 3. DELIVERABLES

The results of the field investigation will be submitted in a Geotechnical Investigation Report (both draft and final). A digital copy of the draft and final report will be submitted. A printed copy of the final report can be provided upon request.

### 4. SCHEDULE

The schedule provided in the table below is anticipated.

Activity	Duration
Authorization to Proceed	-



Activity	Duration
Site Reconnaissance, Locates, Approvals, Field Work Notifications	4 weeks
Field Work(*)	1 week
Laboratory Testing	2 weeks
Preparation of Draft Memorandum	2 weeks
Preparation of Final Memorandum	2 weeks after receipt of comments on draft

Note: (\*) Subject to change based on sub-contractor availability, weather conditions and other site conditions. Excludes long-term monitoring of the groundwater levels.

The field investigation will be carried out Monday through Friday (excluding weekends).

## 5. ESTIMATE OF COST

The cost estimate to carry out the proposed scope of work is provided in the table below.

Item	Cost
Traffic Control	\$1,600
Driller	\$9,900
Waste Disposal	\$600
Field Equipment (including Spray Paint, Wooden Stakes, Flagging Tape, etc.)	\$200
Field Supervision (including Work Plan, H&S Plan, Traffic Management Plan, Site Reconnaissance, Locates, Permits, Water Level Readings)	\$4,600
Geotechnical Laboratory Testing	\$900
Project Management (Meetings, Field Program Oversight)	\$700
Engineering & Reporting	\$3,400
<b>TOTAL (excluding HST)</b>	<b>\$21,900</b>

## 6. SCOPE OF WORK ASSUMPTIONS

The following assumptions have been made in developing the proposed scope of work:

- Permission to Enter (PTE) will be provided by Matrix, if required
- Application fee and pavement degradation fee for Road Occupancy Permit (City of Mississauga) will be waived
- Daylighting of the borehole locations will not be required
- One drill rig will be used for the duration of the field investigation
- Field work will be undertaken between 8:00 a.m. and 5:00 p.m.
- Investigation-derived waste (drilling spoils and drilling water) will be contained in drums or totes pending receipt of waste characterization test results, where possible



- The monitoring wells will be decommissioned in accordance with the requirements in O. Reg. 903, as amended
- Other projects will not interfere with the work limits

## 7. CLOSURE

We trust this information meets your present needs. If you have any questions, please contact the undersigned at your convenience.

Yours truly,  
Thurber Engineering Ltd.

Renato Pasqualoni, P.Eng.  
Review Principal

Michael Eastman, P.Eng.  
Geotechnical Engineer

### Attachments

- Statement of Limitations and Conditions
- Proposed Borehole Plan



## STATEMENT OF LIMITATIONS AND CONDITIONS

### 1. STANDARD OF CARE

This Report has been prepared in accordance with generally accepted engineering or environmental consulting practices in the applicable jurisdiction. No other warranty, expressed or implied, is intended or made.

### 2. COMPLETE REPORT

All documents, records, data and files, whether electronic or otherwise, generated as part of this assignment are a part of the Report, which is of a summary nature and is not intended to stand alone without reference to the instructions given to Thurber by the Client, communications between Thurber and the Client, and any other reports, proposals or documents prepared by Thurber for the Client relative to the specific site described herein, all of which together constitute the Report.

IN ORDER TO PROPERLY UNDERSTAND THE SUGGESTIONS, RECOMMENDATIONS AND OPINIONS EXPRESSED HEREIN, REFERENCE MUST BE MADE TO THE WHOLE OF THE REPORT. THURBER IS NOT RESPONSIBLE FOR USE BY ANY PARTY OF PORTIONS OF THE REPORT WITHOUT REFERENCE TO THE WHOLE REPORT.

### 3. BASIS OF REPORT

The Report has been prepared for the specific site, development, design objectives and purposes that were described to Thurber by the Client. The applicability and reliability of any of the findings, recommendations, suggestions, or opinions expressed in the Report, subject to the limitations provided herein, are only valid to the extent that the Report expressly addresses proposed development, design objectives and purposes, and then only to the extent that there has been no material alteration to or variation from any of the said descriptions provided to Thurber, unless Thurber is specifically requested by the Client to review and revise the Report in light of such alteration or variation.

### 4. USE OF THE REPORT

The information and opinions expressed in the Report, or any document forming part of the Report, are for the sole benefit of the Client. NO OTHER PARTY MAY USE OR RELY UPON THE REPORT OR ANY PORTION THEREOF WITHOUT THURBER'S WRITTEN CONSENT AND SUCH USE SHALL BE ON SUCH TERMS AND CONDITIONS AS THURBER MAY EXPRESSLY APPROVE. Ownership in and copyright for the contents of the Report belong to Thurber. Any use which a third party makes of the Report, is the sole responsibility of such third party. Thurber accepts no responsibility whatsoever for damages suffered by any third party resulting from use of the Report without Thurber's express written permission.

### 5. INTERPRETATION OF THE REPORT

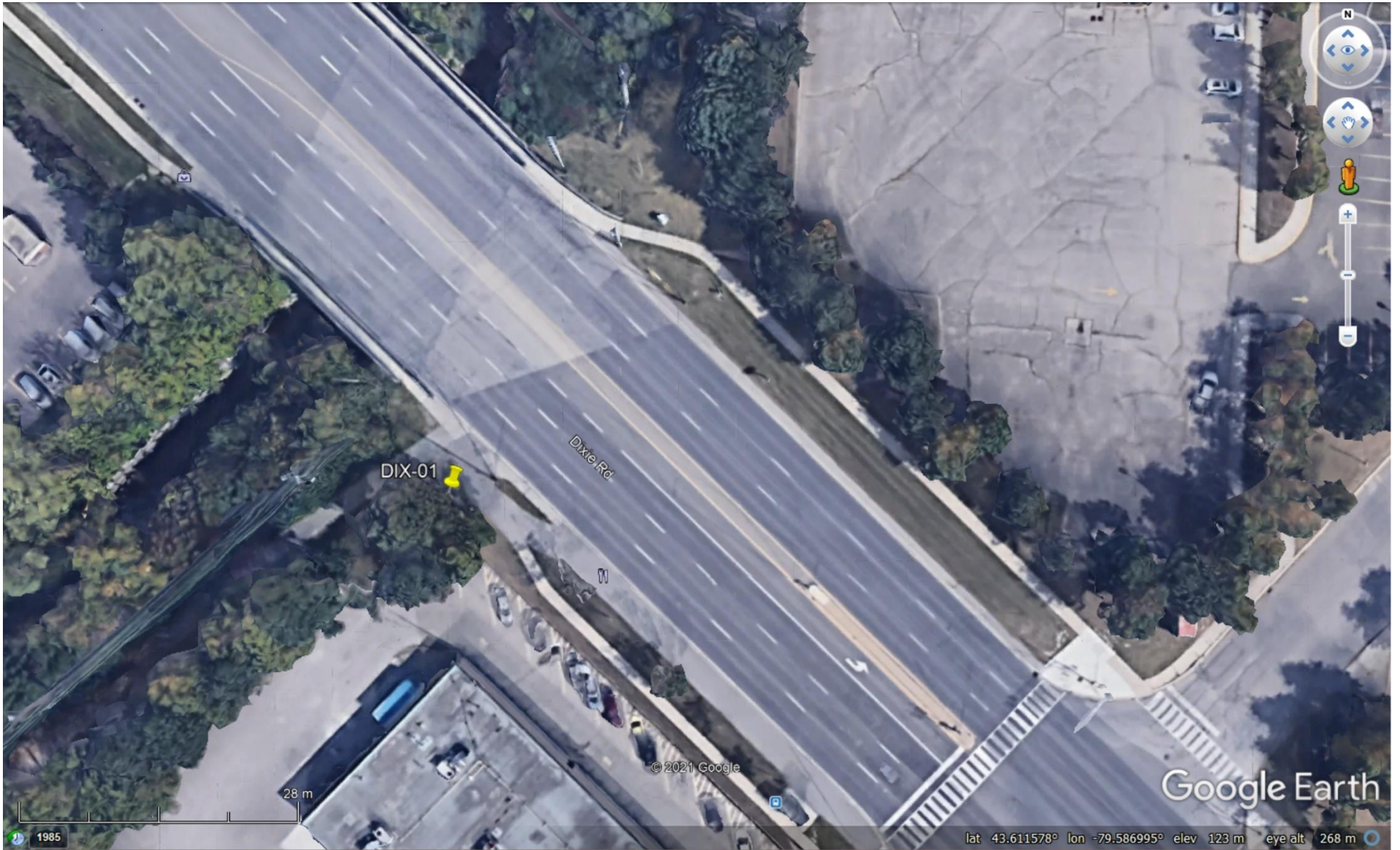
- a) Nature and Exactness of Soil and Contaminant Description: Classification and identification of soils, rocks, geological units, contaminant materials and quantities have been based on investigations performed in accordance with the standards set out in Paragraph 1. Classification and identification of these factors are judgmental in nature. Comprehensive sampling and testing programs implemented with the appropriate equipment by experienced personnel may fail to locate some conditions. All investigations utilizing the standards of Paragraph 1 will involve an inherent risk that some conditions will not be detected and all documents or records summarizing such investigations will be based on assumptions of what exists between the actual points sampled. Actual conditions may vary significantly between the points investigated and the Client and all other persons making use of such documents or records with our express written consent should be aware of this risk and the Report is delivered subject to the express condition that such risk is accepted by the Client and such other persons. Some conditions are subject to change over time and those making use of the Report should be aware of this possibility and understand that the Report only presents the conditions at the sampled points at the time of sampling. If special concerns exist, or the Client has special considerations or requirements, the Client should disclose them so that additional or special investigations may be undertaken which would not otherwise be within the scope of investigations made for the purposes of the Report.
- b) Reliance on Provided Information: The evaluation and conclusions contained in the Report have been prepared on the basis of conditions in evidence at the time of site inspections and on the basis of information provided to Thurber. Thurber has relied in good faith upon representations, information and instructions provided by the Client and others concerning the site. Accordingly, Thurber does not accept responsibility for any deficiency, misstatement or inaccuracy contained in the Report as a result of misstatements, omissions, misrepresentations, or fraudulent acts of the Client or other persons providing information relied on by Thurber. Thurber is entitled to rely on such representations, information and instructions and is not required to carry out investigations to determine the truth or accuracy of such representations, information and instructions.
- c) Design Services: The Report may form part of design and construction documents for information purposes even though it may have been issued prior to final design being completed. Thurber should be retained to review final design, project plans and related documents prior to construction to confirm that they are consistent with the intent of the Report. Any differences that may exist between the Report's recommendations and the final design detailed in the contract documents should be reported to Thurber immediately so that Thurber can address potential conflicts.
- d) Construction Services: During construction Thurber should be retained to provide field reviews. Field reviews consist of performing sufficient and timely observations of encountered conditions in order to confirm and document that the site conditions do not materially differ from those interpreted conditions considered in the preparation of the report. Adequate field reviews are necessary for Thurber to provide letters of assurance, in accordance with the requirements of many regulatory authorities.

### 6. RELEASE OF POLLUTANTS OR HAZARDOUS SUBSTANCES

Geotechnical engineering and environmental consulting projects often have the potential to encounter pollutants or hazardous substances and the potential to cause the escape, release or dispersal of those substances. Thurber shall have no liability to the Client under any circumstances, for the escape, release or dispersal of pollutants or hazardous substances, unless such pollutants or hazardous substances have been specifically and accurately identified to Thurber by the Client prior to the commencement of Thurber's professional services.

### 7. INDEPENDENT JUDGEMENTS OF CLIENT

The information, interpretations and conclusions in the Report are based on Thurber's interpretation of conditions revealed through limited investigation conducted within a defined scope of services. Thurber does not accept responsibility for independent conclusions, interpretations, interpolations and/or decisions of the Client, or others who may come into possession of the Report, or any part thereof, which may be based on information contained in the Report. This restriction of liability includes but is not limited to decisions made to develop, purchase or sell land.







APPENDIX C  
2019 Technical Study Expansions

July 26, 2019

Version 1.0  
Matrix 24603-531

**Muneef Ahmad, P.Eng.**  
**Project Manager, Environmental Services Section**  
**CITY OF MISSISSAUGA**  
Suite 800, 201 City Centre Dr.  
Mississauga, ON L5B 2T4

**Subject: Natural Heritage Evaluation Cost Estimate for the Dixie-Dundas Flood Mitigation Project,  
City of Mississauga**

Dear Mr. Ahmad:

## 1 INTRODUCTION

Matrix Solutions Inc. is pleased to provide this cost estimate to complete a natural heritage evaluation (NHE) for the extended feasibility study area for the Dixie-Dundas Flood Mitigation Project. The original study area included Little Etobicoke Creek and its natural valley corridor from 500 m upstream of the Dixie Road bridge to 50 m downstream. The extended study area includes approximately 1.2 km of additional channel length and valley corridor downstream to Dundas Street. A NHE is required to establish the significance and sensitivity of the natural features present within the extended study area. This cost estimate is based on the tasks outlined below.

## 2 WORK PLAN

### 2.1 Natural Heritage Evaluation

Matrix will complete an NHE for the expanded study area identified with the City of Mississauga (the City) during the project milestone meeting on June 27, 2019. The NHE will consist of the following tasks to be completed throughout 2019:

- background review and consultation with regulatory agencies (Fisheries and Oceans Canada, Ministry of the Environment, Conservation and Parks [MECP], and Toronto and Region Conservation Authority [TRCA]) to collect existing ecosystem information and Species at Risk (SAR) potential
- identification of natural features to the extent possible through satellite imagery, air photo review and any secondary information available from the City's Natural Areas Survey, the City's Official Plan and the Region of Peel's Official Plan
- field investigations, which will include:

- ✦ Ecological Land Classification (ELC) within the expanded study area to delineate vegetation communities
- ✦ two-season botanical inventory (summer and fall) within the extended study area to record the presence or absence of significant vegetation
- ✦ aquatic habitat mapping of Little Etobicoke Creek for the extended study area
- ✦ evaluation of SAR and Significant Wildlife Habitat (SWH) within the extended study area

Based on *Ecological Land classification for Southern Ontario: First Approximation and Its Application* (Lee et al. 1998), ELC data will be collected to determine the provincial and local rarity status of the vegetation community. We propose a two-season botanical inventory, which will be collected in conjunction with the ELC mapping task. The botanical inventory will provide information on SAR plants within the study area. The original study included a spring and summer botanical inventory. Since the study area was extended after the spring botany timeline, the extended study area will not contain spring data. A three-season inventory would provide a full data set for analysis and therefore a provisional item has been added to section 3.1.1 to complete a spring botanical inventory in 2020.

Aquatic habitat mapping will include the collection of information such as channel morphology, riparian and instream vegetation, preferred habitat characteristics (i.e. woody debris and undercut banks) to determine fish habitat potential.

The SAR and SWH evaluation will be based on known flora and fauna occurrences, which will be determined through the MECP SAR screening, Natural Heritage Information Centre, and/or the Significant Wildlife Habitat Technical Guide and supporting mitigation tools. During the field investigation, evidence of bird nests and bat maternity roosts will be noted to document potential SAR or SWH use.

The additional data will be added to the existing NHE report for the original study area which will outline the finding of the NHE for the entire study area and will identify any constraints identified. Recommendations of setbacks will also be provided in the report as well as any other relevant technical information that should be taken into consideration during feasibility study and Environmental Assessment (EA) phase.

### 2.1.1 Reporting

The information collected throughout the extended study area will be summarized and will be discussed in a NHE Report prepared for the entire study area (original study area and extended study area). In addition, a constraints map will be created showing natural heritage features within the study area to assist in refining the list of alternative solutions during the feasibility study and EA phase of the project. The report will be provided to the City of Mississauga for review and will be finalized upon receipt of one round of comments (from the City of Mississauga and TRCA).

### 3 COST ESTIMATE

The estimated cost to undertake this study is **\$17,840.00** (Table 1). The total cost includes expenses and disbursements but excludes HST. This is an upset limit that will not be exceeded without authorization.

#### 3.1 Provisional Item

A spring botanical survey can not be completed for the study area extension because the spring timing window has expired for the 2019 season. We have provided a provisional item to complete the spring botanical survey during the Spring of 2020 in order to create a fuller data set which would include a three-season inventory. The cost of this assessment will be an additional **\$3,046.00** (Table 2).

TABLE 1 Cost Estimate for Extended Study Area

Phase and Task Description	Quantity	Rate	Matrix Charges	Subtotal	Estimated Cost
<b>Project Coordination &amp; Meetings</b>					
<b>Project Coordination</b>					
Senior 1	2 Hour(s)	\$175.00	\$350.00		
Project 4	2 Hour(s)	\$130.00	\$260.00		
Project 3	8 Hour(s)	\$120.00	\$960.00		
	<i>Task Subtotal</i>			\$1,570.00	
<b>Update Background Review</b>					
Project 3	2 Hour(s)	\$120.00	\$240.00		
	<i>Task Subtotal</i>			\$240.00	
<b>Update Data Requests</b>					
Project 3	2 Hour(s)	\$120.00	\$240.00		
	<i>Task Subtotal</i>			\$240.00	
<b>Subtotal for Project Coordination &amp; Meetings</b>					<b>\$2,050.00</b>
<b>Field work</b>					
<b>Aquatic habitat assesment and fish community</b>					
Project 4	12 Hour(s)	\$130.00	\$1,560.00		
Project 2	12 Hour(s)	\$110.00	\$1,320.00		
Kilometres/Mileage	180 Each	\$0.95	\$171.00		
Electrofischer - Backpack	1 day(s)	\$335.00	\$335.00		
Basic Field Kit Ontario	1 day(s)	\$50.00	\$50.00		
	<i>Task Subtotal</i>			\$3,436.00	
<b>ELC and Summer Botany</b>					
Project 3	12 Hour(s)	\$120.00	\$1,440.00		
Project 2	12 Hour(s)	\$110.00	\$1,320.00		
Kilometres/Mileage	180 Each	\$0.95	\$171.00		
Basic Field Kit Ontario	1 day(s)	\$50.00	\$50.00		
	<i>Task Subtotal</i>			\$2,981.00	
<b>Fall Botany</b>					
Project 3	12 Hour(s)	\$120.00	\$1,440.00		
Project 2	12 Hour(s)	\$110.00	\$1,320.00		
Kilometres/Mileage	180 Each	\$0.95	\$171.00		
Basic Field Kit Ontario	1 day(s)	\$50.00	\$50.00		
	<i>Task Subtotal</i>			\$2,981.00	
<b>Subtotal for Field work</b>					<b>\$9,398.00</b>
<b>Data Analysis</b>					
<b>Data Entry and Analysis</b>					
Project 4	10 Hour(s)	\$130.00	\$1,300.00		
Project 3	10 Hour(s)	\$120.00	\$1,200.00		
	<i>Task Subtotal</i>			\$2,500.00	
<b>Subtotal for Data Analysis</b>					<b>\$2,500.00</b>
<b>Reporting</b>					
<b>Report Updates</b>					
Senior 1	4 Hour(s)	\$175.00	\$700.00		
Project 3	12 Hour(s)	\$120.00	\$1,440.00		
	<i>Task Subtotal</i>			\$2,140.00	
<b>GIS Mapping</b>					
Senior 1	2 Hour(s)	\$175.00	\$350.00		
Project 1	6 Hour(s)	\$100.00	\$600.00		
	<i>Task Subtotal</i>			\$950.00	
<b>Subtotal for Reporting</b>					<b>\$3,090.00</b>
<b>TOTALS</b>					
<b>Total For All Phases</b>					<b>\$17,038.00</b>
<b>Misc. Expenses (5% of Professional Fees)</b>					<b>\$802.00</b>
<b>Total Project Estimate</b>					<b>\$17,840.00</b>

NOTE: Costs shown above are an estimate for the proposed scope and do not include applicable taxes. Actual costs will be billed on a time and materials basis. Matrix Solutions Inc. applies a fixed disbursement charge of 5% of professional fees billed to support our Health and Safety program, modelling and database software licensing fees, and various other miscellaneous expenses such as couriers, photocopying, parking, and taxis. All costs are based on Matrix Solutions' rates and third party pricing available to Matrix on the date this estimate was prepared. The total cost will not be exceeded by more than 10% without prior consultation. This estimate is valid for 90 days from the date it was issued.

TABLE 2 Cost Estimate for Provisional Item

Phase and Task Description	Quantity	Rate	Matrix Charges	Subtotal	Estimated Cost
<b>Provisional Item</b>					
<b>Spring Botany for study area extention</b>					
Senior 1	3 Hour(s)	\$175.00	\$525.00		
Project 3	10 Hour(s)	\$120.00	\$1,200.00		
Project 2	10 Hour(s)	\$110.00	\$1,100.00		
Kilometres/Mileage	180 Each	\$0.95	\$171.00		
Basic Field Kit Ontario	1 day(s)	\$50.00	\$50.00		
	<i>Task Subtotal</i>			\$3,046.00	
			<b>Subtotal for Provisional Item</b>		<b>\$3,046.00</b>
<b>TOTALS</b>			<b>Total For All Phases</b>		<b>\$3,046.00</b>
			<b>Misc. Expenses (0% of Professional Fees)</b>		<b>\$0.00</b>
			<b>Total Project Estimate</b>		<b>\$3,046.00</b>

NOTE: Costs shown above are an estimate for the proposed scope and do not include applicable taxes. Actual costs will be billed on a time and materials basis. All costs are based on Matrix Solutions' rates and third party pricing available to Matrix on the date this estimate was prepared. The total cost will not be exceeded by more than 10% without prior consultation. This estimate is valid for 90 days from the date it was issued.

### 3.2 Work Plan Assumptions

The assumptions presented in the original work plan remain valid. Additional assumptions directly related to this scope change are as follows:

- Matrix assumes that three days of field effort for a two-person field crew will be sufficient to complete natural heritage data collection.
- This scope accounts for one major revision of the NHE report based on comments from regulatory agencies as well as the City of Mississauga. Should multiple rounds of revisions be required due to conflicting recommendations from the City and other agencies, a scope change will be required to undertake additional rounds of edits.
- This scope of work includes a two-season vegetation assessment (Summer and Fall 2019) inclusively as the time period for a spring botany survey has expired for 2019. If communications with MECP result in concerns regarding species at risk vegetation, or if SAR/SWH is found during the summer assessment, further assessments might be required. Such assessments would be discussed with the City of Mississauga prior to a scope change being requested.

## 4 CLOSURE

Any questions regarding the scope change should be directed to Andrew Doherty at 226.314.1924 ([adoherty@matrix-solutions.com](mailto:adoherty@matrix-solutions.com)) or Karen Reis at 226.314.1914 ([kreis@matrix-solutions.com](mailto:kreis@matrix-solutions.com)).

Sincerely,

### MATRIX SOLUTIONS INC.

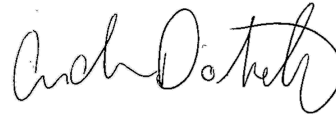


Karen Reis, B.E.S (Hons)  
Ecologist/Arborist

### Reviewed by



Shaun Toner, B.Sc., P.Biol, PMP, CAN-CISEC  
Senior Environmental Scientist/General Manager



Andrew Doherty, P. Eng.  
Water Resources Engineer/Project Coordinator

KR/oa  
Attachment

## VERSION CONTROL

Version	Date	Issue Type	Filename	Description
V1.0	26-Jul-2019	Final	24603-531 Dixie-Dundas Scope Change 2019-07-26 F V1.0.docx	Issued to client

## REFERENCE

Lee H. et al. 1998. *Ecological Land Classification for Southern Ontario: First Approximation and Its Application*. Ontario Ministry of Natural Resources, Southcentral Science Section, Science Development and Transfer Branch. SCSS Field Guide FG-02.

### DISCLAIMER

This work plan was prepared for the City of Mississauga (the City). The work plan may not be relied upon by any other person or entity without our written consent and that of the City. Matrix Solutions Inc. has exercised reasonable skill, care, and diligence in assessing third-party information obtained during preparation of this work plan. While Matrix Solutions Inc. believe that the information provided is correct, Matrix Solutions Inc. accepts no responsibility for the accuracy or reliability of such third-party information however obtained. Any uses of this work plan by a third party, or any reliance on decisions made based on it, are the responsibility of that party. Matrix Solutions Inc. is not responsible for damages or injuries incurred by any third party, as a result of decisions made or actions taken based on this work plan.



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**ACKNOWLEDGEMENT OF MATRIX SCOPE CHANGE**

We accept the work plan and cost estimate dated July 26, 2019, with respect to Additional Natural Heritage Evaluation - Scope Change for the Dixie-Dundas Flood Mitigation Feasibility Study, City of Mississauga (Matrix 24603-531). We authorize Matrix Solutions Inc. to proceed with the described Scope Change.

**City of Mississauga**

Per: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

[Please return by email, fax, or regular mail]



**THURBER** ENGINEERING LTD.

July 8, 2019

File: 25025

Matrix Solutions Inc.  
Unit 7B, 650 Woodlawn Rd W  
Guelph, ON N1K 1B8

Attention: Andrew Doherty, P.Eng.

**PROPOSAL  
GEOTECHNICAL DESKTOP STUDY – EXPANDED STUDY AREA  
DIXIE-DUNDAS FLOOD MITIGATION  
MISSISSAUGA, ONTARIO**

Dear Mr. Doherty:

Thurber Engineering Ltd. (Thurber) is pleased to present you with this proposal to conduct a geotechnical desktop study in support of a feasibility assessment for the flood mitigation study of Little Etobicoke Creek by the intersection of Dixie Road and Dundas Street East in Mississauga, Ontario. This proposal outlines our proposed scope of work, schedule and cost to carry out the work.

It is a condition of this proposal that Thurber's performance of its professional services will be subject to the attached Statement of Limitations and Conditions.

**BACKGROUND**

The original extents of anticipated flood mitigation work included approximately 500 m upstream to 50 m downstream of Dixie Road Bridge in Mississauga, Ontario. The limits of the study area have since increased and now extend downstream to Dundas Street East, just before the bridge.

**PROPOSED SCOPE OF WORK**

Activities that will be carried out in association with this geotechnical desktop study consist of the following:

- A review of available information from the Ministry of Transportation (MTO) Foundation Library service (i.e. Geocres);
- A site visit in order to assess the site conditions within the study area, including existing slopes, creekbanks and pavements; and
- Preparation of a geotechnical desktop study report providing preliminary geotechnical recommendations for slope/creek stabilization along the expanded study area as well as recommendations for further work during the detailed design stage.



## ESTIMATE OF COST

The estimated cost to carry out the proposed scope of work is provided in the following table and is broken down as follows:

TASK	COST
Desktop study	\$550
Site visit	\$1,550
Engineering and reporting	\$3,600
<b>TOTAL ESTIMATED COST (excluding HST)</b>	<b>\$5,700</b>

## SCHEDULE

Thurber is available and prepared to begin work on this project as soon as we receive written approval to proceed.

## SCOPE OF WORK ASSUMPTIONS

For the purposes of developing the scope of work, we have made the following assumptions:

- Thurber will not be attending any meetings.

## CLOSURE

We would like to thank you for the opportunity to submit our proposal and we look forward to working with you on this project. Should you have any questions, please contact our office.

Yours truly,

Thurber Engineering Ltd.

Michael Eastman, P.Eng.  
Geotechnical Engineer

Renato Pasqualoni, P.Eng.  
Principal



## STATEMENT OF LIMITATIONS AND CONDITIONS

### 1. STANDARD OF CARE

This Report has been prepared in accordance with generally accepted engineering or environmental consulting practices in the applicable jurisdiction. No other warranty, expressed or implied, is intended or made.

### 2. COMPLETE REPORT

All documents, records, data and files, whether electronic or otherwise, generated as part of this assignment are a part of the Report, which is of a summary nature and is not intended to stand alone without reference to the instructions given to Thurber by the Client, communications between Thurber and the Client, and any other reports, proposals or documents prepared by Thurber for the Client relative to the specific site described herein, all of which together constitute the Report.

IN ORDER TO PROPERLY UNDERSTAND THE SUGGESTIONS, RECOMMENDATIONS AND OPINIONS EXPRESSED HEREIN, REFERENCE MUST BE MADE TO THE WHOLE OF THE REPORT. THURBER IS NOT RESPONSIBLE FOR USE BY ANY PARTY OF PORTIONS OF THE REPORT WITHOUT REFERENCE TO THE WHOLE REPORT.

### 3. BASIS OF REPORT

The Report has been prepared for the specific site, development, design objectives and purposes that were described to Thurber by the Client. The applicability and reliability of any of the findings, recommendations, suggestions, or opinions expressed in the Report, subject to the limitations provided herein, are only valid to the extent that the Report expressly addresses proposed development, design objectives and purposes, and then only to the extent that there has been no material alteration to or variation from any of the said descriptions provided to Thurber, unless Thurber is specifically requested by the Client to review and revise the Report in light of such alteration or variation.

### 4. USE OF THE REPORT

The information and opinions expressed in the Report, or any document forming part of the Report, are for the sole benefit of the Client. NO OTHER PARTY MAY USE OR RELY UPON THE REPORT OR ANY PORTION THEREOF WITHOUT THURBER'S WRITTEN CONSENT AND SUCH USE SHALL BE ON SUCH TERMS AND CONDITIONS AS THURBER MAY EXPRESSLY APPROVE. Ownership in and copyright for the contents of the Report belong to Thurber. Any use which a third party makes of the Report, is the sole responsibility of such third party. Thurber accepts no responsibility whatsoever for damages suffered by any third party resulting from use of the Report without Thurber's express written permission.

### 5. INTERPRETATION OF THE REPORT

- a) Nature and Exactness of Soil and Contaminant Description: Classification and identification of soils, rocks, geological units, contaminant materials and quantities have been based on investigations performed in accordance with the standards set out in Paragraph 1. Classification and identification of these factors are judgmental in nature. Comprehensive sampling and testing programs implemented with the appropriate equipment by experienced personnel may fail to locate some conditions. All investigations utilizing the standards of Paragraph 1 will involve an inherent risk that some conditions will not be detected and all documents or records summarizing such investigations will be based on assumptions of what exists between the actual points sampled. Actual conditions may vary significantly between the points investigated and the Client and all other persons making use of such documents or records with our express written consent should be aware of this risk and the Report is delivered subject to the express condition that such risk is accepted by the Client and such other persons. Some conditions are subject to change over time and those making use of the Report should be aware of this possibility and understand that the Report only presents the conditions at the sampled points at the time of sampling. If special concerns exist, or the Client has special considerations or requirements, the Client should disclose them so that additional or special investigations may be undertaken which would not otherwise be within the scope of investigations made for the purposes of the Report.
- b) Reliance on Provided Information: The evaluation and conclusions contained in the Report have been prepared on the basis of conditions in evidence at the time of site inspections and on the basis of information provided to Thurber. Thurber has relied in good faith upon representations, information and instructions provided by the Client and others concerning the site. Accordingly, Thurber does not accept responsibility for any deficiency, misstatement or inaccuracy contained in the Report as a result of misstatements, omissions, misrepresentations, or fraudulent acts of the Client or other persons providing information relied on by Thurber. Thurber is entitled to rely on such representations, information and instructions and is not required to carry out investigations to determine the truth or accuracy of such representations, information and instructions.
- c) Design Services: The Report may form part of design and construction documents for information purposes even though it may have been issued prior to final design being completed. Thurber should be retained to review final design, project plans and related documents prior to construction to confirm that they are consistent with the intent of the Report. Any differences that may exist between the Report's recommendations and the final design detailed in the contract documents should be reported to Thurber immediately so that Thurber can address potential conflicts.
- d) Construction Services: During construction Thurber should be retained to provide field reviews. Field reviews consist of performing sufficient and timely observations of encountered conditions in order to confirm and document that the site conditions do not materially differ from those interpreted conditions considered in the preparation of the report. Adequate field reviews are necessary for Thurber to provide letters of assurance, in accordance with the requirements of many regulatory authorities.

### 6. RELEASE OF POLLUTANTS OR HAZARDOUS SUBSTANCES

Geotechnical engineering and environmental consulting projects often have the potential to encounter pollutants or hazardous substances and the potential to cause the escape, release or dispersal of those substances. Thurber shall have no liability to the Client under any circumstances, for the escape, release or dispersal of pollutants or hazardous substances, unless such pollutants or hazardous substances have been specifically and accurately identified to Thurber by the Client prior to the commencement of Thurber's professional services.

### 7. INDEPENDENT JUDGEMENTS OF CLIENT

The information, interpretations and conclusions in the Report are based on Thurber's interpretation of conditions revealed through limited investigation conducted within a defined scope of services. Thurber does not accept responsibility for independent conclusions, interpretations, interpolations and/or decisions of the Client, or others who may come into possession of the Report, or any part thereof, which may be based on information contained in the Report. This restriction of liability includes but is not limited to decisions made to develop, purchase or sell land.

Date: May 10, 2021  To: Chair and Members of General Committee  From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works	Originator's files:    Meeting date: May 26, 2021
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## Subject

**Construction of Noise Walls along Southdown Road between South Sheridan Way and Wiseman Court (Ward 2)**

## Recommendations

1. That capital project PN 19-188 Noise Wall Program Retrofit be amended to a gross budget of \$2,300,000 to be funded from the Tax-Capital Reserve Fund (33121) and the DCA Roads and Related Infrastructure Reserve Fund (31335);
2. That funding of \$650,000 be transferred from the Tax-Capital Reserve Fund (33121) to PN 19-188 Noise Wall Program Retrofit;
3. That funding of \$650,000 be transferred from the DCA Roads and Related Infrastructure Reserve Fund (31335) to PN 19-188 Noise Wall Program Retrofit;
4. That Council express its intent to fund PN 19-188 Noise Wall Program Retrofit to the extent allowable from current and future development charges; and,
5. That all necessary bylaws be enacted.

## Background

Noise walls are required along Southdown Road, on the east side between South Sheridan Way and Truscott Road; and on the west side between Truscott Drive and Wiseman Court to meet the Ministry of Environment, Conservation and Parks (MECP) Environmental Noise Guideline (NPC-300). Appendix 1 delineates the extent of noise walls required. These noise walls are recommended to be completed in advance of other road improvement and renewal works planned for Southdown Road, including a multi-use trail, intersection improvements at Southdown Road and Truscott Drive, and roadway rehabilitation work, tentatively scheduled for 2023. Approximately \$1,000,000 is available from capital project PN 19-188 Noise Wall Program Retrofit for the construction of these noise walls.

## Present Status

Additional funding in the amount of \$1,300,000 is required in anticipation of increased construction costs associated with the close proximity of utilities and trees, as well as recent unit price increases for noise wall installations since the project budget was previously estimated.

The detailed design of the noise wall project is nearly complete and is scheduled to be tendered for construction by June 30, 2021.

## Comments

Under the MECP Environmental Noise Guideline (NPC-300), the City is required to implement noise mitigation measures to protect the outdoor living areas (OLA) of residents who live along the City's road network.

Eligibility criteria for noise wall upgrades and replacements across the City are outlined in the City's *Policy 09-03-03 Noise Attenuation Barriers on Major Roadways*. The planned noise wall installation locations along Southdown Road between South Sheridan Way and Wiseman Court meet these criteria.

Delay of the noise wall construction to a future year would require either a delay to the planned multi-use trail, intersection improvements, and road rehabilitation works along Southdown Road, or re-work and additional costs should certain elements proceed in advance of the noise wall installation.

## Options

Staff has identified two options for managing the funding shortfall for the noise wall construction, as outlined below.

- Option 1: Increase the funding required to construct all of the planned noise walls along Southdown Road between South Sheridan Way and Wiseman Court in advance of the construction of the multi-use trail, intersection improvements and road rehabilitation works. This option would ensure that these subsequent works are not impacted by a delay to the noise wall installation and would minimize disruptions to nearby residents and road users; or,
- Option 2: Utilize existing funds to construct a portion of the noise walls in advance of the other planned roadway improvement and renewal works. The remaining portion of the noise walls would be deferred to a future construction year. This option may impact the other improvement and/or renewal works should they proceed in advance of the remaining noise wall installations, resulting in additional construction mobilization costs and further disruptions to nearby residents and road users. Deferring a portion of the noise wall construction to a future year may also result in damages to the other, newly constructed roadway improvement and renewal works.

Option 1 is the preferred option as it minimizes construction mobilization costs, disruptions to local residents and road users, and damages to new infrastructure.

## Financial Impact

Capital project PN 19-188 Noise Wall Program Retrofit requires additional funding of \$1,300,000 in order to construct all of the proposed noise walls along Southdown Road in advance of the construction of the multi-use trail, intersection improvements and road rehabilitation works (Option 1). As the noise walls are being installed as part of the retrofit program, the funding request is split between two reserve funds:

Reserve Fund	Amount
Tax-Capital Reserve Fund (33121)	\$650,000
DCA Roads and Related Infrastructure Reserve Fund (31335)	\$650,000
<b>Total Request</b>	<b>\$1,300,000</b>

Additional funding of \$1,300,000 will increase the project's current gross budget from \$1,000,000 to \$2,300,000.

## Conclusion

The approval of additional funding to capital project PN 19-188, as requested, will allow the construction of the noise walls along Southdown Road to proceed in advance of the other planned roadway improvement and renewal works along this corridor. This will minimize the City's construction costs and disruptions to the local residents, businesses and road users.

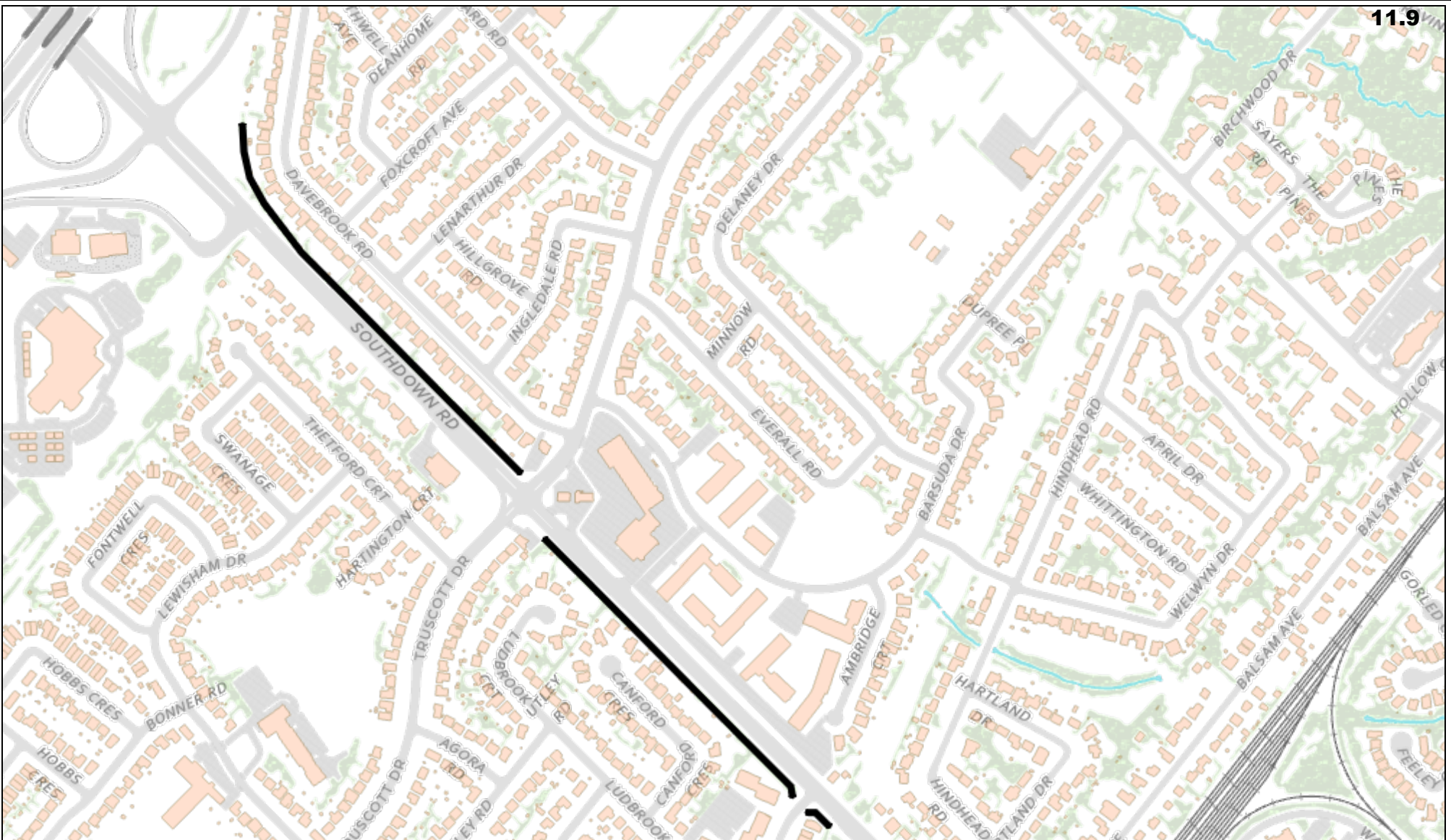
## Attachments

Appendix 1: Proposed Noise Walls along Southdown Road



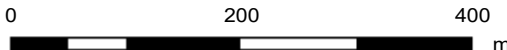


Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works

Prepared by: Steven Guan, Transportation Infrastructure Technologist



THIS IS NOT A PLAN OF SURVEY

 <b>MISSISSAUGA</b>		
Transportation & Works		
Infrastructure Planning & Engineering Services		
Appendix 1 Proposed Noise Walls Along Southdown Road		
		



City of Mississauga  
**Corporate Report**



<p>Date: April 13, 2021</p> <p>To: Chair and Members of General Committee</p>	<p>Originator's files:</p>
<p>From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works</p>	<p>Meeting date: May 26, 2021</p>

## Subject

**Torbram Road Grade Separations Project – Contract Amendment (Ward 5)**

## Recommendation

That the Purchasing Agent or designate be authorized to increase the contract with AECOM Canada Ltd., for engineering consulting services, which includes contract administration and detailed design for the Torbram Road Grade Separations Project (PN 6104) from \$7,520,000 to \$8,220,000.

## Executive Summary

- The City of Mississauga currently has a contract with AECOM Canada Ltd. for engineering consulting services for the Torbram Road Grade Separations.
- In October 2014, the contract for the construction of the Torbram Road Grade Separations Project was awarded to Dufferin Construction Company, a division of CRH Canada Group Inc. (referred to as Dufferin).
- The Project was substantially complete in July 2020 and both the Metrolinx and CN Railway (CNR) bridges have been in service and both underpasses on Torbram Road at the Metrolinx and CNR tracks have been open to the public.
- Upon substantial completion of the Project in July 2020, AECOM contract administrative services are still required to provide the ongoing review of Dufferin's claims, requests for change orders and deficiencies.
- During the construction of the Torbram Road Grade Separations Project, Metrolinx changed its standards and requirements regarding the installation of the 1,800 mm diameter trunk sanitary sewer. To avoid further delays of the opening of the underpasses, the 1,800 mm trunk sanitary sewer was deleted from the contract with Dufferin. The installation of the 1,800 mm sewer is scheduled to be redesigned and tendered for construction in 2021.

- AECOM submitted an estimate of \$700,000 to cover additional design revisions and engineering consulting services for a revised total of \$8.22 million to complete the Project. The cost for engineering consulting services of this Project is estimated to increase from \$7.52 million to \$8.22 million – an increase of \$700,000. An estimated \$385,000 will be invoiced to Metrolinx, and the remaining \$315,000 to be cost shared as part of the Municipal Cost Sharing Agreement.

## Background

Torbram Road is a major four-lane urban collector road which has two major at-grade rail crossings; the first is CNR (Mileage 10.49 on the Halton Subdivision) at the north City boundary with the City of Brampton; and the second with Metrolinx (Mileage 16.17 on the Weston Subdivision) just south of Rena Road. Both crossings are currently three-track facilities.

An Environmental Study Report (ESA) for the Torbram Road North and South Grade Separations was completed by Acres International in 2005. Based on their ESA, the existing road, the railway traffic volume, and future growth indicated a detailed design and construction of the grade separations was necessary. An evaluation process was conducted and the results indicated the underpass alternative for both crossings was the preferred method as it minimizes the impact on the natural and socio-economic environments. The purpose of this Project is to provide safe pedestrian and vehicular traffic movement on Torbram Road by eliminating the road/rail at-grade crossings.

This is a complex Project with four major stakeholders including the City of Mississauga, City of Brampton, CNR and Metrolinx. The City of Mississauga is the proponent for this Project and is working in conjunction with the City of Brampton as Torbram Road traverses both municipalities.

In October 2014, the contract for the construction of the Torbram Road Grade Separations Project was awarded to Dufferin Construction Company, a division of CRH Canada Group Inc. (formerly known as Dufferin Construction Company, a division of Holcim Canada Inc.).

The Project was substantially completed in July 2020 and both Metrolinx and CNR bridges have been in service and both underpasses on Torbram Road at the Metrolinx and CNR tracks have been open to the public.

## Comments

AECOM was retained by the City of Mississauga in October 2016 to complete the engineering consulting services for the Torbram Road Grade Separations including detailed design, identify property requirements, utility relocation, contract drawings, tender documents preparation and contract administration.

Construction for the Torbram Road Grade Separations started in October 2014 and was substantially complete in July 2020.

Although this Project has attained substantial completion, AECOM engineering consulting services are still required to provide the review of Dufferin's claims, requests for change orders, deficiencies that have been disputed by Dufferin, incomplete as-built documents and progress payments challenged and delayed by Dufferin. All these issues are expected to be resolved and settled by end of June 2021.

During the construction of Torbram Road Grade Separations Project, Metrolinx changed its standards and requirements regarding the installation of the 1800 mm diameter trunk sanitary sewer. The 1800 mm diameter trunk sanitary sewer is required to be installed by micro-tunneling method in lieu of the conventional jack and bore method at the Metrolinx tracks. Dufferin provided a high cost estimate to perform that work under a Change Order. In order to complete all road work and open the underpass at the Metrolinx railway bridge to the public without further delays, the City of Mississauga decided to delete all items related to the installation of 1800mm diameter trunk sanitary sewer and re-tender upon completion of Torbram Road Grade Separations construction contract. For that purpose, the City of Mississauga approached AECOM to redesign and provide engineering consulting services for the 1800mm diameter trunk sanitary sewer at the Metrolinx Grade Separation for the new tender to be issued in 2021.

AECOM submitted an estimate of \$700,000 to cover additional engineering consulting services for a revised total of \$8.22 million to complete the Project. The cost for the engineering consulting services for this Project is estimated to increase from \$7.52 million to \$8.22 million – an increase of \$700,000. An estimated \$385,000 will be invoiced to Metrolinx, with the remaining \$315,000 to be cost shared as part of the Municipal Cost Sharing Agreement.

In accordance with the Purchasing By-law #374-2006, Section 18 (2) (d) (ii) Council approval is required if an amendment is of a value that on its own or if added together with any and all previous amendments made to the Original Commitment is over \$1,000,000. Council has approved previous increases, reference GC-0494-12, GC-0224-17 and GC-0081-2019.

## **Financial Impact**

There is no financial impact to the City to increase AECOM's contract from \$7.52 million to \$8.22 million, as this requested amount is within budget in PN 6104, previously approved by Council.

## Conclusion

In October 2014, the City awarded the construction of Torbram Road Grade Separations Project to Dufferin Construction Company. Due to the complex nature of this Project, a number of significant challenges caused delays in the construction and additional funding for the City's consultant, AECOM is required to complete the Project.

AECOM is providing the engineering consulting services and submitted a revised total cost of \$8.22 million from \$7.52 million, an increase of \$700,000. The additional costs are largely due to providing on going contract administration functions related to Dufferin's delay claims and to cover the engineering consulting services functions for the relocation of the 1,800 mm diameter trunk sanitary sewer. This report seeks approval to increase the contract upset limit with AECOM in the amount of \$700,000 to cover the engineering consulting services to Project completion December 2022.



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

Prepared by: Kenneth Truong, P. Eng. Project Manager

Date: May 10, 2021

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:  
May 26, 2021

## **Subject**

**Designation of Bicycle Lanes and Multi-Use Trails – Various Locations  
(Wards 5, 6, 7, 8, 9 and 11)**

## **Recommendation**

That a by-law be enacted to make the necessary amendments to Traffic By-Law 555-2000, as amended, including modifications to Schedule 3 (No Parking), Schedule 15 (Lane Designation), Schedule 34 (Bicycle Lanes) and Schedule 35 (Multi-Use Trails), in order to reflect newly constructed bicycle lanes and multi-use trails, as set out in the report titled “Designation of Bicycle Lanes and Multi-Use Trails – Various Locations (Wards 5, 6, 7, 8, 9 and 11)” dated May 10, 2021 from the Commissioner of Transportation and Works.

## **Background**

The Transportation and Works Department has recently constructed bicycle lanes and multi-use trails in several locations across the City. These locations are aligned with the criteria contained within the Cycling Master Plan and Implementation Strategy. For each location, consultation with the respective Ward councillor and area residents was completed, where required.

Bicycle lanes designated under Traffic By-law 555-2000, as amended, are parts of the roadway that are designated for bicycle use only.

## **Comments**

Amendments are required to Schedule 3 (No Parking), Schedule 15 (Lane Designation), Schedule 34 (Bicycle Lanes) and Schedule 35 (Multi-Use Trails) of Traffic By-law 555-2000, as amended, to reflect the bicycle lanes and multi-use trails constructed since 2014 within road rights-of-way. In addition, housekeeping amendments are required to reflect the designation of turn-only lanes on roads with new bicycle lanes.

The following lists summarize the locations of the bicycle lane and multi-use trail projects that were completed in 2020 and require by-law amendments.

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## Bicycle Lanes

### Ward 5:

- Avebury Road, between Britannia Road West and Matheson Boulevard West (Ward 5)
- Morning Star Drive, between Collett Road and a point 35 metres (115 feet) west of Catalpa Road
- Morning Star Drive, between Airport Road and a point 35 metres (115 feet) west of Catalpa Road
- Morning Star Drive, between a point 65 metres (213 feet) east of Darcel Avenue (west) and the east City limit

### Ward 7:

- King Street West, between a point 120 metres (394 feet) west of Hurontario Street to Hurontario Street
- King Street East, between Hurontario Street and Camilla Drive
- Queen Street South, between Britannia Road West to a point 45 metres (148 feet) south of Caroline Street
- Queen Street South, between Britannia Road West and a point 25 metres (82 feet) south of Ellen Street
- Queen Street South, between a point 20 metres (66 feet) north of Ontario Street East to a point 200 metres (656 feet) south of Ontario Street

## Multi-Use Trails

### Ward 5:

- Mavis Road, between Cantay Road and Matheson Boulevard West

### Ward 6:

- Eglinton Avenue West, between Barbertown Road and Creditview Road

### Ward 8:

- Dundas Street West, between Fifth Line West and Erin Mills Parkway
- Eglinton Avenue West, between Glen Erin Drive and Metcalfe Avenue
- Winston Churchill Boulevard, between Unity Drive and a point 180 metres (590 feet) south of Unity Drive

### Ward 9:

- Derry Road West, between a point 220 metres (722 feet) west of Forest Park Drive and a point 160 metres (525 feet) east of Glen Erin Drive
- Winston Churchill Boulevard, between Crosscurrent Drive and Derry Road West

Ward 11:

Eglinton Avenue West, between Credit Valley Road and a point 210 metres (689 feet) east of Mississauga Road

## Financial Impact

There are no financial impacts resulting from the recommendations in this report.

## Conclusion

To ensure consistency and completeness, it is appropriate that Schedule 3 (No Parking), Schedule 15 (Lane Designation), Schedule 34 (Bicycle Lanes) and Schedule 35 (Multi-Use Trails), of Traffic By-law 555-2000, as amended, be amended to designate the bicycle lanes and multi-use trails that have been recently constructed and put into service within the road rights-of-way, as identified in this report.

## Attachments

Appendix 1: Bicycle Lane By-law Amendments to Traffic By-law 555-2000

Appendix 2: Multi-Use Trail By-law Amendments to Traffic By-law 555-2000



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

Prepared by: Mattéa Turco, Active Transportation Coordinator

**Bicycle Lane By-Law Amendments to Traffic By-law 555-2000**

City of Mississauga Corporate Report – May, 2021

Bicycle Lanes and Multi-Use Trails – Various Locations

It is recommended that Schedule 3 of By-law No. 555-2000, as amended, be amended by **DELETING** the following:

**SCHEDULE 3**  
**NO PARKING**

<b><u>COLUMN 1</u></b> <b><u>HIGHWAY</u></b>	<b><u>COLUMN 2</u></b> <b><u>SIDE</u></b>	<b><u>COLUMN 3</u></b> <b><u>BETWEEN</u></b>	<b><u>COLUMN 4</u></b> <b><u>PROHIBITED TIMES OR DAYS</u></b>
King Street West	North	Hurontario St and Confederation Pkwy	Anytime
King Street East	Both	Hurontario Street and Shepard Avenue	Anytime
Morning Star Drive	Both	Indian Line and Goreway Drive	Anytime
Morning Star Drive	Both	Goreway Drive and Airport Road	Anytime
Queen Street South	East	Ellen Street and Britannia Road West	Anytime
Queen Street South	East	A point 22 metres north of Kerr Street and a point 30 metres south of Ontario Street	Anytime
Queen Street South	West	Water Street and Ontario Street	Anytime

It is recommended that Schedule 3 of By-law No. 555-2000, as amended, be amended by **ADDING** the following:

**SCHEDULE 3**  
**NO PARKING**

<b><u>COLUMN 1</u></b> <b><u>HIGHWAY</u></b>	<b><u>COLUMN 2</u></b> <b><u>SIDE</u></b>	<b><u>COLUMN 3</u></b> <b><u>BETWEEN</u></b>	<b><u>COLUMN 4</u></b> <b><u>PROHIBITED TIMES OR DAYS</u></b>
Avebury Road	Both	Britannia Road West and Matheson Boulevard	Anytime
King Street West	Both	A point 120 m west of Hurontario Street to Hurontario Street	Anytime
King Street West	North	Confederation Parkway and a point 120 m west of Hurontario Street	Anytime
King Street East	Both	Hurontario Street and Camilla Drive	Anytime
Morning Star Drive	Both	Airport Road and the east City limit	Anytime
Queen Street South	West	Britannia Road West and Water Street	Anytime



**Bicycle Lane By-Law Amendments to Traffic By-law 555-2000**

City of Mississauga Corporate Report – May, 2021

## Bicycle Lanes and Multi-Use Trails – Various Locations

Queen Street South	East	Britannia Road West and a point 25 metres south of Ellen Street	Anytime
Queen Street South	East	A point 20 metres north of Ontario Street East to a point 200 metres south of Ontario Street East	Anytime
Queen Street South	East	A point 25 metres north of Kerr Street and a point 200 metres south of Ontario Street East	Anytime

**Bicycle Lane By-Law Amendments to Traffic By-law 555-2000**

City of Mississauga Corporate Report – May, 2021

Bicycle Lanes and Multi-Use Trails – Various Locations

It is recommended that Schedule 15 of By-law No. 555-2000, as amended, be amended by **DELETING** the following:

<b>SCHEDULE 15</b>					
<b><u>LANE DESIGNATION</u></b>					
<b><u>COLUMN 1</u></b> <b><u>HIGHWAY</u></b>	<b><u>COLUMN 2</u></b> <b><u>LOCATION</u></b>	<b><u>COLUMN 3</u></b> <b><u>LANE</u></b>	<b><u>COLUMN 4</u></b> <b><u>DIRECTION</u></b>	<b><u>COLUMN 5</u></b> <b><u>TIME OR DAYS</u></b>	<b><u>COLUMN 6</u></b> <b><u>SIGN NUMBER</u></b>
King Street	Hurontario Street to a point 55 metres easterly thereof	East & West curb lanes	Eastbound and Westbound right turn only	Anytime	Rb-42
Morning Star Drive	Darcel Avenue (west intersection) to Goreway Drive	Centre Westbound	Eastbound & left turn only	Anytime	Rb-49

It is recommended that Schedule 15 of By-law No. 555-2000, as amended, be amended by **ADDING** the following:

<b>SCHEDULE 15</b>					
<b><u>LANE DESIGNATION</u></b>					
<b><u>COLUMN 1</u></b> <b><u>HIGHWAY</u></b>	<b><u>COLUMN 2</u></b> <b><u>LOCATION</u></b>	<b><u>COLUMN 3</u></b> <b><u>LANE</u></b>	<b><u>COLUMN 4</u></b> <b><u>DIRECTION</u></b>	<b><u>COLUMN 5</u></b> <b><u>TIME OR DAYS</u></b>	<b><u>COLUMN 6</u></b> <b><u>SIGN NUMBER</u></b>
Avebury Road	Britannia Road West to a point 95 metres south of Britannia Road West	Third lane west of east curb	Northbound left turn only	Anytime	Rb-41
Avebury Road	Matheson Boulevard to a point 68 metres north of Matheson Boulevard	Third lane east of west curb	Southbound left turn only	Anytime	Rb-41
King Street West	Hurontario Street to a point 63 metres west of Hurontario Street	Third lane north of south curb	Eastbound left turn only	Anytime	Rb-41
King Street West	Confederation Parkway to a point 65 metres east of Confederation Parkway	Second lane south of north curb	Westbound left turn only	Anytime	Rb-41
King Street East	Hurontario Street to a point 40 metres east of Hurontario Street	Third lane south of north curb	Westbound left turn only	Anytime	Rb-41
Morning Star Drive	Airport Road and a point 40 metres east of Airport Road	Second lane south of north curb	Westbound left turn only	Anytime	Rb-41

**Bicycle Lane By-Law Amendments to Traffic By-law 555-2000**

City of Mississauga Corporate Report – May, 2021

## Bicycle Lanes and Multi-Use Trails – Various Locations

Morning Star Drive	Catalpa Road and a point 25 metres west of Catalpa Road	Second lane south of north curb	Eastbound left turn only	Anytime	Rb-41
Morning Star Drive	Catalpa Road and a point 20 metres east of Catalpa Road	Third lane south of north curb	Westbound left turn only	Anytime	Rb-41
Morning Star Drive	Catalpa Road and a point 125 metres east of Catalpa Road	North curb lane	Westbound right turn only (Buses Excepted)	Anytime	Rb-42
Morning Star Drive	Goreway Drive and a point 115 metres west of Goreway Drive	Third lane north of south curb	Eastbound left turn only	Anytime	RB-41
Morning Star Drive	Goreway Drive and a point 95 metres west of Goreway Drive	South curb lane	Eastbound right turn only (Buses and Bikes Excepted)	Anytime	RB-42
Morning Star Drive	Goreway Drive and a point 50 metres east of Goreway Drive	Third lane south of north curb	Westbound left turn only	Anytime	Rb-41
Morning Star Drive	Goreway Drive and a point 40 metres east of Goreway Drive	North curb lane	Westbound right turn only (Buses and Bikes Excepted)	Anytime	Rb-42
Morning Star Drive	A point 177 metres east of Goreway Drive and a point 62 metres west of Darcel Avenue (west)	Second lane south of north curb	Westbound and Eastbound left turns only	Anytime	Rb-48
Morning Star Drive	A point 165 metres west of Darcel Avenue (west) and a point 70 metres west of Darcel Avenue (west)	South curb lane	Eastbound right turn only	Anytime	Rb-42
Morning Star Drive	Darcel Avenue (west) and a point 62 metres west of Darcel Avenue (west)	Second lane south of north curb	Eastbound left turn only	Anytime	Rb-41
Morning Star Drive	Darcel Avenue (west) and a point 50 metres east of Darcel Avenue (west)	Second lane south of north curb	Westbound left turn only	Anytime	Rb-41
Queen Street South	Britannia Road West to a point 70 metres south of Britannia Road West	Third lane west of east curb	Northbound left turn only	Anytime	Rb-41

**Bicycle Lane By-Law Amendments to Traffic By-law 555-2000**

City of Mississauga Corporate Report – May, 2021

Bicycle Lanes and Multi-Use Trails – Various Locations

Queen Street South	A point 65 metres south of Caroline Street to a point 120 metres south of Caroline Street	Third lane west of east	Northbound left turn only	Anytime	Rb-41
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**Bicycle Lane By-Law Amendments to Traffic By-law 555-2000**

City of Mississauga Corporate Report – May, 2021

Bicycle Lanes and Multi-Use Trails – Various Locations

It is recommended that Schedule 34 of By-law No. 555-2000, as amended, be amended by **DELETING** the following:

**SCHEDULE 34**  
**BICYCLE LANES**

**COLUMN 1**  
**ROADWAY****COLUMN 2**  
**BETWEEN****COLUMN 3**  
**LANES**

Morning Star Drive

Brandon Gate Drive and the east  
City limitNortherly westbound & Southerly  
eastbound

It is recommended that Schedule 34 of By-law No. 555-2000, as amended, be amended by **ADDING** the following:

**SCHEDULE 34**  
**BICYCLE LANES**

**COLUMN 1**  
**ROADWAY****COLUMN 2**  
**BETWEEN****COLUMN 3**  
**LANES**

Avebury Road

Britannia Road West and Matheson  
BoulevardEasterly northbound & Westerly  
southbound

King Street West

A point 120 m west of Hurontario  
Street to Hurontario StreetNortherly westbound & Southerly  
eastbound

King Street East

Hurontario Street and Camilla Drive

Northerly westbound & Southerly  
eastbound

Morning Star Drive

Collett Road and a point 35 metres  
west of Catalpa Road

Northerly westbound

Morning Star Drive

Airport Road and a point 35 metres  
west of Catalpa Road

Southerly eastbound

Morning Star Drive

A point 65 metres east of Darcel  
Avenue (west) and the east City  
limitNortherly westbound & Southerly  
eastbound

Queen Street South

Britannia Road West to a point 45  
metres south of Caroline Street

Westerly southbound

Queen Street South

Britannia Road West and a point 25  
metres south of Ellen Street

Easterly northbound

Queen Street South

A point 20 metres north of Ontario  
Street East to a point 200 metres  
south of Ontario Street

Easterly northbound

**Multi-Use Trail By-Law Amendments to Traffic By-law 555-2000**

City of Mississauga Corporate Report – May, 2021

Bicycle Lanes and Multi-Use Trails – Various Locations

It is recommended that Schedule 35 of By-law No. 555-2000, as amended, be amended by **ADDING** the following:

**SCHEDULE 35**  
**MULTI-USE TRAILS**

<b><u>COLUMN 1</u></b> <b><u>HIGHWAY</u></b>	<b><u>COLUMN 2</u></b> <b><u>BETWEEN</u></b>	<b><u>COLUMN 3</u></b> <b><u>DIRECTION</u></b>
Mavis Road	Cantay Road and Matheson Boulevard West	Northbound/Southbound (east side)
Winston Churchill Boulevard	Crosscurrent Drive and Derry Road West	Northbound/Southbound (east side)
Winston Churchill Boulevard	Unity Drive and a point 180 metres south of Unity Drive	Northbound/Southbound (west side)
Eglinton Avenue West	Credit Valley Road and a point 210 metres east of Mississauga Road	Eastbound/Westbound (north side)
Eglinton Avenue West	Barbertown Road and Creditview Road	Eastbound/Westbound (north side)
Eglinton Avenue West	Glen Erin Drive and Metcalfe Avenue	Eastbound/Westbound (south side)
Dundas Street West	Fifth Line West and Erin Mills Parkway	Eastbound/Westbound (north side)
Derry Road West	A point 220 metres west of Forest Park Drive and a point 160 metres east of Glen Erin Drive	Eastbound/Westbound (south side)

Date: May 13, 2021	Originator's files:
To: Chair and Members of General Committee	
From: Shari Lichterman, CPA, CMA, Commissioner of Community Services	Meeting date: May 26, 2021

## **Subject**

**Light Up The Square 2022 – Public Art Commission Partnership Proposal**

## **Recommendation**

1. That the Commissioner of Community Services or designate be authorized to negotiate and enter into a public art agreement with the Quartier des Spectacles Partnership (QDSP) in Montreal, to invest in commissioning a large-format, interactive artwork that will have its world premiere at Celebration Square, and to collect revenue from future third-party rentals of this artwork in the form of royalty fees, including all necessary documents ancillary thereto, in a form satisfactory to Legal Services.
2. That all necessary by-laws be enacted.

## **Executive Summary**

- Culture is bringing forward a proposal for Council endorsement that the City enter into an agreement with the Quartier des Spectacles Partnership (QDSP) in Montreal to invest in co-commissioning a large-format interactive public art that will have its world premiere at Celebration Square in 2022 as part of a five-week winter lighting festival, kicking off with *Light Up The Square*. Following its initial presentation, the artwork will tour internationally.
- Mississauga will be one of three investors in this newly commissioned artwork, alongside the QDSP and one other Canadian municipality (Ontario excluded); the City will invest one-quarter of the value of the commission.
- The City's investment in this commission will come from Culture's existing operating and capital budget, which is well-supported through grants and sponsorship; no new money is being requested.

- As an investor, the City will receive revenue from future touring of this artwork in the form of royalty fees. This investment/revenue model demonstrates a new way for the City to sustain its investment in free cultural programming to benefit residents, without impacting the tax base.
- This strategically aligned proposal supports Mississauga's long-term COVID recovery plans, demonstrates tourism appeal, responds to public appetite for outdoor interactive winter programming, and builds on Mississauga's commitment to supporting both artists and emerging technologies.

## Background

For the past ten years, Celebration Square has had a lighter programming calendar in winter. The City has hosted two major events; *Light Up the Square* and New Year's Eve.

With the cancellation of public events due to COVID in 2020, Celebration Square pivoted winter programming to focus on long-term, light-based installations. To this end, the Square hosted *Chimes*, a large format, interactive artwork that was featured at the Square from November 21 through to January 4 (see reference image 1 in the Appendix). Public response to this programming was uniformly positive.

Based on the success of this model, this programming approach will continue in 2021 and beyond.

## Present Status

In 2021, *Light Up The Square* will transition from a one-day event to become a five-week festival of light in the downtown core. This new initiative is a collaboration between the City's Public Art Program and Celebration Square. The five-week festival will include an internationally celebrated, large-format, interactive artwork. Additional installations – both new and existing – will be selected through an open call for public art to showcase emerging artists, technologies, and digital artwork from local and Ontario-based artists. This year's large-format artwork, *Prismatica* (see reference image 2 in the Appendix), is available to the City as a rental through the touring program of the Quartier des Spectacles Partnership (QDSP). *Light Up the Square*, the annual tree lighting event, will serve to kick off the five-week festival.

This new format for *Light Up the Square* is supported by the Culture Master Plan, Cultural Districts Implementation Plan, Celebration Square Strategic Plan, and Public Art Master Plan (PAMP).

Public Art and Celebration Square staff have identified an opportunity to partner with the QDSP to co-commission a new large-format interactive artwork for *Light Up The Square* in 2022.



## Comments

Culture is proposing a Direct Commission with QDSP to lead the co-production of this public art project, in compliance with Corporate Policy and Procedure 05-02-07 City Acquired Art and Bylaw 0074-2013 Authority to Execute Agreements. QDSP is the only Canadian organization facilitating this model for commissioning artwork, including a revenue opportunity. The Council-endorsed Public Art Master Plan recommends direct commissions for public art projects over \$10,000 that are highly specialized.

Culture does not have authority to receive revenue from public art projects in the form of royalty fees and as such, Culture is requesting Council authority to enter into an Art Services Agreement with QDSP.

The QDSP is a well-established not-for-profit corporation that oversees large-scale commissions of digital public art and manages the programming of the Quartier des Spectacles and surrounding cultural assets in Montreal, Quebec. The QDSP is a separate entity from the City of Montreal, but is governed by the City's policies and bylaws.

QDSP brings together international partners to co-commission large-scale digital public art. By leveraging the partners' investments, QDSP allows each partner to commission large-scale public art at a fraction of the typical cost. Additionally, QDSP has a built-in revenue generation model that enables each partner to recover the costs of their initial investment through rental and touring fees. QDSP produces 3-5 commissions per year, with past co-production partners including Fêtes des Lumières in Lyon, France (*Chimes*), Quays Culture in Manchester, U.K. (*Spectrum*), Illuminart in Montreal (*Island of Warmth*), and the National Film Board of Canada (*The Compassion Machine*).

Benefits of this commissioning partnership include:

- **Leveraging Financial Resources and Creating Revenue**

The QDSP co-production program leverages the financial contributions from a minimum of three partners. After its initial presentation at each producing partner's venue, the artwork is made available for international touring. This investment/revenue model demonstrates a new way for the City to sustain its investment in free cultural programming to benefit residents, without affecting the tax base.

- **Demonstrated Tourism Appeal**

Mississauga will present the World Premier of a new interactive installation, establishing Mississauga as a premier cultural destination in the GTA and beyond, creating a unique lighting festival experience that has a proven tourism draw.

- **Strong and Transparent Commissioning Process**

QDSP will follow a standard juried public art model for commissioning the public art project, with the City as an active participant in the creative journey. The commissioning process for this project aligns with Corporate Policy & Procedure 05-02-07 City Acquired Art and industry best practices, and will involve:

- An open or invitational Call for Artists (local, national, or international);
- An arms-length jury that makes a final recommendation on the submissions;
- Each partner contributes to setting the project goals, selecting jury members, drafting the Call for Artists and confirming the final artist selection.

- **Limited Liability Risk to the City**

The City's contribution will be treated like an investment, with Culture participating in the commissioning process as outlined in the structure of the QDSP program. The City will be indemnified by the QDSP as an investor in the project. To protect the City from any ongoing liability risks, the City will cede ownership of the co-commissioned artwork after its initial presentation at Celebration Square. Ownership, care, and control will be the purview of the QDSP, with the City collecting future revenue as a royalty fee (rather than a co-owner rental fee).

## Financial Impact

The City's investment in this commission will come from Culture's existing operating and capital budget, which is well-supported through grants and sponsorship; no new money is being requested. Culture is proposing the following investment model:

- QDSP will leverage financial contributions from a minimum of three partners. The City's contribution will be approx. 25% of the overall artwork value (dependent on the number of partners), estimated at \$300,000.
  - The proposed City contribution is \$75,000 from Culture's existing budget:
    - \$50,000 from Celebration Square Cost Centre 24836
    - \$25,000 from Digital Public Art Program Project Number 20498
- After its initial presentation at each producing partner's venue, the artwork will be available as a rental property for international touring. Revenue is shared amongst partners based on investment. Revenue is forecasted to be greater than \$150,000 over 7 years.
- Future revenues will be deposited into Celebration Square operating account 525105 - 24836 Fees General. Revenue will be utilized for future programming at Celebration Square.

*Table 1. Forecasted Revenue from Artwork Royalty Fees*

<b>Year</b>	<b>Anticipated Revenue (approx.)</b>
2023	\$ 12,500.00
2024	\$ 25,000.00
2025	\$ 25,000.00
2026	\$ 25,000.00
2027	\$ 25,000.00
2028	\$ 25,000.00
2029	\$ 25,000.00
<b>Total</b>	<b>\$ 162,500.00</b>

## Conclusion

The City continues to raise the bar on its winter programming. This partnership opportunity with the QDSP is a unique opportunity to deliver on the City's public programming goals that offers significant and demonstrable benefits to the city.

Culture staff recommends that the City enter into an agreement with the QDSP to co-produce the design and development of a large-scale digital public art installation and to receive revenue in the form of royalty fees, in compliance with Corporate Policy and Procedure 05-02-07 City Acquired Art and Public Art Master Plan.

## Attachments

Appendix 1: Reference Images



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Shari Lichterman, CPA, CMA, Commissioner of Community Services

Prepared by: Paul Damaso, Director, Culture Division



*Chimes* by Collectif Blackbox at Celebration Square 2020



*Prismatica* by Raw Design in Ottawa  
Photo credit: Doublespace Photography

*Prismatica* is an example of the type of work commissioned through the QDSP program.  
*Prismatica* will be displayed at Celebration Square in fall/winter 2021.



*Impulse* by Lateral Office, CS Design Inc. at the Boston Seaport  
Photo Credit: WS Development



*Iceberg* by Félix Dagenais, Louis-Xavier Gagnon-Lebrun at in collaboration with APPAREIL  
Architecture WAVE, Breckenridge USA

Image Credit: Carl Scofield – Breckcreate

*Impulse* and *Iceberg* are both examples of work commissioned through the QDSP production program

## **REPORT 5 - 2021**

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Heritage Advisory Committee presents its fifth report for 2021 and recommends:

HAC-0028-2021

That the request to alter the heritage designated property at 1190 Dixie Road, as per the Corporate Report from the Commissioner of Community Services dated April 27, 2021, be approved.

(HAC-0028-2021)

(Ward 1)

HAC-0029-2021

That the 1970s prefabricated pump house buildings at 385 Southdown Road, which is listed on the City's Heritage Register, are not worthy of heritage designation, and consequently, that the owner's request to demolish proceed through the applicable process, as per the Corporate Report from the Commissioner of Community Services dated April 27, 2021.

(HAC-0029-2021)

(Ward 2)

HAC-0030-2021

That the Memorandum dated April 6, 2021 from Paul Damaso, Director, Arts and Culture Division, entitled "Alteration to a Heritage Listed Property: 1352 Nocturne Court (Ward 2)", be received.

(HAC-0030-2021)

(Ward 2)

HAC-0031-2021

That the Memorandum dated April 20, 2021 from Paul Damaso, Director, Arts and Culture Division, entitled " Alteration to a Heritage Listed Property: 1471 Stavebank Road (Ward 1)", be received.

(HAC-0031-2021)

(Ward 1)

HAC-0032-2021

That the resignation email from Jamie Stevens, Citizen Member Heritage Advisory Committee dated April 14, 2021, be received.

(HAC-0032-2021)

HAC-0033-2021

That Recommendations MVHCD-0003-2021 - MVHCD-0005-2021 inclusive contained in the Meadowvale Village Heritage Conservation District Subcommittee Report 3 - 2021 dated April 6, 2021 be approved.

(HAC-0033-2021)

(Ward 11)

HAC-0034-2021

That Recommendations PCHCD-0005-2021 to PCHCD-0008-2021 inclusive contained in the Port Credit Heritage Conservation District Subcommittee Report 3 - 2021 dated May 3, 2021, be approved.

(HAC-0034-2021)

(Ward 1)

## **REPORT 5 - 2021**

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Mississauga Cycling Advisory Committee presents its fifth report for 2021 and recommends:

MCAC-0033-2021

That Councillor Fonseca be appointed as Chair of the Mississauga Cycling Advisory Committee for the term ending November 14, 2022, or until a successor is appointed.

(MCAC-0033-2021)

MCAC-0034-2021

That the deputation from Ian Dance and Shahrzad Nezafati, Dillon Consulting Ltd. regarding the Port Credit Harbour West Master Plan be received.

(MCAC-0034-2021)

MCAC-0035-2021

That the deputation from Matthew Sweet, Manager, Active Transportation regarding Cycling Master Plan Update be received.

(MCAC-0035-2021)

MCAC-0036-2021

That the Mississauga Cycling Advisory Committee Communications and Promotions Subcommittee be requested to write a letter of condolence on behalf of the Mississauga Cycling Advisory Committee to the family of the five-year-old who passed away at the intersection of Elm Drive and Hurontario Street.

(MCAC-0036-2021)

MCAC-0037-2021

That the deputation from Erica Warsh, Project Leader, Vision Zero regarding Vision Zero Update and Action Plan be received.

(MCAC-0037-2021)

MCAC-0038-2021

That the Network and Technical Subcommittee Update from Kris Hammel, Citizen Member be received.

(MCAC-0038-2021)



MCAC-0039-2021

That the Communications and Promotions Subcommittee Update from Paulina Pedziwiatr, Citizen Member be received.

(MCAC-0039-2021)

MCAC-0040-2021

That the verbal update from Fred Sandoval, Active Transportation Coordinator regarding the Bike the Creek Event be received.

(MCAC-0040-2021)

MCAC-0041-2021

That the memorandum dated May 6, 2021 from Fred Sandoval, Active Transportation Coordinator, Active Transportation and Amy Parker, Active Transportation Technologist, Active Transportation entitled "2021 Quarterly Cycling Program Update (Q1)" be received for information.

(MCAC-0041-2021)

MCAC-0042-2021

That the 2021 Mississauga Cycling Advisory Committee Work Plan be approved.

(MCAC-0042-2021)

MCAC-0043-2021

That the Mississauga Cycling Advisory Committee 2021 Action List be approved.

(MCAC-0043-2021)

## **REPORT 2 - 2021**

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Diversity and Inclusion Advisory Committee presents its second report for 2021 and recommends:

DIAC-0003-2021

That the deputation and associated presentation from Robert Trewartha, Director, Strategic Initiatives regarding the City's Employee Diversity and Inclusion Survey Results be received.  
(DIAC-0003-2021)

DIAC-0004-2021

That the email dated April 17, 2021 from Cindy Stevens, Citizen Member with respect to her resignation, from the Diversity and Inclusion Advisory Committee be received.  
(DIAC-0004-2021)

Date: May 12, 2021	Originator's files:
To: Chair and Members of Council	
From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works	Meeting date: May 19, 2021

## Subject

Review of Business Licensing Fees and Relief Options

## Recommendation

1. That the report from the Commissioner of Transportation and Works, dated May 12, 2021, and entitled "Review of Business Licensing Fees and Relief Options" be received.
2. That Council provide direction to staff on licensing fee options as outlined in the report.

## Executive Summary

- Staff were directed to report back providing 2021 licencing relief options and to conduct a review of the hardest hit business sectors due to Covid-19.
- A two-tier model was developed that classified businesses as either 'ordered to close' or 'permitted to open' by provincial regulation in 2021.
- Based on this two-tier model, three options were developed: a 100% / 50% (ordered to close / permitted to open) fee reduction, a 75% / 25% fee reduction, and a 50% / 0% fee reduction.
- The financial impact would range from \$365K to approximately \$1.48M depending on the option selected.

## Background

At the April 28, 2021 Budget Committee the following recommendation was approved:

*"BC-0018-2021*

1. *That the corporate report from the Commissioner of Transportation and Works, dated April 14, 2021 entitled "Review of Business Licensing Fees be referred to the May 19, 2021 Council meeting and that staff be directed to report back providing options and to conduct a review of the hardest hit business sectors.*
2. *That the late Business Licensing Fees be waived pending Council's decision on May 19, 2021."*

## Comments

### **COVID-19 Business Impact Assessment**

The regulations implemented by the Ontario Government under the *Emergency Management and Civil Protection Act* and subsequently the *Reopening Ontario (A Flexible Response to Covid-19) Act 2020*, have at various times strictly limited, or required the closure of various business types. These actions also had a significant impact on businesses who, while not specifically identified in the regulations, have suffered due to the subsequent general slowing of the economy.

EDO analysis indicates that the magnitude of COVID-19's impact upon a business is largely shaped by three factors:

1. Impact of public health measures on business operations (i.e. full closure or significant restriction)
2. Capacity of business to pivot operations, in response to restrictions
3. Impact of changing consumer behaviour on business operations

Given the complexity of the regulations and the various degrees of impacts that they have had on businesses, staff are unable to determine the precise financial impacts for each licence type. Determining the precise impacts would require a thorough assessment on a case-by-case basis and this would likely involve an application and review process that the City does not have the capacity to perform.

## Options

A two-tier model was developed based whether or not the business was permitted to open in 2021:

- Tier 1 - Ordered closed in 2021 either fully or partially by Provincial Regulation.
- Tier 2 - Permitted to open in 2021 but impacted by the slowing of the economy.

The following tables include the top ten licence categories that represent 95% of all license types and revenue. A complete list of all licence types classified by tier and proposed renewal fees can be found in Appendix 1.

### **Option 1 – 100% and 50% Renewal Fee Reduction**

Business licences identified as Tier 1 would see licence renewal fees reduced by 100% for 2021. Tier 2 licence renewal would be reduced by 50% in 2021.

Tier	Licence Category	2020 Fee	2021 Fee
1	Personal Services	\$203	0
	Body Rub Parlours	\$6999	0
	Adult Entertainment	\$5561	0
	Driving School Services	\$230	0
	Restaurants and Related Food Service	\$194	0

2	Contractors Trades or Building Renovators	\$194	\$97
	Auto Service Stations	\$260	\$130
	Taxi, Limousine and Airport Transportations Services	\$480	\$240
	Tow Truck Services	\$603	\$301.50
	Tobacco Sales	\$229	114.50

### **Option 2 - 75% and 25% Renewal Fee Reduction**

Business licences identified as Tier 1 would see licence renewal fees reduced by 75% for 2021. Tier 2 Licence renewal would be reduced by 25% in 2021.

Tier	Licence Category	2020 Fee	2021 Fee
1	Personal Services	\$203	\$50.75
	Body Rub Parlours	\$6999	\$1749.75
	Adult Entertainment	\$5561	\$1390.25
	Driving School Services	\$230	\$57.50
	Restaurants and Related Food Service	\$194	\$48.50
2	Contractors Trades or Building Renovators	\$194	\$145.50
	Auto Service Stations	\$260	\$195
	Taxi, Limousine and Airport Transportations Services	\$480	\$360
	Tow Truck Services	\$603	\$452.25
	Tobacco Sales	\$229	\$171.75

### **Option 3 - 50% and 0% Renewal Fee Reduction**

Business licences identified as Tier 1 would see licence renewal fees reduced by 50% for 2021. Tier 2 licence renewal fees would not be reduced in 2021.

Tier	Licence Category	2020 Fee	2021 Fee
1	Personal Services	\$203	\$101.50
	Body Rub Parlours	\$6999	\$3499.50
	Adult Entertainment	\$5561	\$2780.50
	Driving School Services	\$230	\$115
	Restaurants and Related Food Service	\$194	\$97
2	Contractors Trades or Building Renovators	\$194	\$194
	Auto Service Stations	\$260	\$260
	Taxi, Limousine and Airport Transportations Services	\$480	\$480
	Tow Truck Services	\$603	\$603
	Tobacco Sales	\$229	\$229

## Financial Impact

The following projections are based on the assumption that all 2020 licensees will renew their licence in 2021. There is a level of uncertainty as it is unclear what the long term effect of the pandemic and the concomitant provincial regulations will have on the business community.

These options identify only licences that are being “renewed” and will not apply to the issuance of new licences. Some licence categories do not provide a grace period; when a licence expires an application arriving after the expiry date is classified as new, despite the fact that the business may have been in continuous operation. To address this, and for the purpose of issuing these licence types staff will consider any licence application for a business that was licenced at any time in 2020 as being a “renewal” for the purpose of assessing the appropriate fee. The impacted areas would be cost centres 22652 Enforcement -Compliance and Licensing and 22651 Enforcement - Mobile Licensing.

Impact on Licence Fee renewal revenue would be as follows:

Projected Revenue Licence Renewal	No change to 2020 Fees	Option 1 100% and 50%	Option 2 75% and 25%	Option 3 50% and 0%
2021	\$2,229,501	\$747,958	\$1,305,333	\$1,862,709
Projected Variance		(\$1,481,543)	(\$924,168)	(\$366,793)

## Conclusion

Each option would provide some relief to Tier 1 businesses that were ordered to close in 2021. Tier 2 businesses that have been permitted to operate during the pandemic would experience some licence fee relief in Options 1 and 2, and licence fees would remain unchanged for this group under Option 3.

## Attachments

Appendix 1: 2021 Projected Licence Renewal Revenue with Relief Options



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

Prepared by: Michael Foley, Manager, Mobile Licensing Enforcement

2021 Projected Licence Renewal Revenue with Relief Options

Business Type	Total Licences Issued	Renewal Licence Fee	Renewal Licence Fee Option 1	Projected Revenue Option 1	Renewal Licence Fee Option 2	Projected Revenue Option 2	Renewal Licence Fee Option 3	Projected Revenue Option 3	Total Revenue	Ordered Closed for A Period of Time by Regulation
Amusement Arcade	24	\$ 323.00	\$ -	\$ -	\$ 80.75	\$ 1,938.00	\$ 161.50	\$ 3,876.00	\$ 7,752.00	Tier 1
Adult Book Store	13	\$ 233.00	\$ -	\$ -	\$ 58.25	\$ 757.25	\$ 116.50	\$ 1,514.50	\$ 3,029.00	Tier 1
Adult Entertainment Parlour	5	\$ 5,561.00	\$ -	\$ -	\$ 1,390.25	\$ 6,951.25	\$ 2,780.50	\$ 13,902.50	\$ 27,805.00	Tier 1
Auto Service Station (Class A & B)	764	\$ 229.00	\$ 114.50	\$ 87,478.00	\$ 171.75	\$ 131,217.00	\$ 229.00	\$ 174,956.00	\$ 174,956.00	Tier 2
Auto Service Station (Class C, D & E)	393	\$ 260.00	\$ 130.00	\$ 51,090.00	\$ 195.00	\$ 76,635.00	\$ 260.00	\$ 102,180.00	\$ 102,180.00	Tier 2
Adult Video Tape Store (Class A)	2	\$ 268.00	\$ -	\$ -	\$ 67.00	\$ 134.00	\$ 134.00	\$ 268.00	\$ 536.00	Tier 1
Adult Video Tape Store (Class B)	1	\$ 233.00	\$ -	\$ -	\$ 58.25	\$ 58.25	\$ 116.50	\$ 116.50	\$ 233.00	Tier 1
Body Rub Parlour Owner	8	\$ 6,999.00	\$ -	\$ -	\$ 1,749.75	\$ 13,998.00	\$ 3,499.50	\$ 27,996.00	\$ 55,992.00	Tier 1
Billiard Parlour	17	\$ 323.00	\$ -	\$ -	\$ 80.75	\$ 1,372.75	\$ 161.50	\$ 2,745.50	\$ 5,491.00	Tier 1
Clothing Donation Box	12	\$ 82.00	\$ 41.00	\$ 492.00	\$ 61.50	\$ 738.00	\$ 82.00	\$ 984.00	\$ 984.00	Tier 2
Eatery (Restaurant, Retail Food Premise, Take Out, Lunch Counter, City Operated)	1652	\$ 194.00	\$ -	\$ -	\$ 48.50	\$ 80,122.00	\$ 97.00	\$ 160,244.00	\$ 320,488.00	Tier 1
Kennel	1	\$ 194.00	\$ -	\$ -	\$ 48.50	\$ 48.50	\$ 97.00	\$ 97.00	\$ 194.00	Tier 1
Methodone (Clinic, Clinical and Pharm)	2	\$ 194.00	\$ 97.00	\$ 194.00	\$ 145.50	\$ 291.00	\$ 194.00	\$ 388.00	\$ 388.00	Tier 2
Medical Marihuana Production Facility	1	\$ 220.00	\$ 110.00	\$ 110.00	\$ 165.00	\$ 165.00	\$ 220.00	\$ 220.00	\$ 220.00	Tier 2
Night Club	2	\$ 3,466.00	\$ -	\$ -	\$ 866.50	\$ 1,733.00	\$ 1,733.00	\$ 3,466.00	\$ 6,932.00	Tier 1
Pawnbroker	3	\$ 229.00	\$ -	\$ -	\$ 57.25	\$ 171.75	\$ 114.50	\$ 343.50	\$ 687.00	Tier 1
Banquet Hall	49	\$ 229.00	\$ -	\$ -	\$ 57.25	\$ 2,805.25	\$ 114.50	\$ 5,610.50	\$ 11,221.00	Tier 1
Pet Shop	6	\$ 225.00	\$ -	\$ -	\$ 56.25	\$ 337.50	\$ 112.50	\$ 675.00	\$ 1,350.00	Tier 1
Personal Services	417	\$ 203.00	\$ -	\$ -	\$ 50.75	\$ 21,162.75	\$ 101.50	\$ 42,325.50	\$ 84,651.00	Tier 1
Second Hand Goods Shop	28	\$ 229.00	\$ -	\$ -	\$ 57.25	\$ 1,603.00	\$ 114.50	\$ 3,206.00	\$ 6,412.00	Tier 1
Salvage Yard	7	\$ 194.00	\$ 97.00	\$ 679.00	\$ 145.50	\$ 1,018.50	\$ 194.00	\$ 1,358.00	\$ 1,358.00	Tier 2
Tanning Facility	12	\$ 192.00	\$ -	\$ -	\$ 48.00	\$ 576.00	\$ 96.00	\$ 1,152.00	\$ 2,304.00	Tier 1
Tobacco Sales	297	\$ 229.00	\$ 114.50	\$ 34,006.50	\$ 171.75	\$ 51,009.75	\$ 229.00	\$ 68,013.00	\$ 68,013.00	Tier 2
Driving School Instructor	356	\$ 170.00	\$ -	\$ -	\$ 42.50	\$ 15,130.00	\$ 85.00	\$ 30,260.00	\$ 60,520.00	Tier 1
Operator - Refreshment Cart and PDU	15	\$ 166.00	\$ 83.00	\$ 1,245.00	\$ 124.50	\$ 1,867.50	\$ 166.00	\$ 2,490.00	\$ 2,490.00	Tier 2
Driver - Taxi	1203	\$ 175.00	\$ 87.50	\$ 105,262.50	\$ 131.25	\$ 157,893.75	\$ 175.00	\$ 210,525.00	\$ 210,525.00	Tier 2
Driver - APTV	482	\$ 175.00	\$ 87.50	\$ 42,175.00	\$ 131.25	\$ 63,262.50	\$ 175.00	\$ 84,350.00	\$ 84,350.00	Tier 2
Driver - Limousine	10	\$ 175.00	\$ 87.50	\$ 875.00	\$ 131.25	\$ 1,312.50	\$ 175.00	\$ 1,750.00	\$ 1,750.00	Tier 2
Driver - Tow Truck	247	\$ 170.00	\$ 85.00	\$ 20,995.00	\$ 127.50	\$ 31,492.50	\$ 170.00	\$ 41,990.00	\$ 41,990.00	Tier 2
Driver - Refreshment Vehicle	10	\$ 170.00	\$ 85.00	\$ 850.00	\$ 127.50	\$ 1,275.00	\$ 170.00	\$ 1,700.00	\$ 1,700.00	Tier 2
Driver - Ice Cream Truck	7	\$ 170.00	\$ 85.00	\$ 595.00	\$ 127.50	\$ 892.50	\$ 170.00	\$ 1,190.00	\$ 1,190.00	Tier 2
Driver - AMTV	103	\$ 175.00	\$ 87.50	\$ 9,012.50	\$ 131.25	\$ 13,518.75	\$ 175.00	\$ 18,025.00	\$ 18,025.00	Tier 2
Driving School Operator (In Class)	36	\$ 166.00	\$ -	\$ -	\$ 41.50	\$ 1,494.00	\$ 83.00	\$ 2,988.00	\$ 5,976.00	Tier 1
Driving School Operator (Road Only)	23	\$ 166.00	\$ -	\$ -	\$ 41.50	\$ 954.50	\$ 83.00	\$ 1,909.00	\$ 3,818.00	Tier 1
APTV Owner (Regular & Special Access)	202	\$ 336.00	\$ 168.00	\$ 33,936.00	\$ 252.00	\$ 50,904.00	\$ 336.00	\$ 67,872.00	\$ 67,872.00	Tier 2
All Brokerages	18	\$ 490.00	\$ 245.00	\$ 4,410.00	\$ 367.50	\$ 6,615.00	\$ 490.00	\$ 8,820.00	\$ 8,820.00	Tier 2
Driving School Veh. Owner	352	\$ 230.00	\$ -	\$ -	\$ 57.50	\$ 20,240.00	\$ 115.00	\$ 40,480.00	\$ 80,960.00	Tier 1
Limousine Owner	4	\$ 404.00	\$ 202.00	\$ 808.00	\$ 303.00	\$ 1,212.00	\$ 404.00	\$ 1,616.00	\$ 1,616.00	Tier 2
AMTV Owner	30	\$ 327.00	\$ 163.50	\$ 4,905.00	\$ 245.25	\$ 7,357.50	\$ 327.00	\$ 9,810.00	\$ 9,810.00	Tier 2
Vendors (Refreshment Carts & PDU)	10	\$ 183.00	\$ 91.50	\$ 915.00	\$ 137.25	\$ 1,372.50	\$ 183.00	\$ 1,830.00	\$ 1,830.00	Tier 2
Refreshment Vehicle Owner	10	\$ 281.00	\$ 140.50	\$ 1,405.00	\$ 210.75	\$ 2,107.50	\$ 281.00	\$ 2,810.00	\$ 2,810.00	Tier 2
Ice Cream Truck -Veh. Owner - Parks	1	\$ 400.00	\$ 200.00	\$ 200.00	\$ 300.00	\$ 300.00	\$ 400.00	\$ 400.00	\$ 400.00	Tier 2
Taxi Cab Owner (Regular)	661	\$ 480.00	\$ 240.00	\$ 158,640.00	\$ 360.00	\$ 237,960.00	\$ 480.00	\$ 317,280.00	\$ 317,280.00	Tier 2
Taxi Cab Owner (Special Accessible)	16	\$ 299.00	\$ 149.50	\$ 2,392.00	\$ 224.25	\$ 3,588.00	\$ 299.00	\$ 4,784.00	\$ 4,784.00	Tier 2
Tow Truck Owner	391	\$ 603.00	\$ 301.50	\$ 117,886.50	\$ 452.25	\$ 176,829.75	\$ 603.00	\$ 235,773.00	\$ 235,773.00	Tier 2
Building Renovator (General & Special)	115	\$ 194.00	\$ 97.00	\$ 11,155.00	\$ 145.50	\$ 16,732.50	\$ 194.00	\$ 22,310.00	\$ 22,310.00	Tier 2
Paving Contractor	19	\$ 194.00	\$ 97.00	\$ 1,843.00	\$ 145.50	\$ 2,764.50	\$ 194.00	\$ 3,686.00	\$ 3,686.00	Tier 2
Contractor (Plumbing, Heating, and Drain Laying Contractors)	207	\$ 194.00	\$ 97.00	\$ 20,079.00	\$ 145.50	\$ 30,118.50	\$ 194.00	\$ 40,158.00	\$ 40,158.00	Tier 2
Trades Master (Plumber, Heater & Drain Layer)	195	\$ 194.00	\$ 97.00	\$ 18,915.00	\$ 145.50	\$ 28,372.50	\$ 194.00	\$ 37,830.00	\$ 37,830.00	Tier 2
Auctioneer	2	\$ 229.00	\$ -	\$ -	\$ 57.25	\$ 114.50	\$ 114.50	\$ 229.00	\$ 458.00	Tier 1
Body Rub Attendant	94	\$ 413.00	\$ -	\$ -	\$ 103.25	\$ 9,705.50	\$ 206.50	\$ 19,411.00	\$ 38,822.00	Tier 1
Second Hand Employee	2	\$ 194.00	\$ -	\$ -	\$ 48.50	\$ 97.00	\$ 97.00	\$ 194.00	\$ 388.00	Tier 1
Trader (Hawker/Peddler)	39	\$ 194.00	\$ -	\$ -	\$ 48.50	\$ 1,891.50	\$ 97.00	\$ 3,783.00	\$ 7,566.00	Tier 1
Parking Lot	89	\$ 194.00	\$ 97.00	\$ 8,633.00	\$ 145.50	\$ 12,949.50	\$ 194.00	\$ 17,266.00	\$ 17,266.00	Tier 2
Vehicle Pound Facility	22	\$ 616.00	\$ 308.00	\$ 6,776.00	\$ 462.00	\$ 10,164.00	\$ 616.00	\$ 13,552.00	\$ 13,552.00	Tier 2
<b>Totals</b>	<b>8687</b>			<b>\$ 747,958.00</b>		<b>\$ 1,305,333.25</b>		<b>\$ 1,862,708.50</b>	<b>\$ 2,229,501.00</b>	
<b>Projected Variance</b>						<b>(924,168)</b>		<b>(366,793)</b>		