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## General Committee

**Date:** June 23, 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
Councillor Dipika Damerla	Ward 7
Councillor Matt Mahoney	Ward 8 (CHAIR)
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 [michelle.sanstra@mississauga.ca](mailto:michelle.sanstra@mississauga.ca) and for Residents without access to the internet via computer, smartphone or tablet, can register by calling Michelle Sanstra at 905-615-3200 ext. 5411 **no later than Monday, June 21, 2021 before 4:00PM**. You will be provided with directions on how to participate from Clerks' staff.

### Contact

Michelle Sanstra, Legislative Coordinator, Legislative Services  
905-615-3200 ext. 5411  
Email: [michelle.sanstra@mississauga.ca](mailto:michelle.sanstra@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. **PRESENTATIONS**

5. **DEPUTATIONS**

5.1. Marek Ruta, Chair, Carrassauga Festival Inc. regarding an Update on Festival Operations and Upcoming Plans

5.2. Stephanie Meeuwse, Mississauga Friendship Association regarding 40th anniversary of the twinning between Mississauga and Kariya, Japan

5.3. Item 9.1 - Veronica Maggisano, Vice President of Development, Oxford Properties

5.4. Item 9.1 - Melissa Slupik, Planner, Planning Innovation

5.5. Item 9.2 - Jacqueline Hunter, Transportation Demand Coordinator

6. **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. 5411 or by emailing [michelle.sanstra@mississauga.ca](mailto:michelle.sanstra@mississauga.ca) by **Monday, June 21, 2021 before 4:00PM.**

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.

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

7.1. Procurement Authority to Obtain COVID-19 Related Personal Protective Equipment (PPE) and Disinfecting Supplies for City-Wide Use File: PRC002369, PRC002629, PRC002405

7.2. Increase to the Contract with Greencare Janitorial Systems Ltd. for Cleaning Services for



Comfort Stations and BRT Stations, Procurement No. PRC001491

- 7.3. Increase to the Contract with J&A Cleaning Solutions Ltd. for Cleaning Services for Libraries, Works/Parks Yards, Transit Buildings, 950 Building, Heritage Buildings, and Golf Courses, Procurement No. PRC001063

**8. CONSENT AGENDA**

**9. MATTERS TO BE CONSIDERED**

- 9.1. Downtown Community Improvement Plan (CIP) – Oxford Property Group (Oxford) CIP Application (Ward 4)
- 9.2. Pedestrian Master Plan – All Wards
- 9.3. Cycling Master Plan 2020 Report Card – All Wards
- 9.4. Mississauga Transportation Master Plan – 2021 Annual Status Update
- 9.5. Hurontario Light Rail Transit Project Update
- 9.6. Matheson Boulevard East Streetlight Replacement Funding Requirements – Ward 5
- 9.7. Transportation Demand Management Strategy and Implementation Plan Progress Report Update – All Wards
- 9.8. All-way Stops Policy #10-04-05 – Review and Update
- 9.9. MiWay Hydrogen Fuel Cell Electric Bus Update – June 2021
- 9.10. Traffic Calming
- 9.11. Proposed Street Names to be added to the City of Mississauga Approved Street Name Reserve List
- 9.12. Naming of Park P-524 and Park P-525 as “Fairwinds Park”, northeast corner of Eglinton Avenue West and Fairwind Drive (Ward 5)
- 9.13. Public Sector Network Update
- 9.14. Single Source Contract Extension of Vubiz Ltd. e-Learning Management System (File Ref: PRC000469)
- 9.15. Increase to the Contract with Percon Construction Inc., File Ref: PRC001818, (Ward 3)
- 9.16. Potential New Revenue Tools
- 9.17. Bill 177, Stronger, Fairer Ontario Act (Schedule 35) impact on Provincial Courts
- 9.18. 2021 Traffic Signal Supply, Installation and Modernization Program
- 10. ADVISORY COMMITTEE REPORTS**
- 10.1. Heritage Advisory Committee Report 6 - 2021 - June 8, 2021
- 10.2. Mississauga Cycling Advisory Committee Report 6 - 2021 - June 8, 2021

10.3. Public Vehicle Advisory Committee Report 1 - 2021 - June 15, 2021

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

12. **COUNCILLORS' ENQUIRIES**

13. **OTHER BUSINESS/ANNOUNCEMENTS**

14. **CLOSED SESSION**

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

14.1. A proposed or pending acquisition or disposition of land by the municipality or local board:  
**Authority to execute a Memorandum of Agreement with the Region of Peel and Lakeview Community Partners Limited (Ward 1)**

14.2. A proposed or pending acquisition or disposition of land by the municipality or local board:  
**Authority to Negotiate for Land Acquisition, Various Properties in the Downtown Growth Area (Ward 7)**

14.3. A proposed or pending acquisition or disposition of land by the municipality or local board:  
**Delegation of Authority to Approve and Execute an Agreement required in connection with the Cooksville Parkland Securement Strategy, during City Council Summer Recess (Ward 7)**

14.4. Advice that is subject to solicitor-client privilege, including communications necessary for that purpose:  
**Stormwater Charge Adjustments – NAV CANADA and CAE**

14.5. Advice that is subject to solicitor-client privilege, including communications necessary for that purpose:  
**Tree Root Infiltration and Sewer Back-up Claims**

14.6. Personal matters about an identifiable individual, including municipal or local board employees:  
**Update- Rent Relief for Tenants/Occupants of City-Owned Properties where the City is the Landlord – COVID-19**

14.7. Personal matters about an identifiable individual, including municipal or local board employees:  
**License Agreement with the Art Gallery of Mississauga for the Premises at 300 City Centre Drive (Ward 4)**

14.8. A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board:  
**Proposed School Bus Stop Arm Agreement (Verbal)**

15. **ADJOURNMENT**



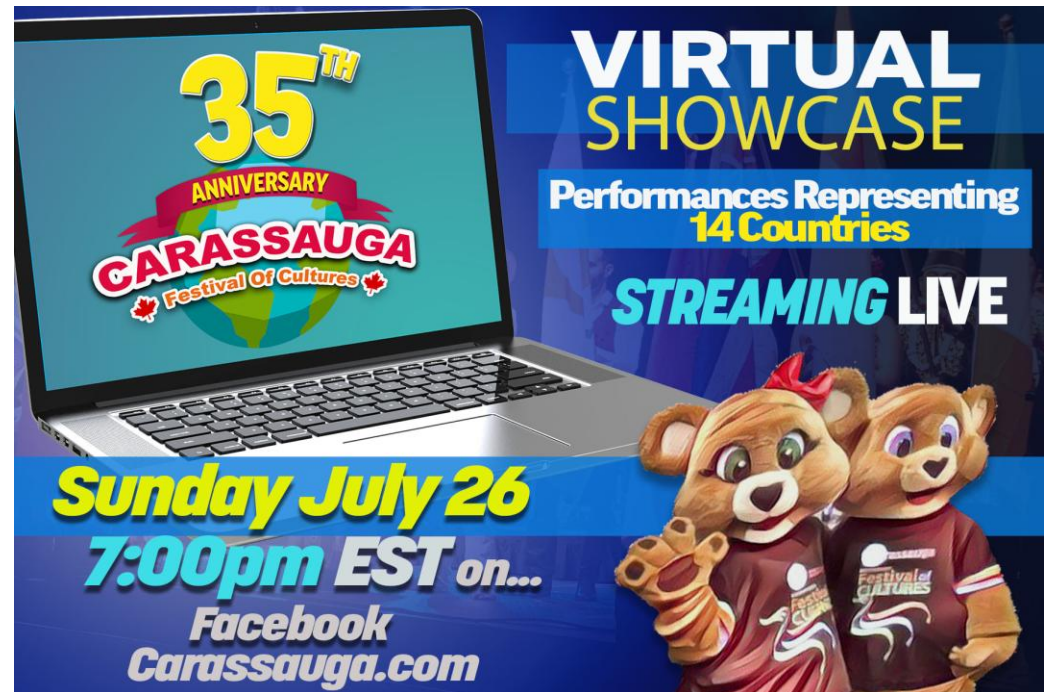
**LiUNA!**  
**LOCAL 183**  
*Feel the Power*



**August 20 - 22, 2021**

## Highlights from the past Year

- 35<sup>th</sup> Anniversary Virtual Showcase
- 10K people reached



# CultureCast Concert Series

- Feb. 1<sup>st</sup> to 5<sup>th</sup>, 2021
- Showcased 19 Cultural Groups
- Celebrating Hazel's 100<sup>th</sup> Birthday
- 42K people reached





# Cooking with Carassauga



- Cultural Cooking Videos
- Launched March 2021, 3 videos per week.
- 21 Cultures with 32 cooking demonstrations
- 55K people reached.
- Economic Impact - \$47K

# Cooking with Carassauga

- 2 Live Interactive Cooking Classes in April.
- Featuring Celebrity Chefs:
  - Massimo Capra
  - Antonio Park
- 50 participants per class
- Italian and Korean cuisine.





# Upcoming Event

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For 2021





## Senior Residence Presentation

- July 2021
- Visiting Senior Residence / Long Term Homes
- Showcase cultural performances
- Provide them with a meal
- Give out Loot Bags – masks, sanitizer etc.

# Tour de Carassauga - Bike Excursion

- July 2021
- Partnering with City of Mississauga Cycling Committee
- Promote Healthy Living
- Cyclist will stop at different sites on their bike route to complete tasks to win prizes.
- Prizes include: Carassauga t-shirt, bag, sunglasses and refillable water bottle.

Sponsored by:  
**pacific** | **60**  
PAVING LTD. YEARS  
SINCE 1958





**Carassauga Drive-In  
Event**

**Friday Aug. 20<sup>th</sup>**

**to**

**Sunday Aug. 22<sup>nd</sup>**

- 5 shows, 2 hours each
- 100 cars
- \$20.00 per car, portion of fee will be donated to Trillium Hospital
- Friday Night Headliner – Coleman Hell
- Saturday and Sunday – Cultural performances, 4 to 5 acts per show

# Special thanks to our funders!





# 2020 – 2021 CONFIRMED SPONSORS

## PRESENTING SPONSOR



**LiUNA!**  
**LOCAL 183**  
*Feel the Power*

## FESTIVAL SPONSORS



*Tim Hortons*



**MNP** ACCOUNTING  
CONSULTING  
TAX



**LiUNA!**  
Ontario Provincial District Council



**DIXIE**  
OUTLET MALL



**alectra**  
utilities



Council 9612





# MISSISSAUGA FRIENDSHIP ASSOCIATION

CONNECTING PEOPLE & CULTURE

# 40

KARIYA & MISSISSAUGA  
CELEBRATING  
40 Years of Friendship  
1981-2021



MFA 2021 PRESENTATION AT COUNCIL  
MEETING



# ABOUT MFA

Mississauga and Kariya, Japan were officially twinned July 7th, 1981. The declaration states that *“It is our wish to promote goodwill between both our cities and to enhance the international awareness of our citizens through the exchange of cultural, educational and sporting activities”*.

In 1993 the **Mississauga Friendship Association (MFA)** was formed to help facilitate the twinning and in particular, the homestay program. Since the initial agreement, over 500 people have visited Mississauga strengthening our friendship and making the twinning one of the most successful in Canada.





# MILESTONE (1981-2021)

**2011**  
30<sup>th</sup> Anniversary

**1981**  
Signing of  
Twinning City



**1991**  
10<sup>th</sup> Anniversary



**1993**

Mississauga Friendship Association  
was formed.



**2005**

EXPO 2005 AICHI JAPAN



**1982-90**

Many cultural and sports  
Exchange activities



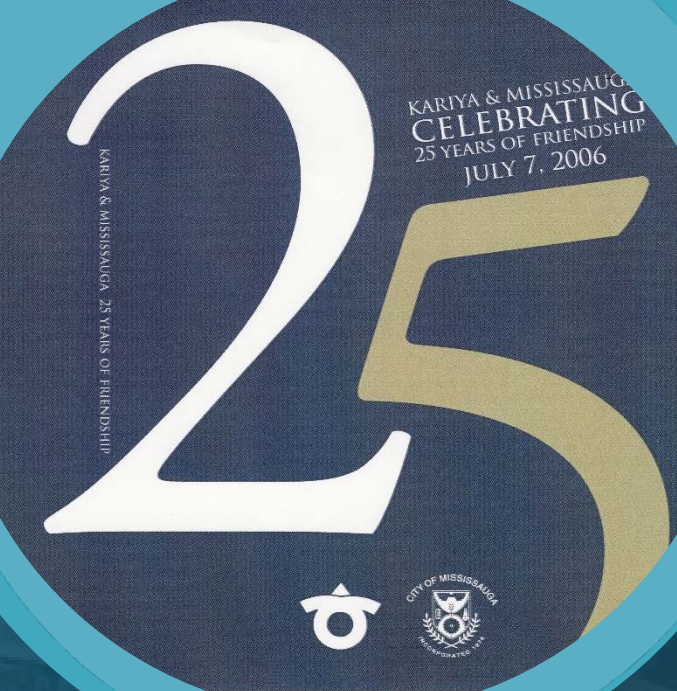
**1992**

KARIYA PARK  
opens



**2001**

20<sup>th</sup> Anniversary  
Mississauga Park opens



**2006**





# MILESTONES (1981-2021)

2012

Twining of Schools



2018

Celebrating  
90 Years of Japan/Canada  
diplomatic relations



2021

Celebrating  
40 Years of Friendship  
this year!

2016

Celebrating  
35<sup>th</sup> Anniversary



2019

Visited by  
Princess Takamado

Association

Want to travel to Japan?

Interested in learning about Japanese  
Culture? Join the Mississauga Friendship  
Association (MFA)

Want to know more?  
Visit us at [www.mississaugafrcity.ca](http://www.mississaugafrcity.ca)

40

KARIYA & MISSISSAUGA  
CELEBRATING  
40 Years of Friendship  
1981-2021





Enjoy our 40<sup>th</sup> Anniversary Video!



Mississauga  
Friendship  
Association



# Thank you for your continued Support!



[www.mississaugatwincity.ca/](http://www.mississaugatwincity.ca/)



[info@mississaugatwincity.ca](mailto:info@mississaugatwincity.ca)



[www.facebook.com/mississaugatwincity](https://www.facebook.com/mississaugatwincity)



**Mississauga  
Friendship  
Association**

# Downtown CIP Oxford Application

(Ward 4)

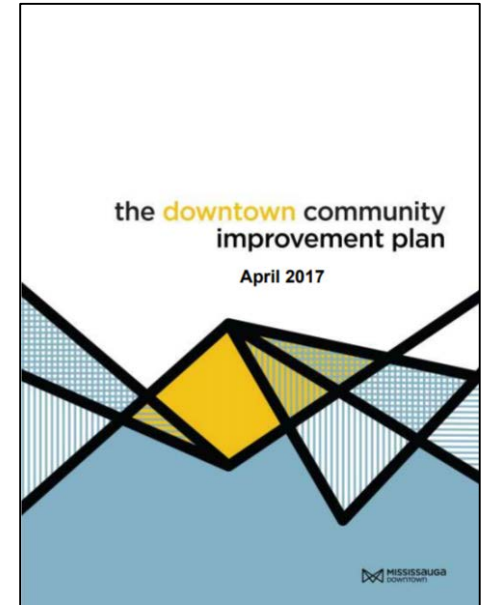
General Committee – June 23, 2021

Melissa Slupik, City Planning Strategies



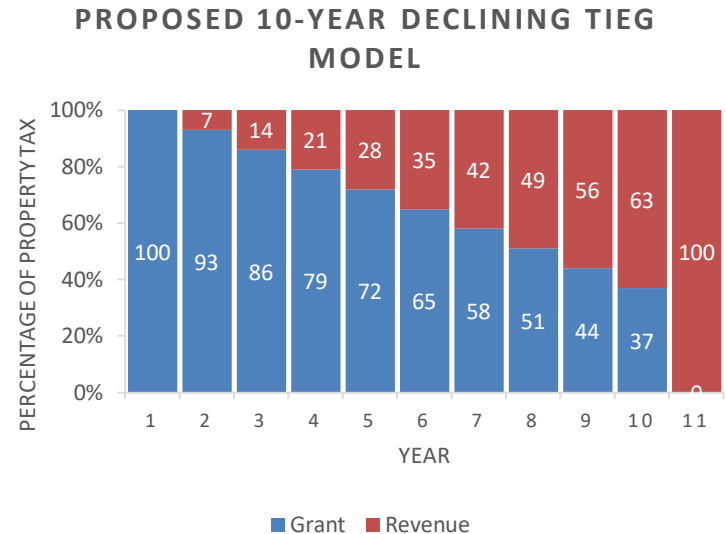
## Downtown Office CIP

- In effect since 2018
- Expires in July 2022
- Enables the following incentives:
  - TIEGs
  - Development Processing Fees Grants
  - Municipally Funded Parking Assistance



# Region's Major Office Incentives Program

- Approved on April 22, 2021
- Match local TIEGs up to:
  - Maximum 10-year term
  - Maximum grant of 100%
  - Minimum annual decline of 7%
- Administration process under development



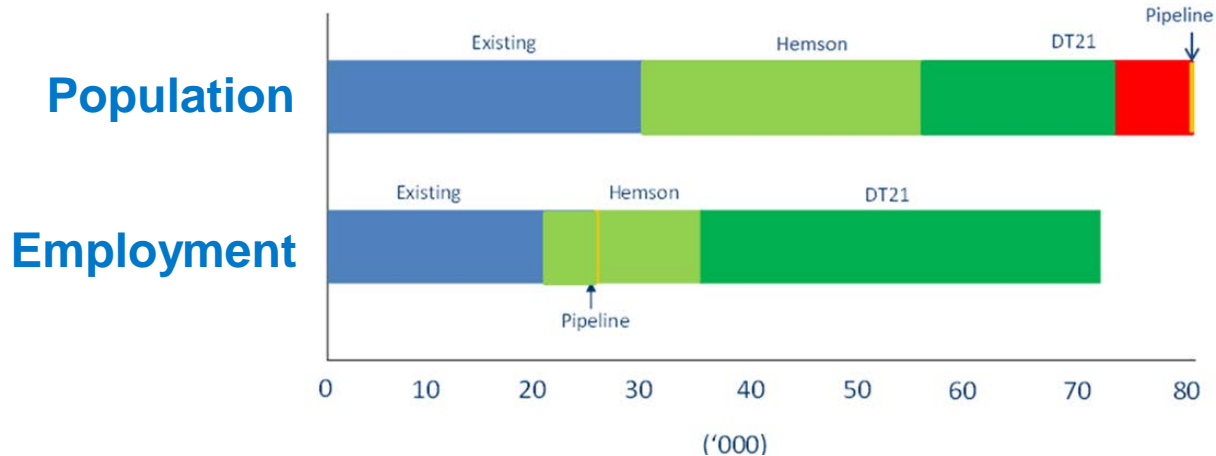
# Why incent downtown office?

Attract additional employment to **balance growth** and **create an active, vibrant environment**

- Lively urban place
- Catalyst and attractor for on-going investment
- Support existing and planned transit infrastructure
- Support other existing and planned uses
- Conform to Provincial, Regional and other City plans

# Development activity

- Pipeline residential development (next 6 years) exceeds official Hemson 2031 growth forecasts and DT21 ultimate buildout potential
- Significant employment growth required





# Challenges for Office Development

- Cost of land
- Competition with residential uses
- Cost of structured parking
- Higher rent needed than current DT rates
- No momentum – no recent proof that office will work
- COVID-19

# Oxford's Application

- TIEG for 19-storey office tower
  - 10-year term
  - Starting at 100%
  - Declining by 7% annually  
(approximately 60% grant overall)
- Total tax revenue equals total grants at year 12



ARTIST RENDERING - MAIN ENTRANCE VIEW FROM INTERSECTION OF STATION GATE AND NEW STREET

## Advantages of a TIEG

- Anticipated Regional matching
  - \$1.25 invested by Region for every \$1 invested by City
- Grant is only issued after building completion
- Grant payments spread out over 10 years
- Development likely to “pay for itself” over longer term
  - Taxes collected vs increased operating costs

## Recommendations

1. That the report be received for information;
2. That the proposed TIEG for Oxford's office tower be approved in principle;
3. That the report and Oxford's application be forwarded to the Region of Peel for information; and
4. That staff be directed to prepare and enter into relevant agreements for the City TIEG.



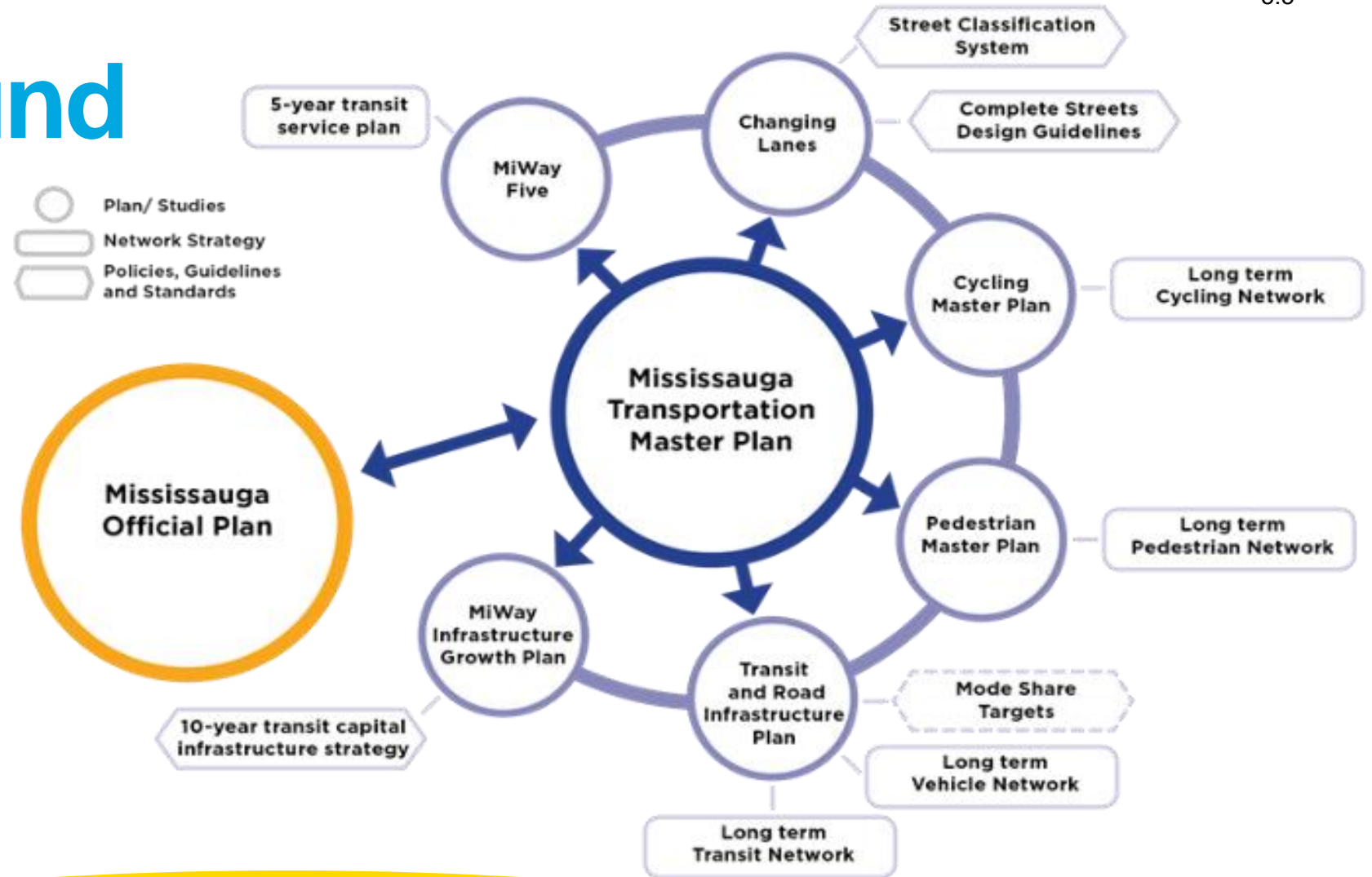
## Pedestrian Master Plan



# Pedestrian Master Plan

June 23, 2021

# Background



**TMP, Action 14:** Pedestrian network plan Identify and address gaps and inconsistencies in the pedestrian network





# What is the Pedestrian Master Plan?

- Long-term **plan** for walking in Mississauga
- Pedestrian and walking related **policies and programs**; and
- Pedestrian **infrastructure design standards**







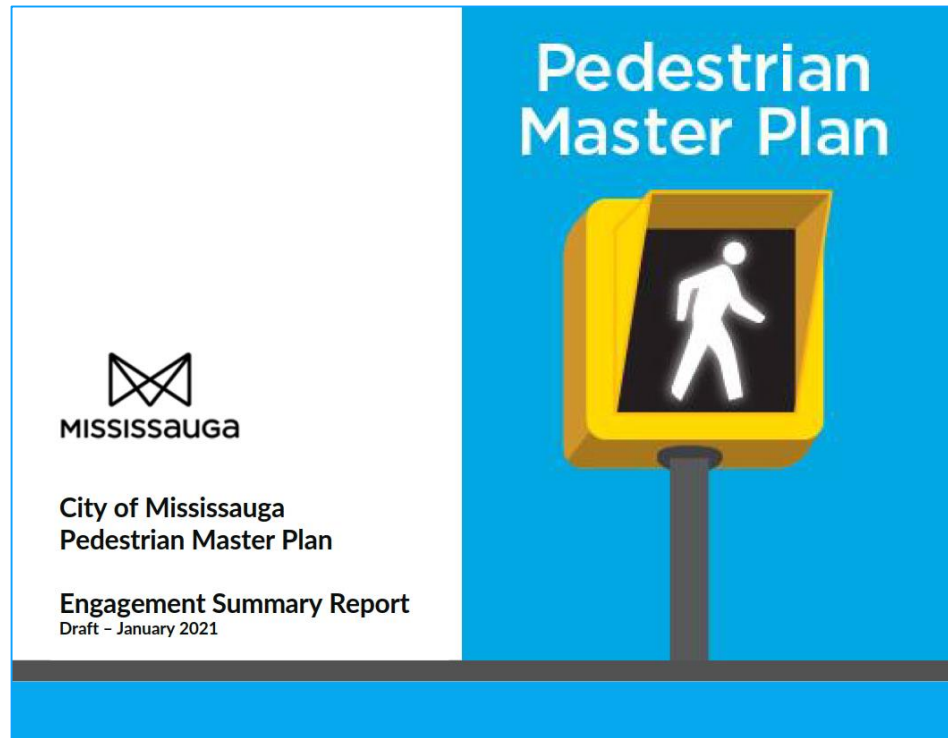
# What is the Pedestrian Network?

Infrastructure elements used by pedestrians such as **sidewalks**, **crossings**, and **crosswalks** at intersections and elsewhere, **walkways** between roads, and **multi-use trails**.





# Community & Stakeholder Engagement

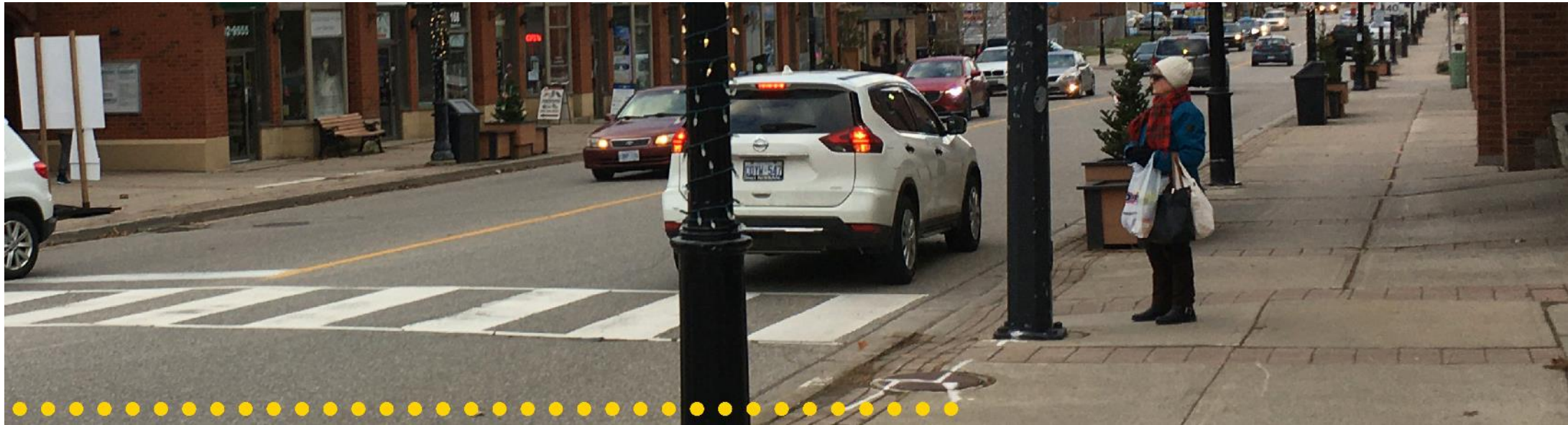


- **Survey #1 – 554 Respondents**
- **Committee Meetings**
  - Road Safety Committee
  - Accessibility Advisory Committee
  - Environmental Action Committee
  - Traffic Safety Committee
- **Survey #2 – 154 Respondents**
- **Online Community Meeting – 27 participants**
- **Draft Engagement Summary Report**

# Pedestrian Master Plan Vision

As part of the Pedestrian Master Plan process, a vision along with supporting goals were developed to shape the overall future direction of the Plan.

*“People in Mississauga will walk knowing there are great places to visit and they have access to sidewalks, trails, and crossings that are safe, connected, and accessible, enhancing the overall health, vibrancy, and quality of life in the city.”*







# Pedestrian Master Plan Goals

1. Make walking safer and more comfortable, and work towards achieving Vision Zero.
2. Build sidewalks and trails that are connected and accessible.
3. Encourage walking as part of an active and healthy lifestyle.
4. Increase the number of walking trips in Mississauga.

# Plan Framework



## THEMES AND RECOMMENDATIONS

### PLANNING



- Coordinate with partner agencies to implement the Pedestrian Master Plan.
- Integrate the pedestrian network and supporting facilities into all City planning and capital improvement projects.
- Develop and implement City initiatives that support pedestrians and enhance the pedestrian environment.

### DESIGN



- Develop a connected pedestrian network.
- Develop a pedestrian network that is safe and comfortable for all.

### FUNDING AND PROJECT DELIVERY



- Seek the appropriate funds and resources to implement the Pedestrian Master Plan.
- Leverage all available funding opportunities to expedite project delivery.

### PROMOTION AND EDUCATION



- Provide and support educational programs to increase walking mode share and safety.
- Encourage walking through promotional events, wayfinding, marketing, and communications.

### OPERATIONS AND MAINTENANCE



- Maintain the pedestrian network and infrastructure to ensure they are accessible and free of obstructions.





### EVALUATION



- Develop a monitoring program to evaluate the impacts of implementing the Pedestrian Master Plan.
- Produce an annual report summarizing progress made on implementing the Pedestrian Master Plan

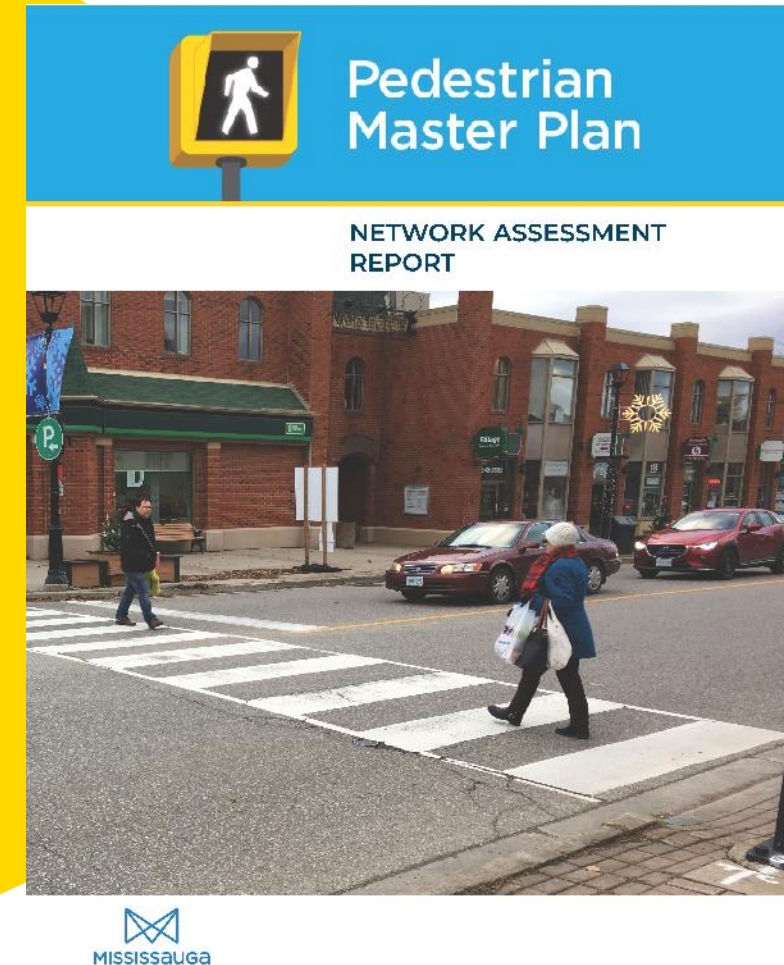
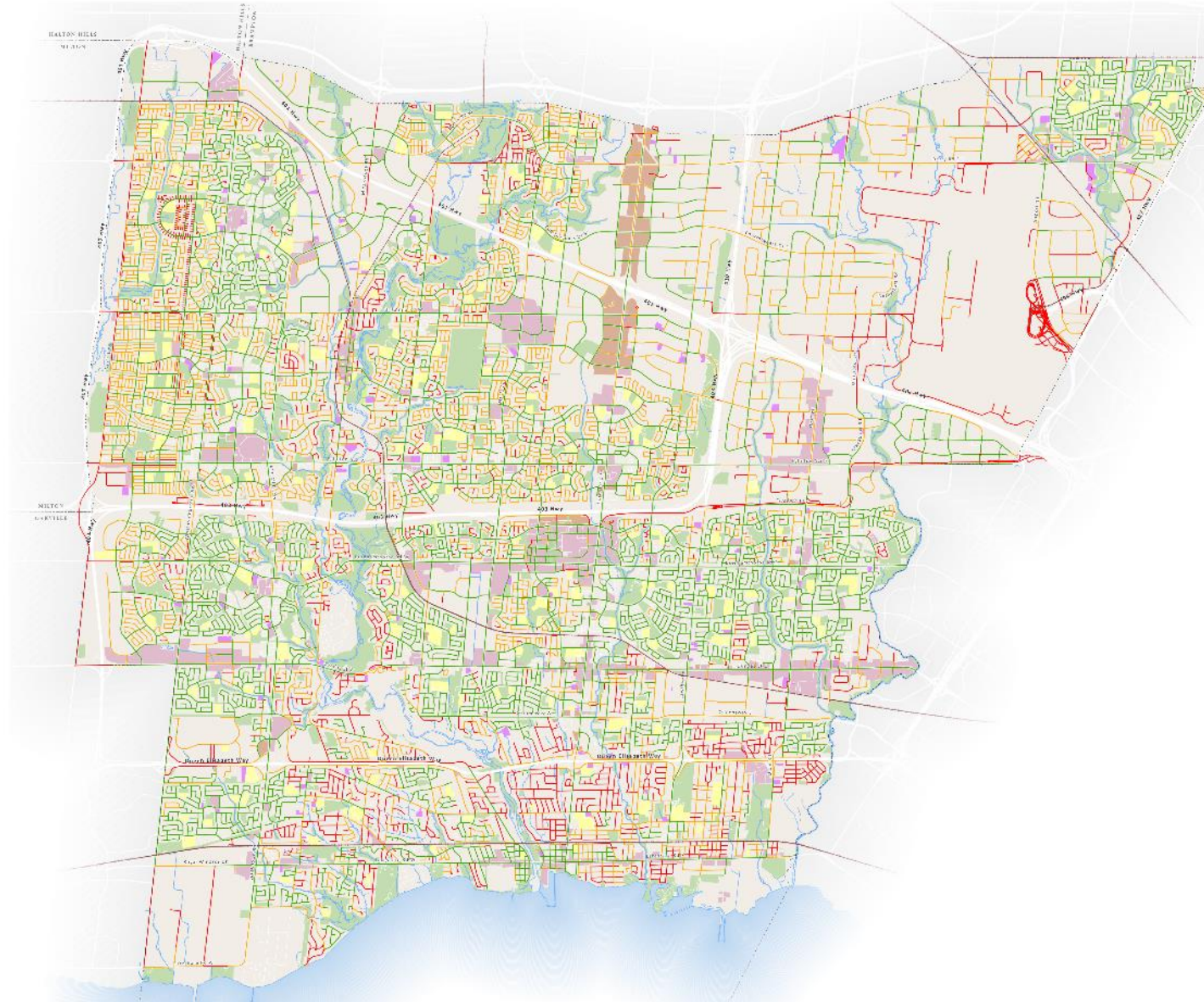


# Recommendations and Actions

NO.	ACTIONS	TIMEFRAME	DIVISION(S) RESPONSIBLE FOR IMPLEMENTATION	GOALS ADDRESSED
1	<b>Multi-agency integration.</b> Work with MTO & Metrolinx, Peel Transportation Services & Peel Health, major landowners, property managers & employers, etc. to incorporate their plans and programs into the funding, study, design, and construction of Pedestrian Master Plan projects, whenever project scope allows.	ongoing	Infrastructure, Planning and Engineering	
2	<b>Multi-jurisdictional connections.</b> Work closely with MTO & Metrolinx, Peel Transportation Services, and neighbouring communities to ensure pedestrian connections across jurisdictional borders are well integrated.	ongoing	Infrastructure, Planning and Engineering	
3	<b>Highway interchange safety.</b> Create and implement a strategy to address pedestrian safety issues around highway interchanges, in collaboration with MTO.		Infrastructure, Planning and Engineering	 
4	<b>Access to transit stops.</b> Work with Metrolinx/Go Transit to improve pedestrian access to transit stations and stops. Inventory accessible transit stops and provide sidewalks and crossings to access transit stops throughout the City.	ongoing	Infrastructure, Planning and Engineering	
5	<b>Transit user amenities.</b> Work with Metrolinx/Go Transit to improve customer amenities at transit stations and stops (e.g. shelters, benches, trash bins, etc.).	ongoing	Infrastructure, Planning and Engineering	 



# Technical Assessment





# Design

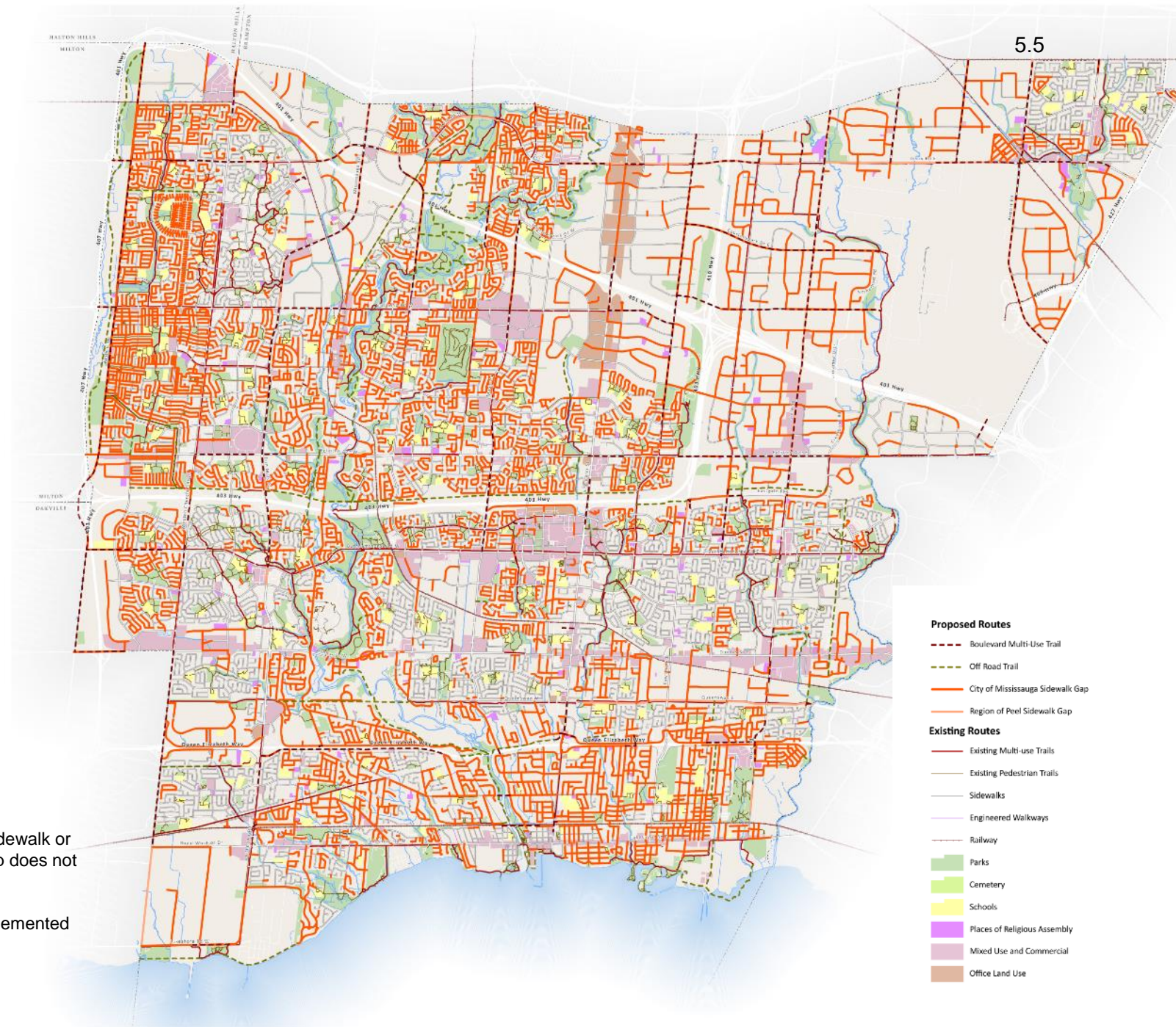


## Action: Eliminate gaps in the sidewalk network

Note: Gaps are defined as locations where there is no sidewalk or multi-use trail on one or both sides of the street. The map does not speak to the quality of the existing infrastructure.

The map does not distinguish if infrastructure will be implemented through development or through other capital projects.

Additional public engagement will be required prior to implementation.



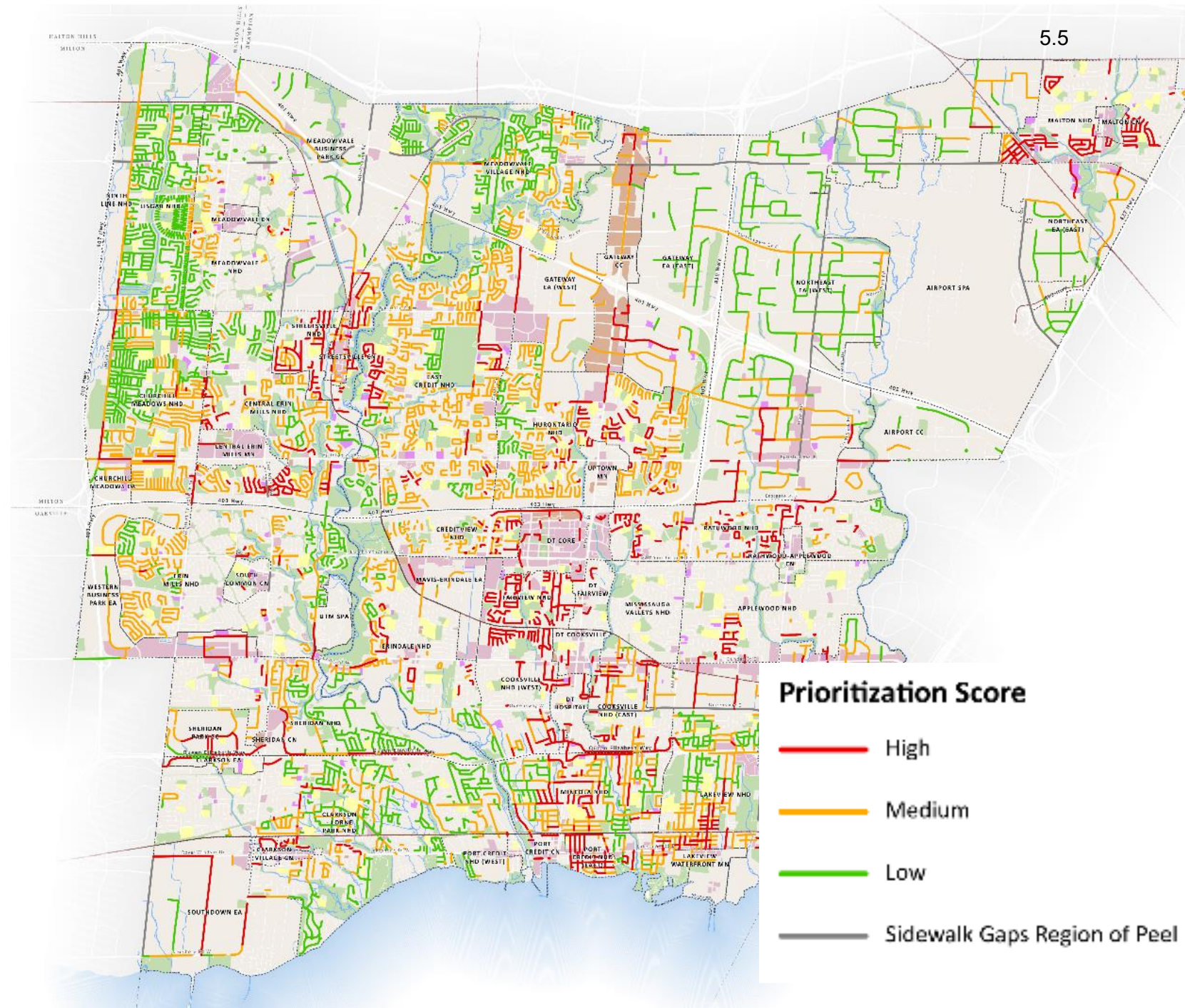


# Design



## Criteria

- Road classification
- Transit
- Schools
- Character areas
- Pedestrian Generators
- Network Connectivity
- Network Need
- Equity



# Implementation

The plan establishes a long-term framework with a primary focus on high priority projects

**Table 2: Pedestrian Network Gaps**

Pedestrian Network Gaps (term)	Total (km)
High Priority	232
Medium Priority	488
Low Priority	447
<b>Total</b>	<b>1167</b>

# Funding Scenarios

High Priority Network Gaps – 232 km

Scenario	Length (km/year)	Years to Complete	Yearly Funding Allocation
A (Current)	4	62	\$ 1,500,000
B	8	30	\$ 3,100,000
C	12	20	\$ 4,700,000
D	23	10	\$ 9,300,000

Funding Scenario B (\$3.1 M/yr) has been recommended in the 2022 Roads Capital Budget and Forecast.

Current annual budget for sidewalks is \$1,500,000 this results in approximately 4 kilometres of new sidewalks a year



# Next Steps

- That Council endorses the recommendation to General Committee that the Pedestrian Master Plan be adopted by Council
- That staff be directed to publish the “Notice of Study Completion” for the study and to place the “Pedestrian Master Plan” on the public record for up to a 45-day review period in accordance with the Municipal Class Environmental Assessment process; and
- That Capital Funding Scenario ‘B’, as outlined in the Corporate Report titled “Pedestrian Master Plan” dated June 8, 2021 from the Commissioner of Transportation and Works, be recommended for inclusion in the 2022-2025 Business Plan and 2022-2031 Capital Budget for the consideration of Budget Committee.





## Pedestrian Master Plan



# Thank you

# City of Mississauga Corporate Report



<p>Date: June 2, 2021</p> <p>To: Chair and Members of General Committee</p> <p>From: Shawn Slack, MBA, Acting Commissioner of Corporate Services and Chief Financial Officer</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: June 23, 2021</p>
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## Subject

**Procurement Authority to Obtain COVID-19 Related Personal Protective Equipment (PPE) and Disinfecting Supplies for City-Wide Use File: PRC002369, PRC002629, PRC002405**

## Recommendation

1. That the report dated June 2, 2021, titled "Procurement Authority to Obtain COVID-19 related Personal Protective Equipment (PPE) and Disinfecting Supplies for City-Wide Use File: PRC002369, PRC002629, PRC002405" from the Commissioner of Corporate Services and Chief Financial Officer, be received.
2. That Council approve the procurement authority request for COVID-19 related PPE and disinfecting supplies as detailed in the Corporate Report entitled "Procurement Authority to Obtain COVID-19 related Personal Protective Equipment (PPE) and Disinfecting Supplies for City-Wide Use File: PRC002369, PRC002629, PRC002405" dated June 2, 2021 from the Commissioner of Corporate Services and Chief Financial Officer.
3. That the Purchasing Agent or designate be authorized to increase the contract with Weber Supply Company Inc., CkdPack Packaging Inc. and State Chemical Ltd. as required to maintain supply of COVID-19 related personal protective equipment (PPE) and disinfecting supplies ending December 31, 2022, notwithstanding the requirements of Section 18 "Contract Value Amendments, Extensions or Renewals" of the Purchasing By-law 374-06.
4. That the Purchasing Agent or designate be authorized to execute and/or increase contracts with various other suppliers on a single source basis as required to maintain supply of COVID-19 related personal protective equipment (PPE) and disinfecting supplies for the period, ending December 31, 2022, notwithstanding that each contract may exceed \$100,000 and would normally require Council approval.

## Executive Summary

- The COVID-19 pandemic has resulted in global supply chain shortages for personal protective equipment (PPE) and disinfecting supplies.
- A temporary PPE Central Store has been established to stockpile critical items: 3-ply masks, gloves, hand sanitizer, disinfecting wipes and disinfecting spray and other safety supply items as required.
- The City has a contract in place with Weber Supply Company Inc., which was established competitively. The City also has contracts in place with CkdPack Packaging Inc. and State Chemical Ltd that were established on a single source basis. More suppliers may be required on a single source basis to ensure supply; staff need to act promptly to secure supply from any available source.
- This report seeks authority for the Purchasing Agent to increase the Weber Supply Company Inc., CkdPack Packaging Inc. and State Chemical Ltd. contracts as required and to execute and/or increase contracts with various other suppliers on a single source basis to maintain stock of PPE and disinfectant products.
- The request is for a term ending December 31, 2022.

## Background

The COVID-19 pandemic has resulted in global supply chain shortages, particularly affecting personal protective equipment (PPE) and disinfecting supplies. It has been difficult for the City to obtain critical PPE and disinfectant products such as: masks, gloves, hand sanitizer, sanitizing wipes and disinfecting spray.

A temporary PPE Central Store (excluding Fire and Transit, who have their own stores facilities) has been established with the aim of maintaining a three-month stockpile of PPE and disinfecting supplies as market availability allows. The estimated cost of a three months' supply is approximately \$108,573. The benefits of the temporary PPE Central Store include:

- Timely access to PPE and disinfectant products during recovery and in the event of delivery delays associated with future waves of COVID-19 infections;
- Anticipated cost savings related to bulk purchasing;
- Ensuring that suppliers and products are screened properly for safety compliance;
- Divisions would not be competing against each other for supplies.

The temporary PPE Central Store is located in the Print/Mail Services area in the Civic Centre and will be closed when high quantities of PPE are no longer required or supply becomes readily available.



## Comments

The required PPE and disinfecting supplies, and estimated quantities and prices are shown in Appendix 1 to this report and is based on actual usage.

The City has spent \$578,909 for PPE and disinfecting supplies on an emergency basis in 2020 and YTD 2021 as provided for in the Purchasing By-law. Further increases will be required to maintain the stockpile.

As with all suppliers, Weber Supply Company Inc. is unable to consistently meet demand. CkdPack Packaging Inc. was sourced to supply made in Mississauga face masks and State Chemical Ltd. supplies disinfecting spray. Back-up is required and Materiel Management is continually sourcing other suppliers and products. When appropriate alternate suppliers and products are found, orders must be placed promptly, to secure supply.

Orders have been placed on an emergency basis; however, as the COVID-19 situation continues, a longer-term plan and authority are required. Obtaining the procurement authority that is required under the City's normal approval processes will cause delays. Under the current unique circumstances, staff require the ability to promptly buy PPE and supplies from Weber and alternate suppliers as and when required to ensure continuous supply.

Authority for the Purchasing Agent is requested:

- To increase the contract with Weber Supply Company Inc., CkdPack Packaging Inc. and State Chemical Ltd. as required to maintain supply of COVID-19 related PPE and disinfecting supplies notwithstanding Section 18 of the Purchasing By-law which requires Council approval for contracts exceeding 20% of their original contract value and if increases exceed \$1,000,000.
- To execute and/or increase contracts with various other suppliers on a single source basis as required to maintain supply of COVID-19 related PPE and disinfecting supplies notwithstanding that each contract may exceed \$100,000.

This authority is requested for the period ending on December 31, 2022 to cover current recovery and in preparation for subsequent waves of COVID-19. Should the COVID-19 situation and need for extensive PPE and disinfecting supplies continue, staff will return to Council for authority as required at that time.

### Purchasing By-law Authorization

The recommendation in this report is made in accordance with the Purchasing By-law 374-06; Schedule "A" 1 (a) *The Goods and/or Services are only available from one supplier by reason of: (ii) scarcity of supply in the market.*

## Financial Impact

The cost to the City is estimated to be approximately \$651,438 for the (18) eighteen-month period intended to be covered by this report. The cost of goods will be charged to departments when the temporary PPE Central Store fulfills orders.

## Conclusion

A temporary PPE Central Store has been established to ensure a continuous supply of COVID-19 related PPE and disinfecting supplies during recovery and in preparation for subsequent waves of COVID-19. Due to uncertainty and supply chain instability, staff are requesting authority for the Purchasing Agent to increase the existing contract with Weber Supply Company Inc., CkdPack Packaging Inc. and State Chemical Ltd. to issue and/or increase contracts with alternate suppliers on a single source basis as required to ensure continuous supply and enable staff to secure orders promptly when appropriate supplies and suppliers are located. This request is for the period, ending December 31, 2022. In that time, the cost of contracts for the supply of PPE and disinfectant products is estimated at \$651,438. The recommendation in this report is made in accordance with the Purchasing By-law 374-06, Schedule "A" 1. (a) *The Goods and/or Services are only available from one supplier by reason of: (ii) scarcity of supply in the market.*

## Attachments

Appendix 1: Procurement Authority to Obtain COVID-19 related PPE for City-wide Use



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

Prepared by: Lydia Kowalyk, Materiel Management, Internal Services

Appendix 1

Procurement Authority to Obtain COVID-19 Related Personal Protective Equipment (PPE) and Disinfecting Supplies for Citywide Use File: PRC002369, PRC002629, PRC002405

Projected 2021-2022

PPE - 3-Month Stock Requirements - Based on Actual Usage

Material No.	Material Description	Moving Average Price	Unit
3458067810	mask, <b>medical</b> grade level 2, PPE min 50/box	\$ 0.22	EA
3457215231	wipes, disinfecting 160/canister	\$ 21.37	EA
4858680129	sanitizer, hand 1L pump	\$ 12.25	EA
3457225039	gloves, nitrile Large (100/box)	\$ 25.44	BOX
3457225049	gloves, nitrile X-Large (100/box)	\$ 25.44	BOX
4854020559	spray, disinfectant 946ml	\$ 16.44	EA

Employee Group	# of Employees	3-Ply Mask Quantity ( <u>Each</u> )	Glove Quantity ( <u>Box</u> )	Hand Sanitizer Quantity ( <u>Each</u> )	Disinfectant Wipes Quantity ( <u>Each</u> )	Disinfecting Spray ( <u>Each</u> )
Office/Non-public facing	182					
Office/Public facing	227					
Mobile/Building-based	974					
Mobile/Field-based	264					
Totals	1652	150,750 3,015 <u>no. of boxes</u>	806 806 <u>no. of boxes</u>	1057 1,057 <u>Each</u>	145,000 906 <u>no. of canisters</u>	1,374 5,494 <u>Each</u>

\$ 33,165.00

\$ 20,504.64

\$ 12,948.25

\$ 19,366.56

\$ 22,588.56

\$ 108,573.01  
3-Month Estimate

\$ 434,292.05  
12-Month Estimate

\$ 651,438.08  
18-Month Estimate

PPE - 12-Month Actual Spend

2020-2021

			Canada Fastening		Weber Supply		CKDPACK Packaging		Corporate Express		State Chemical		Total 12-Month Spend
Material No.	Material Description	Unit	Quantity	\$ Value	Quantity	\$ Value	Quantity	\$ Value	Quantity	\$ Value	Quantity	\$ Value	
3458067809	mask <b>non-medical</b> grade, PPE	EA	243,150	\$ 145,310.23	40,000	\$ 28,492.80	32,150	\$ 5,234.54					\$ 179,037.57
3458067810	mask, <b>medical</b> grade level 2, PPE min 50/box	EA					288,000	\$ 64,475.16					\$ 64,475.16
3457215299	wipes, disinfecting Lysol 80/canister	EA			450	\$ 3,979.32							\$ 3,979.32
3457215230	wipes, disinfecting Clorox 75/canister	EA							600	\$ 4,828.51			\$ 4,828.51
3457215231	wipes, disinfecting 160/canister	EA			3,120	\$ 66,673.15							\$ 66,673.15
4858680129	sanitizer, hand 1L pump	EA			4,932	\$ 58,464.29							\$ 58,464.29
3457225039	gloves, nitrile Large (100/box)	BOX			1,640	\$ 41,721.60							\$ 41,721.60
3457225049	gloves, nitrile X-Large (100/box)	BOX			2,140	\$ 54,441.60							\$ 54,441.60
4854020559	spray, disinfectant 946ml	EA									63,336	\$ 105,287.88	\$ 105,287.88
Total per Vendor:				\$ 145,310.23		\$ 253,772.76		\$ 69,709.70		\$ 4,828.51		\$ 105,287.88	\$ 578,909.08

# City of Mississauga

## Corporate Report



<p>Date: June 4, 2021</p> <p>To: Chair and Members of the General Committee</p> <p>From: Shawn Slack, MBA, Acting Commissioner of Corporate Services and Chief Financial Officer</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: June 23, 2021</p>
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### Subject

**Increase to the Contract with Greencare Janitorial Systems Ltd. for Cleaning Services for Comfort Stations and BRT Stations, Procurement No. PRC001491**

### Recommendation

That the Purchasing Agent or designate be authorized to increase the cleaning contract with Greencare Janitorial Systems Ltd. to accommodate the increased demand for janitorial services related to the COVID-19 pandemic as outlined in the Corporate Report dated 4 June 2021, from the Acting Commissioner of Corporate Services & CFO entitled, Increase to the Contract with Greencare Janitorial Systems Ltd. for Cleaning Services for Comfort Stations and BRT Stations, Procurement No. PRC001491

### Background

The contract for Cleaning Services for Comfort Stations and BRT Stations was awarded to Greencare Janitorial Services Ltd. pursuant to a competitive procurement process. Greencare was the lowest priced acceptable bid submitted. The contract commenced in May 2019 and was intended for cleaning in facilities such as BRT Terminals and Comfort Stations in Parks, Sports Fields and Marinas.

Since the beginning of the COVID-19 pandemic, Greencare's scope significantly increased due to enhanced cleaning and additional buildings added, for example, Parks & Recreation Bunker Buildings. This level of demand for cleaning services continued throughout 2020 and into 2021 with new high-touchpoint-cleans and deep-cleans as per the Region of Peel's Covid-19 guidelines, resulting in the overall spend being applied to the upper limit on the purchase order.

### Comments

Greencare is well positioned to continue their services with the City of Mississauga and they have enough resources to meet current and future demand.

The contract runs until 31 May 2022. The contract allows 2 one year extensions, at the City's option, that can extend the duration until 31 May 2024. Staff recommend that the contract be extended until 31 May 2023 to manage the expected continuing demand for service in a cost effective manner. There is currently a high demand for 3<sup>rd</sup> party janitorial services and an industry wide shortage of janitorial personnel. These factors are likely to result in high prices until the market stabilizes. Greencare has agreed to hold their current prices which are favorable to the City and represent best value. Additional funds are being requested to meet projected demand until 31 May 2023.

The current contract value is \$1,393,327. Services continue to be required for enhanced cleaning of City facilities in accordance with COVID-19 related legislation. An additional \$1,797,802 is requested to meet demand. The estimated total revised contract value will be \$3,191,129.

Section 18 (2) (d) (ii) of the Purchasing By-law #374-2006 requires Council approval for amendments to contracts if the amendment is of a value that, on its own or if added together with previous amendments is greater than 20% of the original contract value and greater than \$100,000; or if over \$1,000,000.

Materiel Management has reviewed this report and supports it from a procurement perspective.

## Financial Impact

As mentioned in the comments section, multiple stakeholders within the City are requesting additional janitorial services. These costs will be absorbed by the sections soliciting the services. As information, for fiscal year 2021, total forecasted costs from Greencare will create an expenditure over budget of \$500,000 for the entire City.

## Conclusion

Additional cleaning services are required to continue to meet increased demands due to COVID-19. High demand is expected to continue indefinitely. This report requests authorization for the Purchasing Agent to increase the existing contract with Greencare Janitorial Services Ltd. to \$3,191,129 to meet expected demand through to 31 May 2023. The contract with Greencare was established competitively and continues to represent good value. Greencare is well resourced to accommodate such additional work



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

Prepared by: Neil Darragh – Supervisor Service Contracts, Building Services & Operations, Facilities & Property Management



# City of Mississauga

## Corporate Report



<p>Date: June 4, 2021</p> <p>To: Chair and Members of General Committee</p> <p>From: Shawn Slack, MBA, Acting Commissioner of Corporate Services and Chief Financial Officer</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: June 23, 2021</p>
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### Subject

**Increase to the Contract with J&A Cleaning Solutions Ltd. for Cleaning Services for Libraries, Works/Parks Yards, Transit Buildings, 950 Building, Heritage Buildings, and Golf Courses, Procurement No. PRC001063**

### Recommendation

That the Purchasing Agent or designate be authorized to increase the cleaning contract for J&A Cleaning Solutions Ltd. to accommodate the increased demand for janitorial services related to the COVID-19 pandemic as outlined in the Corporate Report dated 4 June 2021, from the Acting Commissioner of Corporate Services & CFO entitled, Increase to the Contract with J&A Cleaning Solutions Ltd. for Cleaning Services for Libraries, Works/Parks Yards, Transit Buildings, 950 Building, Heritage Buildings, and Golf Courses, Procurement No. PRC001063

### Background

The contract for Cleaning Services for Libraries, Works/Parks Yards, Transit Buildings, 950 Building, Heritage Buildings, and Golf Courses was awarded to J&A Cleaning Solutions Ltd. pursuant to a competitive procurement process. J&A Cleaning Solutions Ltd. was the lowest priced acceptable bid submitted. The contract commenced in Feb. 2019 and was intended for cleaning in facilities such as Libraries, Works/Parks Yards, Transit Buildings, 950 Building, Heritage Buildings, and Golf Courses.

Since the beginning of the COVID-19 pandemic, J&A's scope significantly increased due to enhanced cleaning and additional buildings added, for example, Kings Masting. This level of demand for cleaning services continued throughout 2020 and into 2021 with new high-touchpoint-cleans and deep-cleans as per the Region of Peel's Covid-19 guidelines, resulting in the overall spend being applied to the upper limit on the purchase order.

### Comments

General Committee	2021/06/04	2
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J&A Cleaning Solutions Ltd. is well positioned to continue their services with the City of Mississauga and they have enough resources to meet current and future demand.

The contract runs until 31 January 2022. The contract allows 2 one year extensions, at the City's option that can extend the duration until 31 January 2024. Staff recommend that the contract be extended until 31 January 2023 to manage the expected continuing demand for service in a cost effective manner. There is currently a high demand for 3<sup>rd</sup> party janitorial services and an industry wide shortage of janitorial personnel. These factors are likely to result in high prices until the market stabilizes. J&A Cleaning Solutions Ltd. has agreed to hold their current prices which are favorable to the City and represent best value. Additional funds are being requested to meet projected demand until 31 January 2023.

The current contract value is \$5,786,726. Services continue to be required for enhanced cleaning of City facilities in accordance with COVID-19 related legislation. An additional \$4,818,675 is requested to meet demand. The estimated total revised contract value will be \$10,605,397.

Section 18 (2) (d) (ii) of the Purchasing By-law #374-2006 requires Council approval for amendments to contracts if the amendment is of a value that, on its own or if added together with previous amendments is greater than 20% of the original contract value and greater than \$100,000; or if over \$1,000,000.

Materiel Management has reviewed this report and supports it from a procurement perspective.

## Financial Impact

As mentioned in the comments section, multiple stakeholders within the City are requesting additional janitorial services. These costs will be absorbed by the sections soliciting the services. As information, for fiscal year 2021, total forecasted costs from J&A will create an expenditure over budget of \$1,050,000 for the entire City.

## Conclusion

Additional cleaning services are required to continue to meet increased demands due to COVID-19. High demand is expected to continue indefinitely. This report requests authorization for the Purchasing Agent to increase the existing contract with J&A Cleaning Solutions Ltd. to \$10,605,397 to meet expected demand through to 31 January 2023. The contract with J&A Cleaning Solutions Ltd. was established competitively and continues to represent good value. J&A Cleaning Solutions Ltd. is well resourced to accommodate such additional work.



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

Prepared by: Neil Darragh – Supervisor Service Contracts, Building Services & Operations,  
Facilities & Property Management

# City of Mississauga Corporate Report



<p>Date: June 7, 2021</p> <p>To: Chair and Members of General Committee</p> <p>From: Andrew Whittemore, M.U.R.P., Commissioner of Planning &amp; Building</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: June 23, 2021</p>
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## Subject

**Downtown Community Improvement Plan (CIP) – Oxford Property Group (Oxford) CIP Application (Ward 4)**

## Recommendation

1. That the report titled "Downtown Community Improvement Plan (CIP) – Oxford Property Group (Oxford) CIP Application (Ward 4)" dated June 7, 2021 from the Commissioner of Planning & Building, be received for information;
2. That the proposed Tax Increment Equivalent Grant (TIEG) for Oxford's planned office tower be approved in principle;
3. That this report and Oxford's application be forwarded to the Region of Peel for information; and
4. That staff be directed to prepare and enter into relevant agreements for the City TIEG.

## Executive Summary

- The City's Downtown Office Community Improvement Plan (CIP) has been in effect since 2018 with limited interest. The Region of Peel recently approved a new Major Office Investment matching TIEG which can be stacked to the City's TIEG providing office developers with a much more attractive incentive.
- The Downtown is experiencing unbalanced growth and has a significant deficit of office space compared to residential units – a new office tower has not been constructed in the Downtown in over 30 years.
- Oxford is looking to develop a new 19-storey office tower in the Downtown Core, and financial incentives would help make the project feasible.
- Staff are proposing a 10-year declining TIEG for the development that starts at 100% and declines by 7% annually. The City's portion of the grant would be equivalent to approximately \$3.95 million over 10 years. The City would collect \$2.62 million in



additional taxes over the 10 year program and approximately \$770,000 in annual taxes from the development following the completion of the TIEG.

- New office development is unlikely to occur in the Downtown without the investment of financial incentives by the City and Region as residential uses continue to provide a better return on investment for developers.

## Background

The City's Downtown Office Community Improvement Plan (CIP) was enacted in 2017 and came into effect in 2018. The CIP is an enabling tool that permits the following incentive programs:

- Tax Increment Equivalent Grants (TIEGs);
- Development Processing Fees Grants; and
- Municipally Funded Parking Assistance.

On April 22, 2021, Regional Council approved a Major Office Incentives program, which will match local municipality's TIEGs up to a maximum of a 10 year term, a maximum percentage of 100% and annual decline of no less than 7%. This more than doubles the impact of the City's TIEG with the Region contributing \$1.25 for every \$1 invested by the City, resulting in an incentive that is more comparable to those provided in other cities.

## Present Status

Despite ongoing investment in the City's Downtown Core, the office market has languished. An estimated 8,000 additional employees or 1.2 million square feet of new office space is currently required to meet the Official Plan's objective of a 1:1 resident to employee ratio. By 2051, an additional 33,000 employees and 5 million square feet (or 150 square feet per employee) of office space will be required based on population forecasts.

It has been 30 years since a new office tower was constructed in the Downtown Core. Downtown office developments are challenging due to structured parking requirements (versus surface parking in other employment areas such as Gateway) and competition with residential uses that generate higher/faster returns. Additionally, while long-term fundamentals of the office market in the GTA are strong, there is additional risk in the short-term due to the impact of COVID-19 across North America.

## Comments

New office development in the Downtown has the potential to augment future City tax revenues while responding to community needs and providing jobs. Major office development activity across the Region of Peel has not met growth forecasts in the last decade, and specifically in Downtown Mississauga it has been eclipsed by the rate of residential development. In order to

achieve the vibrant downtown envisioned for Mississauga, a better balance of employment (beyond retail jobs) and residents is required.

Oxford is currently looking to secure tenants for a new 19-storey office building in the Downtown Core at 189-219 Rathburn Road West (the eastern portion of the former Sport Chek site) with approximately:

- 37,000 square metres (397,000 square feet) of office space;
- 800 square metres (8,800 square feet) of ground floor retail; and
- 397 parking spaces located in a parking structure with three levels above grade and one below grade and surface parking to the west of the building that is envisioned for a future development (Appendix 1).

Oxford is seeking to secure a lead tenant for the building, but in order to make the project financially viable, its rents will have to be much higher than prevailing rents in existing buildings in the Downtown. Completion of a high-rise office building is typically a minimum of four years from lease negotiation through to occupancy. Accordingly, any TIEG incentive would not apply until 2025 at the earliest. Oxford currently has two active development applications (SP 20/99 and H-OZ 20/2) on the site so that they are ready to proceed to the building permit stage once tenancies are secured.

According to Oxford, financial incentives are required to bridge the material difference between total development expenditures and the income achievable from market rents. In the absence of financial incentives, the risk profile and return threshold for new office construction in Downtown Mississauga is not within the range of what a prudent and responsible institutional office investor or financial backer can accept. Typically, office developments require financing from multiple lenders in order to activate a new development.

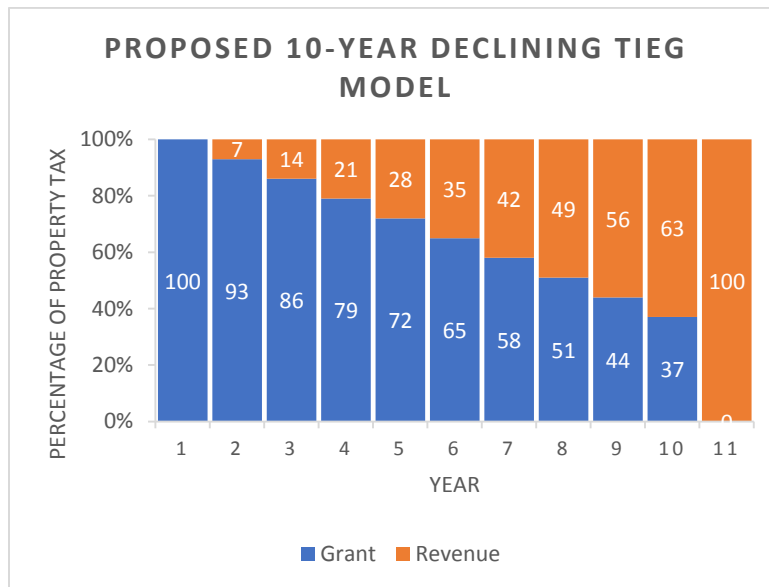
On August 14, 2019, Oxford submitted a CIP application which was in excess of what staff anticipated when the by-law was adopted. Their initial request was for a 30-year full value TIEG and waived building permit fees. The initial assumption when preparing the City's Downtown Office CIP was that the TIEG would have a 10-year declining value (i.e. the developer would be granted relief from 100% of the increase in taxes in the first year with the grant declining annually until the developer pays the full taxes in the 11<sup>th</sup> year). Oxford's request was higher than office TIEGs in other GTA communities, however, other cities often include a development charges grant to complement a TIEG (Appendices 2 and 3).

On November 6, 2019, Oxford provided an *Employment and Economic Impact Assessment* prepared by urbanMetrics outlining the one-time economic impact and employment generation associated with development:

- +/- 2,400 full-time person years of employment, approximately 88% drawn from the local labour market; and

- 1,800 to 2,900 on-site jobs, a significant portion of which are estimated to be net new jobs (COVID-19 may change these numbers).

Given the likelihood of the Region matching the City's TIEG, staff proposed the following 10-year model in response to Oxford's application:



This model would result in an overall TIEG grant of approximately 60% (including inflation) and the City would reach a notional break even point (where additional taxes collected exceed the value of the grant) by year 12 (Appendix 4). The exact dollar values for the TIEG cannot be calculated until the new building is assessed by MPAC and the applicable tax rate is applied. While the new development will increase the need for municipal services, Oxford would be paying development charges in full and staff expect the development to be financially positive over the longer term. The premium class office would generate comparatively higher tax revenue compared to other office and commercial tax rates are higher than residential rates. The site of the potential development is the best served location in the city by public transit and many municipal and private amenities are in close proximity.

It is intended that the cost to fund the TIEG program would be offset by the revenue from the property taxes payable by the new office receiving the incentive. The TIEG structure and reimbursements are set and agreed upon in year one of the TIEG, therefore the City's refund is locked in. As the taxes payable change each year (as applicable), the landowner will pay the updated property taxes, but the City's reimbursement will remain as the value set in the incentive agreement. Effectively, the City will retain a larger portion of the overall taxes than the percentages indicated above should annual tax rates increase.

The above TIEG model results in an overall incentive of approximately \$9.88 million nominal dollars (approximately \$7.72 million present value). The City's share of this would be approximately \$3.95 million nominal dollars (approximately \$3.11 million present value). This is less than what would be offered for a similar building located in Toronto and Brampton CIP areas. Mississauga's share is also lower than what Vaughan would offer, where York Region does not participate.

The proposed TIEG model was endorsed in principle by the Leadership Team on March 4, 2021. It was then shared with Oxford for their consideration. On May 20, 2021 Oxford submitted a revised CIP application (Appendix 5), which mirrors the model proposed above.

Given the nature of the office market, it is proposed that the TIEG be secured in principle for an initial term of three years, by the end of which a building permit must be issued for the proposed development. If a building permit is not issued within this timeframe, the TIEG will be forfeited, or Oxford may request that the term be extended by Council. This will provide Oxford with the security required to negotiate leases, but ensures that the funding commitment can be reallocated in a timely manner should the project not proceed.

Feedback from other Downtown office land owners with infill opportunities have noted a clear preference to develop residential uses on their lands given the high risk associated with developing office. Some of the existing buildings are now reaching their end of life and are ripe for redevelopment, which may further exasperate the growing imbalance between employees and residents in the Downtown. Residential development is eliminating future sites for office development in the Downtown and the ability to achieve the 1:1 employment to resident target established in the Official Plan could be lost as could the ability to meet the office development growth target for 2051.

There is a general consensus among other Downtown landowners that Oxford, due to its ownership structure, is the only developer that can presently assume the risk of building a dedicated office building and attracting tenants willing to pay a significant premium compared to existing rents in the area. If Oxford's development is successful, it will likely lead to additional office developments – much like Vaughan's experience following the completion of their first building occupied by KPMG. Subsequent applications may require less incentives as the risk profile is reduced.

## Strategic Plan

The Downtown CIP supports the strategic goal *Create a Vibrant Downtown* under the Connect pillar. It also supports the Prosper pillar which aims to develop talent, attract innovative businesses, and meet employment needs.



## Financial Impact

Contributing to TIEGs result in a deferral of increased property taxes for the property owner on development that might not otherwise occur. A TIEG provides a grant for the differences between the pre-development taxes and the post-development taxes for a property for a given amount of years. The City would benefit from the major office development through economic benefits created by the development.

The change in assessment value will generate supplementary tax revenue in the year that the new development is assessed by MPAC, once the post-development assessment change is incorporated into the City's assessment base the property will incur a larger distribution of the City's total tax levy. In the year that the revised assessment value is added to the City's assessment base it will generate growth for the tax levy.

The value of the TIEG over the 10 years will be a cost to the City and create a budget pressure. The 10-year TIEG would provide 100% of the incremental increase in taxes in the first year and decline to 37% in the 10<sup>th</sup> year. This model estimates the cost of the grant at \$3.95 million over 10 years for the City. This cost is based on the estimated post development assessment value, the actual grant would be based on the actual assessment change as determined by MPAC. During this time period the City will collect \$2.62 million in municipal taxes (see Appendix 4).

The annual tax levy is collected from the City's assessment base, if the grant is funded through the operating budget this cost will be collected as part of the annual tax levy. There is a risk that the cost of the grant could be higher than estimated depending on the final post development assessment value as determined by MPAC. However, the grant is based on percentages so the grants and revenues would increase proportionally.

## Conclusion

Oxford's proposed office development could be the first new office building in Downtown Mississauga in 30 years. A building of this size represents 38% of the current Official Plan office requirement in the Downtown Core. This could have significant spin off effects attracting additional office and improving the balance between residents and jobs in the Downtown.

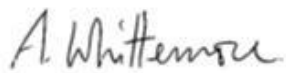
While Oxford's initial TIEG request was greater and longer in duration than anticipated, staff have developed an alternate TIEG model that still offers an attractive incentive for Oxford. The participation of the Region enables the City to enhance the value of the TIEG.

Oxford has indicated that the development is unlikely to proceed without any financial incentives.

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## Attachments

- Appendix 1: Proposed Office Development
- Appendix 2: Comparison of Office CIPs
- Appendix 3: Value of Office CIPs
- Appendix 4: TIEG Financial Analysis
- Appendix 5: Oxford's Downtown CIP Application (May 2021)

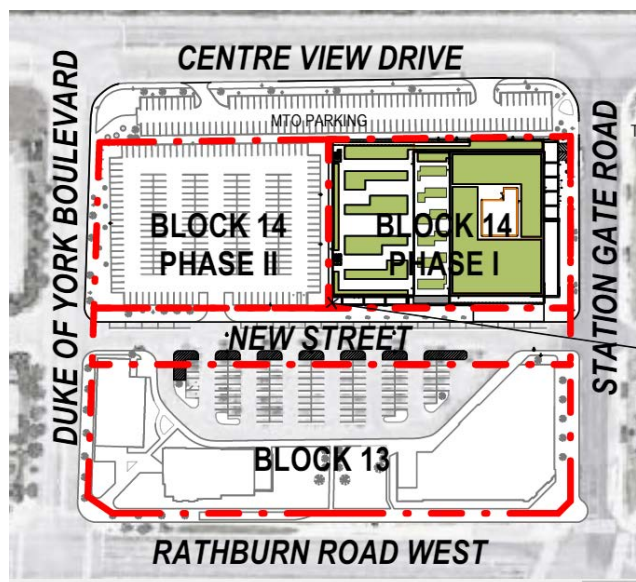


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Andrew Whittemore, M.U.R.P., Commissioner of Planning & Building

Prepared by: Melissa Slupik, Planner

## Proposed Oxford Development



ARTIST RENDERING - SOUTH ELEVATION VIEW



ARTIST RENDERING - MAIN ENTRANCE VIEW FROM INTERSECTION OF STATION GATE AND NEW STREET



### Comparison of Office CIPs

Municipality	Tax Increment Equivalent Grant (TIEG)	Development Charge (DC) Exemptions and other Incentives	Outcomes
<b>City of Toronto (IMIT)</b>	<ul style="list-style-type: none"> <li>10-year declining TIEG – 100% rebate of the increase in Year 1, declining by 9% each year</li> <li>Refunds approximately 60% of the cumulative municipal tax increment over the 10-year term</li> </ul>	<ul style="list-style-type: none"> <li>DCs are waived for non-residential uses above the first floor (administered through the development charges by-law and not the IMIT CIP)</li> </ul>	<p>Since 2008:</p> <ul style="list-style-type: none"> <li>31 projects resulting in 1.03 square metres (11.1 million square feet) and nearly 48,000 jobs</li> <li>\$889 million in new taxes for the City (issued \$566 million in grants)</li> <li>Average of \$29 million in net new tax revenue annually during grant period, and \$79 million in annual new tax revenue after grant period</li> </ul>
<b>City of Brampton</b>	<ul style="list-style-type: none"> <li>In April 2021, Council directed staff to develop a City-Wide CIP for Employment and TIEG implementation guidelines, which are anticipated to launch in Q3/Q4 2021</li> <li>10-year declining TIEG – 100% rebate of the increase in Year 1, declining by 10% each year is proposed</li> </ul>	<ul style="list-style-type: none"> <li>DCs are waived for all new freestanding major office buildings that are a minimum of 4,600 square metres (50,000 square feet) and 2 storeys tall</li> </ul>	<ul style="list-style-type: none"> <li>Brampton's 2008 CIP (amended in 2010) has supported 10 projects</li> <li>One completed office project has received DC exemptions</li> <li>An additional office project has been approved for DC exemptions (valued at approximately \$760,000), but has yet to be constructed</li> </ul>
<b>City of Vaughan</b>	<ul style="list-style-type: none"> <li>10-year declining TIEG - 70% rebate of the increase in Year 1, declining by 7% each year</li> </ul>	<ul style="list-style-type: none"> <li>DCs are 'frozen' at the rates in effect before the enactment of the 2013 City-wide DC by-law (Only applicable to the office portion of mixed-use developments)</li> </ul>	<p>November 2015 to January 2020</p> <ul style="list-style-type: none"> <li>Applications received for nearly 67,000 square metres (725,000 square feet) of office space, 80% of which has been constructed</li> </ul>



Municipality	Tax Increment Equivalent Grant (TIEG)	Development Charge (DC) Exemptions and other Incentives	Outcomes
		<ul style="list-style-type: none"> <li>• DC deferrals of up to 18 months, from the issuance of a building permit are available (in alignment with the York Region deferral program)</li> <li>• Offices are exempt from Cash-in-Lieu of Parkland fees (equivalent to 2 per cent of land value)</li> </ul>	
<b>City of Hamilton</b>	<ul style="list-style-type: none"> <li>• Downtown Hamilton: 5-year declining TIEG – 100% rebate of the increase in Year 1, declining by 20% each year</li> <li>• Barton Kenilworth area: 9-year declining TIEG – 100% rebate of the increase Year 1 through Year 5, 80% in Year 6, 60% in Year 7, 40% in Year 8, and 20% in Year 9.</li> </ul>	<ul style="list-style-type: none"> <li>• 70% exemption for Class A office developments larger than 1,900 square metres (20,000 square feet) within the downtown (administered through the development charges by-law)</li> </ul>	<p><b>Downtown</b></p> <ul style="list-style-type: none"> <li>• A 5,500 square metre (60,000 square foot) brick and beam office redevelopment is anticipated to apply for TIEG</li> <li>• Four brick and beam office redevelopments have received façade grant programs and the DC exemption</li> </ul> <p><b>Barton-Kenilworth</b></p> <ul style="list-style-type: none"> <li>• A 3,700 square metre (40,000 square foot) office has secured a 9-year TIEG estimated at \$934,000 in addition to \$300,000 in heritage grants and almost \$400,000 in 0% interest loans</li> </ul>
<b>City of Richmond Hill</b>	<ul style="list-style-type: none"> <li>• 9-year declining TIEG – 90% rebate of the increase in Year 1, declining by 10% each year</li> </ul>	<ul style="list-style-type: none"> <li>• Regional DC deferrals are available (in alignment with the York Region deferral program)</li> </ul>	<ul style="list-style-type: none"> <li>• No developments have secured TIEGs (as of February 2021)</li> </ul>

### Value of Office Incentives

- Calculations based on an office building that is approximately 400,000 sq. ft.

	Mississauga	Peel	Mississauga + Peel	Toronto (IMIT)	Brampton <sup>1</sup> + Peel	Vaughan	Hamilton	Richmond Hill
TIEG	\$ 3,953,000	\$ 4,940,000	\$ 9,883,000	\$ 9,668,000	\$ 8,980,000	\$ 3,869,000	\$ 8,317,000	\$ 4,369,000
DCs	-	-	-	\$ 12,823,000	\$ 4,630,000	\$ 5,368,000 <sup>2</sup>	-	- <sup>4</sup>
Parks CIL	-	-	-	-	-	\$ 531,000 <sup>3</sup>	-	-
Total	\$ 3,953,000	\$ 4,940,000	\$ 9,883,000	\$ 22,490,000	\$ 13,610,000	\$ 9,768,000	\$ 8,317,000	\$ 4,369,000
<b>Present Value</b>	<b>\$ 3,110,000</b>	<b>\$ 4,612,000</b>	<b>\$ 7,722,000</b>	<b>\$ 19,542,000</b>	<b>\$ 10,409,540</b>	<b>\$ 6,847,000</b>	<b>\$ 5,962,000</b>	<b>\$ 2,873,000</b>

\* values may not add due to rounding

#### Notes:

1. Assuming proposed TIEG is approved
2. Based on \$22.48/sq. m of gross building area
3. Based on 2% of 1.77 acre site valued at \$15M per acre (Mississauga uses a rate of 5%)
4. Deferral may be secured separately from the CIP

## TIEG Financial Analysis

Year	Grant %	Mississauga Grant	Additional Mississauga Taxes Collected	Region Grant	Additional Region Taxes Collected	Combined Grant	Combined Taxes Collected
1	100%	\$ 577,000	-	\$ 721,000	-	\$ 1,291,000	-
2	93%	\$ 537,000	\$ 54,000	\$ 671,000	\$ 68,000	\$ 1,236,000	\$ 122,000
3	86%	\$ 496,000	\$ 112,000	\$ 620,000	\$ 140,000	\$ 1,177,000	\$ 253,000
4	79%	\$ 456,000	\$ 171,000	\$ 570,000	\$ 214,000	\$ 1,114,000	\$ 385,000
5	72%	\$ 415,000	\$ 230,000	\$ 519,000	\$ 288,000	\$ 1,046,000	\$ 518,000
6	65%	\$ 375,000	\$ 290,000	\$ 469,000	\$ 362,000	\$ 972,000	\$ 652,000
7	58%	\$ 335,000	\$ 350,000	\$ 418,000	\$ 438,000	\$ 894,000	\$ 788,000
8	51%	\$ 294,000	\$ 411,000	\$ 368,000	\$ 514,000	\$ 809,000	\$ 925,000
9	44%	\$ 254,000	\$ 473,000	\$ 317,000	\$ 591,000	\$ 719,000	\$ 1,064,000
10	37%	\$ 213,000	\$ 535,000	\$ 267,000	\$ 669,000	\$ 623,000	\$ 1,204,000
<b>Total</b>		<b>\$ 3,953,000</b>	<b>\$ 2,624,000</b>	<b>\$ 4,940,000</b>	<b>\$ 3,279,000</b>	<b>\$ 9,883,000</b>	<b>\$ 5,903,000</b>
11	0.0%	\$ -	\$ 771,000	\$ -	\$ 963,000	\$ -	\$ 1,734,000
12	0.0%	\$ -	\$ 794,000	\$ -	\$ 992,000	\$ -	\$ 1,786,000
<b>Total</b>		<b>\$ 3,953,000</b>	<b>\$ 4,189,000</b>	<b>\$ 4,940,000</b>	<b>\$ 7,310,000</b>	<b>\$ 9,883,000</b>	<b>\$ 11,499,000</b>

\* values may not add due to rounding

### Notice to Applicants

**Please only complete this form after attending a Pre-Application Meeting with the Review Panel.**

1. Prior to completing this form, please read the eligibility requirements in the Downtown Community Improvement Plan and Application Guide for further details and conditions.
2. If an agent is acting for the property owner, please ensure that the required authorization as provided and the application form is completed and signed by the owner. Agreement(s) must be executed with the property owner and payments will only be made to the property owner.
3. If you find insufficient space on this form to respond to questions, please provide additional information on a separate page and attach to your completed application form.
4. Prior to submission, please ensure that the Application Form is completed in full, including all required signatures and supporting documents.
5. There is no application fee.
6. You may deliver your application in person, by mail or email to:  
City of Mississauga  
Planning and Building Department  
Attention: CIP Planner, City Planning Strategies  
300 City Centre Drive  
Mississauga, ON L5B 3C1  
Email: [downtown.cip@mississauga.ca](mailto:downtown.cip@mississauga.ca)
7. For further information contact the CIP Planner at 905-615-3200 ext. 5152 or [downtown.cip@mississauga.ca](mailto:downtown.cip@mississauga.ca).

The personal information on this form is collected under the authority of the *Planning Act*, RSO 1990, c.P.13, as amended. The information is used for the purpose of evaluating your Downtown CIP application. Questions about the collection of personal information should be directed to the CIP Planner, City Planning Strategies, Planning and Building Department, 300 City Centre Drive, Mississauga, Ontario, L5B 3C1, Tel: 905-615-3200 ext. 5152.

The development proposal must comply with applicable policy and regulations. Additional project details will be required as part of the full application submission to demonstrate conformity with all relevant policy documents including Mississauga Official Plan, Zoning By-law 0225-2007, (both are accessible at [www.mississauga.ca/portal/residents/officialdocuments](http://www.mississauga.ca/portal/residents/officialdocuments)) and any other applicable plans and documents.

CE VM

Applicant Initials

FOR CITY USE ONLY	
File Number	Date of Receipt

1. Property Owner Information			
Name Lisa Chandler, Vice President	Company OMERS Realty Management Corporation and Square One Property Corporation		
Address Suite 900, 100 Adelaide Street West	City Toronto	Province ON	Postal Code M5H 0E2
E-mail lchandler@oxfordproperties.com	Phone No. (416) 865-8300	Additional Phone No.	
Agent Information - if applicable			
Name of Agent Veronica Maggisano	Company Oxford Properties Group		
Address Suite 900, 100 Adelaide Street West	City Toronto	Province ON	Postal Code M5H 0E2
E-mail vmaggisano@oxfordproperties.com	Phone No. (416) 868-3963	Additional Phone No.	

2. Property Information	
Address/Legal Description 189-219 Rathburn Road West, being Part of PI N 13139-0369 and 13139-0372	
Assessment Roll Number 21-05-040-154-004-13	
Existing Property Use Retail / commercial uses.	
Are property taxes paid in full on this property?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there any outstanding work orders on this property?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No



### 3. Project Description

Describe the proposed construction project (including office gross floor area, storeys, residential units, parking spaces, etc.). Please attach any additional information and plans, drawings, sketches as required.

See Appendix 1.

What development applications are required?

Application	Yes	No	Description (please include application number if applicable)
1. Official Plan Amendment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
2. Rezoning	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
3. Removal of H	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Application Submitted.
4. Site Plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Application Submitted on July 31, 2020.
5. Minor Variance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
6. Other	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

Have you met the general eligibility criteria? Explain:

Criteria	Yes	No	Explanation - if required
1. Lands are situated within the <a href="#">Downtown Community Improvement Project Area</a>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
2. The payment of increased property taxes will apply	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
3. The building will be a minimum of three (3) storeys in height	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
4. The development will include a minimum of 50,000 sq. ft. (approximately 5,000 m <sup>2</sup> of office	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
5. Transportation Demand Management (TDM) measures are included ( <a href="#">MOP section 8.5</a> )	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
6. The subject property is <b>not</b> in a position of tax arrears	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

Provide a description of why financial assistance/incentives are required to make the development economically viable and what measurable economic benefit the development will provide to the downtown. Financial incentives are required to bridge the material difference between total development expenditures and the income achievable from market rents. In the absence of financial incentives, the risk profile and return threshold for new office construction in Mississauga are not within the range of what a prudent and responsible institutional office investor can accept. The development of new office space in Downtown Mississauga will (i) increase and diversify the employment opportunities in the Downtown, (2) expand the property tax base for the long term, and (3) enhance/expand Mississauga's Downtown as an office market, all of which are in line with the Downtown 21 strategic plan.

Does the project conform to the intent of Mississauga Official Plan, Zoning By-law 0225-2007, (both are accessible at [www.mississauga.ca/portal/residents/officialdocuments](http://www.mississauga.ca/portal/residents/officialdocuments)) and other related City policies and strategies?

Yes. The proposed office development with retail at grade will conform with the Mississauga Official Plan, the intent of Zoning by-law 0225-2007, and appropriately implement the Downtown Urban Design Guidelines.

Is the subject property subject to outstanding appeals to Mississauga Official Plan policies or amendments to the Downtown Core, Zoning By-law 0225-2007 and/or Interim Control By-laws 0046-2011/0036-2012; or the Downtown Core Built Form Standards?

No

#### 4. Programs

Please check all programs that are being applied for:

Program(s) Requested	Description	Value (\$) and Duration
<input checked="" type="checkbox"/> Tax Increment Equivalent Grant (TIEG)	Provides tax grants that would offset increase in municipal taxes that are the result of an increase in property assessment due to new development	10 yrs for an approximate amount of \$12.4M. See Appendix B for Preliminary TIEG Calculation
<input type="checkbox"/> Development Processing Fees Grant	In whole, or in part, the cost of specific planning fees for office development.	
<input type="checkbox"/> Municipally Funded Parking Program	The provision of municipal parking spaces in a stand-alone structure or as part of a private development.	
<input type="checkbox"/> Municipal Property Acquisition and Disposition	The purchase or sale of municipal land by the City for the purposes of achieving the objectives of the Downtown CIP.	

If the **Municipally Funded Parking Program** has been selected above, indicate the following:

Total number of parking spaces proposed with development	Number of spaces incentive is requested for
--	---

Are the requested incentivized spaces intended to be built within the private development or stand alone?

Please provide additional details regarding parking (e.g. are the spaces to be exclusive use or shared?)

#### 5. Construction Schedule

Approximate Start Date of Construction  
09/01/2022

Approximate End Date of Construction  
09/01/2025

#### 6. Tax Information

Current Assessed Value of Property (\$)  
\$ 10,830,000

Current Property Taxes (annual) (\$)  
\$ 316,530

Is the property in tax arrears? ☐ Yes ☒ No

If yes, please specify the amount (\$)

#### 7. Other Sources of Funds

Has the property received grants/loans or other financial assistance from the City or other levels of government? ☐ Yes ☒ No

If **yes**, please specify the type and amount of financial assistance received

**8. Property Owner Appointment and Authorization of Agent - if applicable**

9.1

If no agent is assigned, please check here: ☐

I, the undersigned, being the registered property owner of

**189-219 Rathburn Road West, being Part of PIN 13139-0369 and 13139-0372**

*Address/Legal Description*

Hereby authorize **Oxford Properties Group (Veronica Maggisano)**

*Authorized agent's name/company*

as my agent for the purpose of submitting a Pre-Application Form to the City of Mississauga Planning and Building Department and acting on my/our behalf in relation to this application. The authority granted by this Agent Appointment and Authorization shall continue until I shall have revoked such authority in writing, and delivered such written revocation to the City of Mississauga Planning and Building Department. No such revocation shall, however, invalidate any action taken by my/our agent prior to the date the City of Mississauga Planning and Building Department received such written revocation.

I have the authority to bind the Corporation or Partnership, if applicable.

*Veronica Maggisano*

*Cory Estrela*

Veronica Maggisano and Cory Estrela

2021/05/20

*Signature of property owner or signing officer*

*Print Name*

*Date*

**9. Property Owner Acknowledgement of Public Information**

Application information is collected under the authority of the *Planning Act*, R.S.O. 1990, c. P.13, as amended. In accordance with Section 1.0.1 of the Act, the City of Mississauga provides public access to all *Planning Act* applications and supporting documentation submitted to the City.

I, the undersigned, being the registered property owner of

**189-219 Rathburn Road West, being Part of PIN 13139-0369 and 13139-0372**

*Address/Legal Description*

hereby agree and acknowledge that the information contained in the application and any documentation, including reports, studies and drawings, provided in support of the request, by myself, my agents, consultants and solicitors, constitute public information and will become part of the public record. As such, and in accordance with the provisions of the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56, as amended or substituted from time to time, I hereby consent to the City of Mississauga making this request and its supporting documentation available to the general public, including copying, posting on the City's website and/or releasing a copy of the request and any of its supporting documentation to any third party upon their request or otherwise, and as part of a standard distribution of copies of such documentation. I consent to the City releasing copies of any of the documentation to additional persons, including but not limited to Members of Council and resident associations.

I have the authority to bind the Corporation or Partnership, if applicable.

*Veronica Maggisano*

*Cory Estrela*

Veronica Maggisano and Cory Estrela

2021/05/20

*Signature of property owner or signing officer*

*Print Name*

*Date*

**10. Property Owner Permission to Enter Property**

9.1

I, the undersigned, being the registered property owner of

**189-219 Rathburn Road West, being Part of PIN 13139-0369 and 13139-0372**

*Address/Legal Description*

hereby irrevocably authorize and consent to the City of Mississauga to enter upon the above noted property at any reasonable time for the purpose of evaluating the merits of the application.

I have the authority to bind the Corporation or Partnership, if applicable.

<u>Veronica Maggisano</u>	<u>Cory Estrela</u>	<u>Veronica Maggisano and Cory Estrela</u>	<u>2021/05/20</u>
<i>Signature of property owner or signing officer</i>		<i>Print Name</i>	<i>Date</i>

**11. Declaration of Agent/Applicant**

I, Cory Estrela, of the Pickering in the Durham  
*Name City/Town Region*

solemnly declare that all of the statements and attached documentation contained within the application are accurate and true, and I make this solemn declaration conscientiously believing it to be true, and knowing that it is the same force and effect as if made under oath, and by virtue of "The Canada Evidence Act".

Declared remotely by Cory Estrela of the Town of )  
Pickering in the Region of Durham, before me at the )  
City of Toronto on May 20, 2021 in accordance with )  
O. Reg. 431/20, Administering an Oath or Declaration )  
Remotely )

Cory Estrela  
*Agent/Applicant signature*

Jim Quick  
*A commissioner, etc.*

James Harold Quick  
*Name/Stamp of commissioner, etc.*



## **APPENDIX A**

### **Site**

The Land, municipally known as 189-219 Rathburn Road is located north of Square One mall adjacent to highway 403. The lands are bounded by Station Gate Rd to the east, Rathburn Rd to the south, Duke of York to the west, and the Metrolinx parking lot to the north. The proposed development site is the northeast quadrant of the overall lands. The vehicular entrance for the project is off Station Gate Road and fire truck access route is located along the new east-west street. Currently there are three GO Bus stops along Station Gate Rd, and these bus stops will be reconfigured in a sawtooth alignment as per discussions with Metrolinx and to accommodate the vehicular entrance. The north side of the building will be designed to accommodate the higher elevation of neighboring parking lot.

### **Floor Plans**

The proposed building is comprised of a 19 storey office tower, a 3 storey podium, grade related retail and structured parking. In developing the floor plans, flexibility was considered to accommodate both single tenants and multi-tenant floor plans. A central core facilitates demising of the floor plate to accommodate various scenarios. The tower has 26,000 sf rentable floor plates from levels 7 to 18. The podium, at levels 4, 5 and 6, has larger 37,000 sf floor plates with the flexibility to accommodate a single user or multi-tenant user.

The main lobby at level 1 is accessed from the south and east along the new east-west road that will separate the site from the remainder of the lands. The lobby provides access to retail spaces, parking garage, elevators, and loading dock. A 6,400 sf retail space located along the south side has direct access off the main lobby and south sidewalk. A separate 2,400 sf retail space also located on the south side has direct access from the lobby and south side. Dedicated indoor, long-term bicycle parking is provided on Level 1 with corridor access from the south elevation. End of Trip facilities and associated 1,800 sf amenity space is provided on Level 2 via Parking elevators or convenience stair located in the lobby,

The parking garage vehicular entrance is to be on the east side of the building. Parking is accommodated in a parking structure with three levels above grade and one below grade. A surface parking lot is to the west, it is envisioned that this will ultimately be developed in the fullness of time. Future extension of the above and below grade parking for phase 2 is accommodated. A future underground pedestrian tunnel to the south parcel is accommodated along the south side of level P1. The parking ratio is minimum 1 space per 1,000 sf of rentable office (includes surface parking to the west).

An enclosed integrated waste handling/shipping and receiving facility is located on the ground floor with access off Station Gate Rd. It accommodates the loading and waste requirements of both the office and retail occupancies. Waste and recycling will be collected in two 12 cubic yard compactors every 3 days. A service elevator transports freight from the elevated dock to all floor levels including P1 and the Mechanical Penthouse. In order to minimize the footprint of the loading dock, a dedicated maneuvering space has not been provided. Deliveries and waste pickup must operate on coordinated schedules. Waste removal will be restricted to off hours and deliveries during business hours. The delivery vehicles will make use of the waste handling spaces for maneuvering and vice versa. Loading access to Retail Space 1 is via a corridor access from the Loading Dock. A waste holding room in the Retail 1 space

permits waste to be stored and then transported to the waste handling facility. Retail 2 is accessed via a corridor from the Loading Dock

On Level 3, space for a proposed Amenity and additional Office space is provided. It is accessed from the Level 1 parking elevators and low-rise elevators located in the main lobby. Both spaces have glazed walls overlooking the lobby below with views south and east respectively. A walk out to a small exterior terrace on the south is provided for the amenity space and larger terrace on the east side of the building is provided for the office space.

## Exteriors

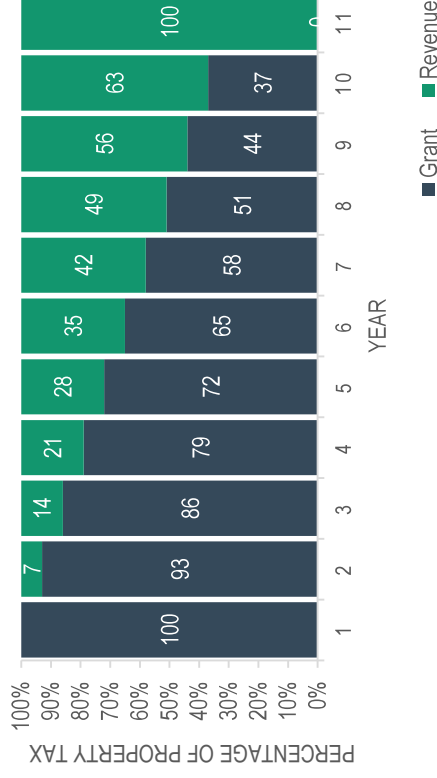
With floor plates of 37,000 and 26,000 sf and a height of only 19 stories, our design strategies have been focused on breaking down the building massing into pleasing proportion. The building is comprised of several masses: tower, podium, retail and parking which are unified in a coherent composition yet maintain their individual and legible identity. The tower and podium are clad with high performance curtainwall with vision and horizontal glass spandrel panels. Vertical aluminum clad spandrels are provided throughout the tower that shift window modules each level creating a dynamic expression to the tower while also providing passive solar shading. A mid-band shift in the tower breaks down the tower mass, articulates the north/ south elevations and introduces accessible outdoor terraces. An extensive green roof covering the parking garage provides a pleasing surface to view from the office floors and facilitates storm water retention requirements. The retail spaces are defined by aluminum panel cladding and have generous glazing to both the exterior and to the lobby. The south and east sides of the lobby have triple height glazing for daylight to stream deep into the ground floor. The parking garage north elevation is clad with a dynamic folded metal panel system with a mixture of vision and spandrel glazing.

# Appendix B: Oxford's Calculation of Proposed TIEG

## PROPOSED 10 YR DECLINING TIEG MODEL

- 1 Determine the Incremental Office Tax Bill  
*The New Office Tax Bill, as received from Altus, is the annual stabilized tax amount for the proposed development. The In-Place Tax Bill assumes no development will take place on the current property.*
- 2 Determine the Municipal and Regional Portion of the Office Tax Bill  
*The portion of the Office taxes which are paid to the city and region, as provided by Altus.*
- 3 Using TIEG Determine the Benefit of Municipal Tax Grant  
*To determine the benefit today, the tax amount times the grant is calculated and summed for the 10 years. A tax growth rate of 3% is assumed.*

PROPOSED 10-YEAR DECLINING TIEG MODEL



## OXFORD CALCULATION OF 10 YR DECLINING TIEG MODEL

Year	Municipal Property Tax	Municipal Tax Grant	\$ Grant	Regional Property Tax	Regional Tax Grant	Tax Grant	\$ Grant
2025	717,983	100%	717,983	897,252	100%	897,252	897,252
2026	739,522	93%	687,755	924,169	93%	859,477	859,477
2027	761,708	86%	655,069	951,894	86%	818,629	818,629
2028	784,559	79%	619,802	980,451	79%	774,556	774,556
2029	808,096	72%	581,829	1,009,864	72%	727,102	727,102
2030	832,339	65%	541,020	1,040,160	65%	676,104	676,104
2031	857,309	58%	497,239	1,071,365	58%	621,392	621,392
2032	883,028	51%	450,344	1,103,506	51%	562,788	562,788
2033	909,519	44%	400,188	1,136,611	44%	500,109	500,109
2034	936,804	37%	346,618	1,170,710	37%	433,163	433,163
	<b>Municipal Tax Grant</b>		<b>5,497,846</b>	<b>Regional Tax Grant</b>		<b>6,870,572</b>	

Incremental Tax Grant	
New Office Tax Bill	\$3,511,767
In-Place Tax Bill	\$307,311
<b>Incremental Tax Bill</b>	<b>\$3,204,456</b>

Tax Breakdown:		%	\$
Educational % Share of Tax	49.6%	1,589,222	
Regional % Share of Tax	28.0%	897,252	
Municipal % Share of Tax	22.4%	717,983	
<b>Incremental Total Taxes</b>		<b>3,204,456</b>	
<b>Incremental Municipal &amp; Regional Taxes</b>		<b>1,615,234</b>	

**Note:** The City's estimate was \$8.9M and our estimate is \$12.4M, driven by different base tax estimates which will be determined as project advances.

Date: June 8, 2021

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:  
June 23, 2021

## Subject

**Pedestrian Master Plan – All Wards**

## Recommendations

1. That the vision, goals, recommendations and actions of the Pedestrian Master Plan, as summarized in the report titled “Pedestrian Master Plan – All Wards” dated June 8, 2021 from the Commissioner of Transportation and Works, be endorsed.
2. That staff be directed to publish the “Notice of Study Completion” for the study and to place the “Pedestrian Master Plan” on the public record for up to a 45-day review period in accordance with the Municipal Class Environmental Assessment process; and
3. That Capital Funding Scenario ‘B’, as outlined in the Corporate Report titled “Pedestrian Master Plan” dated June 8, 2021 from the Commissioner of Transportation and Works, be recommended for inclusion in the 2022-2025 Business Plan and 2022-2031 Capital Budget for the consideration of Budget Committee.

## Executive Summary

- The Pedestrian Master Plan (“PMP”) is a long-term plan that aims to improve the pedestrian network and related infrastructure, policies and programs in Mississauga.
- The PMP lays out a Vision, four Goals and 68 Action items that will help contribute to achieving several strategic and transportation goals related to walking in Mississauga.
- The PMP identifies the need for 1,167 kilometres (725 miles) of new pedestrian infrastructure, including 232 kilometres (144 miles) of high priority gaps (new sidewalks).
- Capital Funding Scenario ‘B’, with an average annual amount of \$3.1 million, would double the City’s current rate of investment, allowing for more strategic additions to the pedestrian network and more effective coordination with other road projects.

## Background

Walking is the most fundamental and sustainable form of transportation and nearly every journey begins and ends by foot.

The City's 2019 Transportation Master Plan ("TMP") outlined a vision that:

*In Mississauga, everyone and everything will have the freedom to move safely, easily, and efficiently to anywhere at any time.*

The TMP outlined nearly 100 actions that will take Mississauga towards these goals. Action 14 from the TMP recommended a "pedestrian network plan to identify and address gaps and inconsistencies in the pedestrian network, with special attention to connectivity and accessibility standards, by conducting a detailed audit".

The TMP is the overarching transportation plan amongst other master plans, such as Changing Lanes (under development), Cycling Master Plan (approved in 2018) and the Pedestrian Master Plan (summarized and recommended in this report). The inter-relationships and hierarchies amongst these and other related plans are illustrated in Figure 1 below.

**Figure 1: City Strategic & Master Plan Relationships**





Through Vision Zero (“VZ”), the City of Mississauga is prioritizing the safety of vulnerable road users, with a major focus on pedestrians. The VZ Action Plan, currently under development, will recommend a number of opportunities for safety improvements that build upon the recommendations of the Pedestrian Master Plan (“PMP”). The VZ Action Plan will guide staff in decision making for actualizing the PMP recommendations and educate the public on Vision Zero and how Mississauga intends to achieve the goal of zero fatalities and serious injuries as a result of collisions on our roadways. The VZ Action Plan will focus on the 5 E’s of Vision Zero which include Engineering, Education, Enforcement, Empathy and Evaluation.

The Changing Lanes project is developing a new road classification system and Complete Streets guidelines for Mississauga. These tools will be used by staff, developers and consultants in the design of City streets and will ensure that the City’s streets are safe and more convenient for all users, including pedestrians. To implement the guidelines, Changing Lanes will identify high-priority road improvement projects in Mississauga. This prioritization will advance the City’s Vision Zero commitments and the actions of the PMP. Once the guidelines have been adopted, the Changing Lanes project will also update our street engineering design standards.

The PMP is the first step towards the long-term vision for walking in the community. The strategies and actions outlined in the PMP lay the groundwork for implementation and aim to improve the pedestrian network, infrastructure, policies, programs, and environment so that people of all ages and abilities have the freedom to move freely and comfortably as a pedestrian.

## Comments

In December 2019, staff initiated a study to develop the City’s first Pedestrian Master Plan (PMP). The consulting firm Urban Systems was retained to provide professional expertise, support public engagement activities, and to author the plan. The project team included staff from multiple departments and divisions across the City. The study conducted a robust engagement process to involve stakeholders and the public in developing the Vision, Goals, Actions and a Long Term Pedestrian Network Plan.

The Executive Summary of the PMP is attached to this report as Appendix 1, and the full report is available online at: [yoursay.mississauga.ca/pedestrian-master-plan](https://yoursay.mississauga.ca/pedestrian-master-plan). The full report includes the following chapters:

- Executive Summary on Pages 1 through 6;
- Chapter 1 – highlighting the purpose, process and public engagement activities that have shaped the development of the plan;

- Chapter 2 – setting the context of the plan, which includes an understanding of conditions for walking in the city, a snapshot of existing pedestrian facilities and highlights key challenges and opportunities that shaped the direction of the plan;
- Chapter 3 – outlining the Vision, four Goals and 68 Action items that will contribute to achieving several of the City’s strategic and transportation goals related to walking in Mississauga;
- Chapter 4 – examining the existing pedestrian network and identifying the gaps within the pedestrian network, and identifying how the gaps in the existing pedestrian network are addressed and prioritized for implementation; and
- Chapter 5 – providing a framework for monitoring the PMP’s success and outlining key measurement indicators tied to specific goals and objectives within the plan.

Accompanying the main document is a series of appendices that provide additional information and background regarding the City’s current pedestrian policies, planning strategies, and promotion and education initiatives. Additional appendices include a network assessment report and the engagement summary.

The PMP is the next step towards achieving the long term vision for walking in the community.

The comments below highlight the Vision, Goals, and Actions of the PMP that are recommended for endorsement, as well as a few of the key findings about walking in Mississauga.

### **Vision**

Investments in walking and pedestrian infrastructure result in a more balanced transportation system – one that is more accessible, safe, cost-effective and efficient in terms of infrastructure investments. It is understood that increasing the number of walking trips will help contribute to achieving several of Mississauga’s strategic and transportation goals. The PMP has a vision that includes connectivity, accessibility, livability and health (Figure 2).

#### **Figure 2: Vision Statement of the Mississauga Pedestrian Master Plan**

People in Mississauga will walk knowing there are great places to visit and they have access to sidewalks, trails, and crossings that are safe, connected, and accessible, enhancing the overall health, vibrancy, and quality of life in the city.

## Goals

Four supporting goals have been developed to provide direction on how to achieve the vision (Figure 3). These goals are intended to be both achievable and measurable to ensure the successful implementation of the PMP.

### Figure 3: Goals of the Mississauga Pedestrian Master Plan

- Make walking safer and more comfortable, and work towards achieving Vision Zero.
- Build sidewalks and trails that are connected and accessible.
- Encourage walking as part of an active and healthy lifestyle.
- Increase the number of walking trips in Mississauga.

## Recommendations and Actions

The recommendations and actions of the PMP are intended to achieve the vision and goals of the Plan. The PMP consists of six overarching themes (Figure 4).

### Figure 4: Themes of the Pedestrian Master Plan

PLANNING builds on the relationship between how Mississauga grows and develops and how people move around the City. This theme also supports working with other departments, agencies, and jurisdictions to create great places to walk.

DESIGN focuses on creating connected, safe, accessible, and comfortable pedestrian facilities that can be used by all residents.

FUNDING AND PROJECT DELIVERY provides direction on how the City will fund and implement the PMP.

PROMOTION AND EDUCATION supports educational programs, promotional events and developing materials that make it easier and safer for people to walk.

OPERATIONS AND MAINTENANCE focuses on ensuring there are clear, smooth, and even sidewalks and trails to support and encourage walking year-round. In addition, walking facilities should be accessible and can be used by everyone.

EVALUATION focuses on monitoring and reviewing how the PMP is being implemented, the number of people walking in the community, and the health outcomes associated with more walking and physical activity.

For each theme, the PMP includes several recommendations and more detailed actions. There are a total of 68 Actions identified in the PMP. These actions aim to improve the pedestrian network, infrastructure, policies, programs and environment so that people of all ages and

abilities have the freedom to move easily and comfortably as a pedestrian. The PMP is a long-term plan, planning for the next 20 years and beyond, and is intended to be updated every 5 years or so.

### Existing Pedestrian Network

The City of Mississauga has an existing network of walking facilities including sidewalks, trails, and walkways. When a suitable network exists within a community – such as having a complete and connected sidewalk network, safe crossings, and major destinations close to where people live – walking can be a practical and attractive form of transportation for almost all short trips throughout the year. Table 1 summarizes the lengths of existing pedestrian facilities in the City's network.

**Table 1: Existing Pedestrian Facilities in Mississauga**

<b>Pedestrian Facility Type</b>	<b>Length (km)</b>
Sidewalks	2400
Multi-use Trails	200
Pedestrian Trails	252
Engineering Walkways	24
<b>Total</b>	<b>2876</b>

### Pedestrian Gap Network Assessment

Action 14 from the TMP recommended that a “pedestrian network plan to identify and address gaps and inconsistencies in the pedestrian network, with special attention to connectivity and accessibility standards, by conducting a detailed audit” be completed. An objective, GIS-based prioritization methodology was used to identify locations of gaps and inconsistencies and to prioritize them based on a list of pre-defined variables. The criteria for the prioritization of pedestrian infrastructure was developed in collaboration with staff and feedback from public engagement (Figure 5). Each variable contains score-able information and the results were combined to generate an overall score for the network gaps identified.

#### Figure 5: Prioritization Criteria Matrix

- Road Classification – Location in relation to existing road classification system provides a proxy for traffic volumes and speeds; Arterial Roads received the highest score.
- Transit – Location in relation to bus routes and within the closest proximity to transit stops.
- Schools – Location in relation to adjacent and within proximity to schools.
- Character Areas – Location in relation to character areas such as Downtown, Major Nodes, Community Nodes, Intensification Corridors, Corporate Centres and Employment Areas.

- Pedestrian Generators – Location within 500 metres of community facilities such as libraries, parks, cemeteries, seniors' facilities, places of religious assembly, trails and community centres were given a higher score.
- Network Connectivity – Locations that connect to existing sidewalks scored higher.
- Network Need – Location where there is currently no sidewalk on either side of the street would score higher than cases where a sidewalk is already provided on one side of the roadway.
- Equity – Locations with the greatest equity need were given the highest score.

### Implementation

The strategies and actions developed as part of the PMP are intended to guide Mississauga's capital, operations, maintenance, policy, and programming decisions, as well as on-going resource requirements in support of walking and pedestrians over the next 20 years and beyond. While the PMP has been developed as a long-term plan, it will require financial investment, and an implementation strategy to prioritize improvements over the short, medium, and long term.

Filling in all of the gaps proposed as part of the PMP would require approximately 1,200 kilometres of new sidewalks and other linear pedestrian facilities. As a result, network priorities (high, medium and low) were identified based on an objective and systematic prioritization methodology which included nine criteria (Figure 5, above), as summarized in Table 2.

**Table 2: Pedestrian Network Gaps**

<b>Pedestrian Network Gaps (term)</b>	<b>Total (km)</b>
High Priority	232
Medium Priority	488
Low Priority	447
<b>Total</b>	<b>1167</b>

The PMP focuses on the implementation of approximately 232 kilometres of high priority pedestrian network gaps (new sidewalk).

### Public and Stakeholder Outreach

The PMP used a robust engagement program to involve stakeholders and the public in developing the Vision, Goals, and Actions for Mississauga's pedestrian network. Highlights of the engagement program included:

- Virtual public information sessions;
- Two online surveys with over 700+ responses; and
- Presentations to Advisory Committees of Council (Road Safety Committee, Environmental Advisory Committee, Accessibility Advisory Committee, Traffic Safety Committee).

## Strategic Plan

Implementation of the PMP will support all of the City's Strategic Pillars for Change.

Investments in walking will increase transportation capacity, improve access to transit and provide mobility choices for those who do not drive or have access to a vehicle, which supports the pillars of *Move, Belong and Connect*. The pillar of *Prosper* will be supported by investments in connected and accessible pedestrian infrastructure. Finally, an increased uptake of walking over motorized forms of transportation will help to improve local air quality and preserve our environment, supporting the pillar of *Green*.

## Financial Impact

The Active Transportation Office (within the Transportation and Works Department) programs the capital plan for new pedestrian infrastructure (sidewalks) on City-owned road rights-of-way (ROWs).

### Recommended Funding – Roads Service Area

Four capital funding scenarios for pedestrian infrastructure to be planned, budgeted and constructed by the Roads Service Area were developed, based on the number of years to complete the network, as summarized in Table 3 below. This represents the high priority network gaps (232 km) within the pedestrian network.

**Table 3: Recommended Transportation and Works Funding Scenarios**

SCENARIO	LENGTH (KM/YEAR)	YEARS TO COMPLETE	YEARLY FUNDING ALLOCATION
<b>A (current)</b>	4	62	\$ 1,500,000
<b>B</b>	8	30	\$ 3,100,000
<b>C</b>	12	20	\$ 4,700,000
<b>D</b>	23	10	\$ 9,300,000

Table 4 below illustrates the differences between the scenarios with respect to strategic network buildout and project coordination.

**Table 4: Capital Funding Scenario Comparisons**

Scenarios:	A (Recent)	B	C	D
Yearly funding allotment	\$1,500,000	\$3,100,000	\$4,700,000	\$9,300,000
Strategic Network Buildout	Low	Medium	High	Very High
Project Coordination	Medium	High	Very High	Very High



Funding Scenario B is the preferred scenario and will be taken into consideration as the 2022-2031 Roads Capital Budget and Forecast is being developed. Using the recommended Scenario B level would increase recent funding requests by \$1,600,000 annually. This scenario represents a theoretical build-out of the high priority gaps within a period of approximately 30 years and would result in a significant improvement over the previous level of funding requests, allowing for strategic additions to the pedestrian network as well as more effective coordination with road rehabilitation and major road improvement projects. In addition, Provincial and Federal grants could potentially close the gap to reduce the network build-out period.

## Conclusion

The PMP provides a comprehensive approach to guide Mississauga's investments in pedestrian infrastructure, programs, and policy over the next 20 years and beyond. The PMP, to be updated every five years or so, will contribute to increased transportation options by improving the safety, accessibility, comfort, and convenience for pedestrians in the City. Completing the pedestrian network is a key priority to meet the goals of the City of Mississauga's Official Plan, Strategic Plan, Transportation Master Plan, Vision Zero and Changing Lanes.

## Attachments

Appendix 1: Pedestrian Master Plan – Executive Summary

Appendix 2: Pedestrian Master Plan – Actions



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

Prepared by: Jacqueline Hunter, C.E.T., TDM Coordinator

# EXECUTIVE SUMMARY

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## INTRODUCTION

Transportation in Mississauga is at an exciting turning point with a visionary policy that supports a more walkable city. The City's 2019 [Transportation Master Plan \(TMP\)](#) prioritizes a city where "everyone and everything will have the freedom to move safely, easily and efficiently to anywhere at any time." The forefront of this vision is moving away from single-occupancy vehicle use towards more sustainable, equitable and accessible modes of travel. Sustainable modes of travel include transit, cycling, walking and other forms of active transportation. As a Vision Zero City, Mississauga is committed to providing a safe network of pedestrian facilities that prioritizes vulnerable road users.

Our definition of pedestrians and walking includes people walking for a variety of trip purposes, including trips for transportation (travelling to school, work, transit and to run errands). It also includes recreational trips, including people walking dogs, people jogging and getting exercise. It is important to note that our definition of pedestrians and walking includes people using mobility devices such as wheelchairs, walkers and strollers.

Walking is the most fundamental and sustainable form of transportation and nearly every journey begins and ends by foot. Mississauga has a significant opportunity to encourage more walking. There are many plans, policies, services and facilities already in place that support a walkable city. The city is well-positioned to be a walkable community with its relatively high population density, grid street framework (arterials), high transit ridership, and an extensive sidewalk and multi-use trail networks. These factors combine to provide excellent opportunities for residents to incorporate walking into their everyday lives.

The Pedestrian Master Plan aims to improve the pedestrian network, infrastructure, policies, programs and environment so that people of all ages and abilities have the freedom to move easily and comfortably as a pedestrian. The Pedestrian Master Plan is a long-term plan, planning for the next 20 years (2041).

The Pedestrian Master Plan was developed over a four-phase process that spanned a 14-month period beginning in winter 2019. The creation of the Pedestrian Master Plan was an iterative process. It involved exploring options, drafting ideas and speaking with community members and stakeholders to create a final Plan. Mississauga residents were engaged using a range of tools and tactics, including two online surveys and an online community event.



## VISION AND GOALS

As part of the Pedestrian Master Plan process, a vision along with supporting goals were developed to shape the overall future direction of the Plan. The vision and goals serve as a basis from which improvements and investments are identified and prioritized. The vision and goals were created based on a combination of Mississauga's existing commitments, as described in several overarching plans and strategies, as well as the input received from residents and stakeholders.

### VISION

*"People in Mississauga will walk knowing they have great places to walk and access to sidewalks, trails and crossings that are safe, connected and accessible, enhancing the overall health, vibrancy and quality of life in the city."*

### GOALS

- Make walking safer and more comfortable, and work towards achieving Vision Zero.
- Build sidewalks and trails that are connected and accessible.
- Encourage walking as part of an active and healthy lifestyle.
- Increase the number of walking trips in Mississauga.

## RECOMMENDATIONS AND ACTIONS

The Pedestrian Master Plan consists of six overarching themes. For each theme, the plan includes several recommendations and more detailed actions. There are 68 actions identified in the Plan. The implementation of these recommendations and actions will help Mississauga work towards achieving the vision and goals of the Plan.





**PLANNING** builds on the relationship between how Mississauga grows and develops and how people move around the city. This theme also supports working with other departments, agencies and jurisdictions to create great places to walk.

### RECOMMENDATIONS

- Co-ordinate with partner agencies to implement the Pedestrian Master Plan.
- Integrate the pedestrian network and supporting facilities into all City planning and capital improvement projects.
- Develop and implement City initiatives that support pedestrians and enhance the pedestrian environment.



**DESIGN** focuses on creating connected, safe, accessible and comfortable pedestrian facilities that can be used by all residents.

### RECOMMENDATIONS

- Develop a connected pedestrian network.
- Develop a pedestrian network that is safe and comfortable for all.



**FUNDING AND PROJECT DELIVERY** provides direction on how the City will fund and implement the Master Plan.

### RECOMMENDATIONS

- Seek the appropriate funds and resources to implement the Pedestrian Master Plan.
- Leverage all available funding opportunities to expedite project delivery.



**PROMOTION AND EDUCATION** supports educational programs, promotional events and developing materials that make it easier and safer for people to walk.

### RECOMMENDATIONS

- Provide and support educational programs to increase walking mode share and safety.
- Encourage walking through promotional events, wayfinding, marketing and communications.



**OPERATIONS AND MAINTENANCE** focuses on ensuring there are clear, smooth and even sidewalks and trails to support and encourage walking year-round. In addition, pedestrian facilities should be accessible and can be used by everyone.

### RECOMMENDATIONS

- Maintain the pedestrian network and infrastructure to ensure they are accessible and free of obstructions.



**EVALUATION** focuses on monitoring and reviewing how the Pedestrian Master Plan is being implemented, the number of people walking in the community and the health outcomes associated with more walking and physical activity.

### RECOMMENDATIONS

- Develop a monitoring program to evaluate the impacts of implementing the Pedestrian Master Plan.
- Produce an annual report summarizing progress made on implementing the Pedestrian Master Plan.

## IMPLEMENTATION

The strategies and actions developed as part of the Pedestrian Master Plan are intended to guide Mississauga's capital, operations, maintenance, policy and programming decisions over the next 20 years and beyond. While the Plan has been developed as a long-term plan, it will require financial investment, staff resources, and an implementation strategy to prioritize improvements over the short term (within 5 years), medium term (within 15 years) or long term (15 years and beyond).

The Pedestrian Master Plan is the first step towards the long-term vision for walking in the community. The strategies and actions outlined in the Plan lay the groundwork for implementation. To see them achieved, additional capital and operational investments and resources are required.

Additionally, it is important to note that many of the initiatives in the Plan require more community input and technical work. Mississauga will need to work closely with partners, residents and stakeholder groups to move forward with implementing the priorities in the Plan. The City will need to review the feasibility and desirability of each infrastructure project before implementation.

The City of Mississauga currently funds pedestrian infrastructure through Transportation and Works (within road rights-of-way) and Community Services (within parks). The infrastructure proposed as part of the Pedestrian Master Plan includes sidewalks and multi-use trails. Filling in all the gaps in the pedestrian network would require approximately 1,200 kilometres of new pedestrian infrastructure. As a result, network priorities (high, medium and low) were identified based on an objective and systematic Geographic Information Systems (GIS) based prioritization methodology. The prioritization methodology was developed based on input from community members, stakeholders and municipal staff and includes nine criteria, each with a score.

There are approximately 232 kilometres of high priority pedestrian gaps identified in the Pedestrian Master Plan. These project are estimated to cost approximately \$94 million. Additionally, operations and maintenance costs and resources to maintain new and existing pedestrian infrastructure must be considered over the long-term.



## Funding Scenarios

Four capital funding scenarios are proposed to implement the high priority gaps in the existing pedestrian infrastructure. These will be planned, budgeted and constructed by the Roads Service Area. Each scenario, presented in Table E1, would require a different number of years to complete the network depending on the level of annual funding. Scenario B, with an allocation of \$3.1 million annually, is being recommended by staff. This cost is for new sidewalks only and does not include upgrades to existing infrastructure. Additionally, with the installation of new sidewalks, there will be an increase in maintenance and operation costs that need to be considered.

Table E1. High Priority Pedestrian Infrastructure Funding Scenario (Based on 2021 costs)

SCENARIO	LENGTH (KM/ YEAR)	YEARS TO COMPLETE	YEARLY FUNDING ALLOCATION
A (Current)	4	62	\$ 1,500,000
<b>B</b>	<b>8</b>	<b>30</b>	<b>\$ 3,100,000</b>
C	12	20	\$ 4,700,000
D	23	10	\$ 9,300,000

Intersection enhancements are also proposed as part of the Pedestrian Master Plan, however the specific treatment at crossing locations is context-specific and will require additional study. Intersection enhancements can range from \$5,000 for a marked crosswalk to \$200,000 for a full signal (**Table E2**).

Table E2. Unit Cost for Intersection Enhancements (Based on 2021 costs)

INTERSECTION ENHANCEMENT	COST PER LOCATION
Marked Crosswalk (one crosswalk)	\$ 5,000
Rectangular Rapid Flashing Beacon / Pedestrian Crossover	\$ 20,000
Full Signal (four way traffic signal)	\$ 200,000
Curb extensions (one side of crossing)	\$ 10,000
Raised Crosswalk (one crosswalk)	\$ 20,000

The Pedestrian Master Plan is a long-term plan that will be implemented over many years. It is a plan that belongs to Mississauga residents and will continue to be guided by the community. As each pedestrian network project is implemented, community members and other stakeholders will have the opportunity to provide input. For the City to achieve the vision of the Pedestrian Master Plan, walking in Mississauga must be safe, accessible, comfortable and convenient. Facilities must be well-connected, continuous and the pedestrian environment must be interesting, exciting and fun. Lastly, walking needs to be encouraged. Completing the pedestrian network is a key priority to meet the City of Mississauga's Official Plan (OCP), Strategic Plan, Vision Zero and Climate Strategy goals.

## PLANNING

The actions under this theme focus on the relationship between planning and policy and how people move within Mississauga. It also focuses on co-ordinating with other agencies, jurisdictions and City departments to create great places to walk. There are three recommendations under this theme:

- **Co-ordinate with partner agencies to implement the Pedestrian Master Plan.** This will help to ensure continuous pedestrian facilities across jurisdictional boundaries and on their infrastructure.
- **Integrate the pedestrian network and supporting facilities into all City planning and capital improvement projects.** This will help to ensure that walking and pedestrians are discussed and considered as part of all new City projects.
- **Develop and implement City initiatives that support pedestrians and enhance the pedestrian environment.** This will help to ensure that walking and enhancements to the pedestrian environment are considered in City planning and infrastructure projects.

NO.	ACTIONS	TIMEFRAME	DIVISION(S) RESPONSIBLE FOR IMPLEMENTATION	GOALS ADDRESSED
<b>Recommendation: Co-ordinate with partner agencies to implement the Pedestrian Master Plan</b>				
1	<b>Multi-agency integration.</b> Establish protocols to work with MTO, Metrolinx, Peel Transportation Services & Peel Health, major landowners, property managers, employers etc. to incorporate their plans and programs into the funding, study, design and construction of Pedestrian Master Plan projects, whenever project scope allows.		Infrastructure, Planning and Engineering	
2	<b>Multi-jurisdictional connections.</b> Establish protocols to work closely with MTO, Metrolinx, Peel Transportation Services and neighbouring communities to ensure pedestrian connections across jurisdictional borders are well integrated.	78	Infrastructure, Planning and Engineering	
3	<b>Highway interchange safety.</b> Create and implement a strategy to address pedestrian safety issues around highway interchanges, in collaboration with MTO.	27	Infrastructure, Planning and Engineering	 
4	<b>Inventory transit stops and stations.</b> Co-ordinate with MiWay to identify locations of transit stops and/or MiWay terminals/stations not accessible via sidewalk or pedestrian crossings.		MiWay & Infrastructure, Planning and Engineering	
5	<b>Access to transit stops.</b> Prioritize the implementation of sidewalks and pedestrian crossings to access transit stops throughout the city. Also consider stop design from a personal safety perspective.		MiWay & Infrastructure, Planning and Engineering	
6	<b>Access to GO Stations.</b> Work with Metrolinx/GO Transit to improve pedestrian access and safety (traffic and personal) at GO stations.		MiWay & Infrastructure, Planning and Engineering	

### GOAL(S) ACTIONS ALIGN WITH



### RELATED ACTIONS



Related to TMP Action



Related to the Changing Lanes Project

NO.	ACTIONS	TIMEFRAME	DIVISION(S) RESPONSIBLE FOR IMPLEMENTATION	GOALS ADDRESSED
7	<b>Transit user amenity deficiencies.</b> Co-ordinate with MiWay to identify transit user amenity deficiencies at existing MiWay terminals/stations.	18	MiWay & Infrastructure, Planning and Engineering	  
8	<b>User amenities at MiWay stations/terminals.</b> Work with MiWay to improve customer amenities at existing MiWay terminals/stations.	18	MiWay & Infrastructure, Planning and Engineering	  
9	<b>User amenities at GO stations.</b> Work with Metrolinx/GO Transit to improve customer amenities at GO stations.		MiWay & Infrastructure, Planning and Engineering	  












**Recommendation: Integrate the pedestrian network and supporting facilities into all City planning and capital improvement projects.**

10	<b>Capital-built pedestrian infrastructure.</b> Co-ordinate the implementation of pedestrian projects with new and retrofit City infrastructure projects. Review construction drawings to ensure pedestrians are accommodated, as per City standards.	1 ongoing	Infrastructure, Planning and Engineering, City Planning Strategies & Development and Design	
11	<b>Developer-built pedestrian infrastructure.</b> Review and update the studies and requirements for developers submitting development applications and site plans. Ensure requirements and studies focus on enhancing the pedestrian experience and public realm, as per City standards and best practice (e.g. City of Mississauga Healthy by Design Questionnaire and the Regional Healthy Development Assessment).	1 5 ongoing	Infrastructure, Planning and Engineering, City Planning Strategies & Development and Design	
12	<b>Secure space for pedestrians.</b> Review right-of-way requirements and secure adequate right-of-way through land dedications or acquisitions. Official Plan policy reviews may explore and promote opportunities in infill and intensification areas to improve the pedestrian network and identify new connections.		Infrastructure, Planning and Engineering, City Planning Strategies & Development and Design	

**Recommendation: Develop and implement City initiatives that support pedestrians and enhance the pedestrian environment.**

13	<b>Public amenity guidelines.</b> Develop guidelines for the installation of public amenities such as seating and washrooms.	1 ongoing	Infrastructure, Planning and Engineering, Development and Design and Community Services	  
14	<b>Street trees and landscape treatments.</b> Co-ordinate street tree planting locations with sidewalk locations to ensure that trees can be planted clear of utilities.	1 ongoing	Parks, Forestry and Environment, Infrastructure, Planning and Engineering & Development and Design	  



NO.	ACTIONS	TIMEFRAME	DIVISION(S) RESPONSIBLE FOR IMPLEMENTATION	GOALS ADDRESSED
15	<b>Public art.</b> Identify and partner on opportunities to include public art within the pedestrian realm.		Infrastructure, Planning and Engineering, Culture Division in Community Services & Development and Design	 
16	<b>Guidelines for pilot projects.</b> Develop guidelines to test pilot projects, temporary urban features on sidewalks and roadways and make projects permanent where appropriate (e.g. tactical urbanism, pedestrian streets, restaurant patios, etc.).	 1 43	Infrastructure, Planning and Engineering, City Planning Strategies, & Development and Design	   
17	<b>Other pedestrian related initiatives.</b> Work with other organizations (e.g. community groups and BIAs) to ensure projects intending to enhance the pedestrian environment are accessible and meet City design standards.		Policy and Programming	 



GOAL(S) ACTIONS ALIGN WITH



RELATED ACTIONS



Related to TMP Action



Related to the Changing Lanes Project



## DESIGN

The actions under this theme focus on designing connected, safe, accessible and comfortable places to walk that can be used by all residents and visitors of Mississauga. It is important to note that many of the actions identified under this theme will be supported and implemented through the Changing Lanes Complete Streets Guidelines. There are two recommendations under this theme:

- **Develop a connected pedestrian network.** This recommendation focuses on filling in gaps in the pedestrian network and ensuring that people have continuous pedestrian routes to destinations throughout the community.
- **Develop a pedestrian network that is safe and comfortable for all.** In line with the principles of Vision Zero, this will ensure that walking this will ensure that walking in Mississauga is safe and accessible for all residents and visitors regardless of age and ability. It includes providing accessible crossings, lighting and features that create safe and comfortable places to walk.

NO.	ACTIONS	TIMEFRAME	DIVISION(S) RESPONSIBLE FOR IMPLEMENTATION	GOALS ADDRESSED
<b>Recommendation: Develop a connected pedestrian network.</b>				
18	<b>Pedestrian network gaps.</b> Incorporate the recommended priority projects and eliminate gaps in the pedestrian network as outlined in the Pedestrian Master Plan (Section 4).		Infrastructure Planning and Engineering	   
19	<b>Prioritize pedestrian network gaps.</b> Adopt the criteria identified in the Pedestrian Master Plan (Section 4) to prioritize new sidewalks based on road classification and connections to destinations.		Infrastructure Planning and Engineering	   
20	<b>Location of off-road trails.</b> Conduct an inventory of off-road trails through parks and green spaces and confirm if they are multi-use or pedestrian only.		Parks, Forestry and Environment & Infrastructure Planning and Engineering	
21	<b>Prioritize off-road trails.</b> Establish a prioritized matrix for the implementation of off-road trails that considers pedestrian network connectivity and is co-ordinated with other opportunities.		Parks, Forestry and Environment & Infrastructure Planning and Engineering	   
22	<b>Public walkways on private land.</b> Inventory pedestrian walkways and trails that are publicly accessible but not owned by the City.		Infrastructure Planning and Engineering	
23	<b>Resident and stakeholder input.</b> Develop a tool to document and prioritize resident and stakeholder city-wide pedestrian concerns and sidewalk requests.		Infrastructure Planning and Engineering & Strategic Communications	   

NO.	ACTIONS	TIMEFRAME	DIVISION(S) RESPONSIBLE FOR IMPLEMENTATION	GOALS ADDRESSED
24	<b>Informal pathways and desire lines.</b> Record and inventory observations and feedback on the location of informal foot paths and desire lines and identify opportunities to formalize connections.		Infrastructure Planning and Engineering	
25	<b>Spacing for controlled crossings.</b> Review and establish standards and guidelines for the spacing of controlled crossings on multi-lane arterial roadways.	49	Traffic Management	
26	<b>Closure of walkways.</b> Avoid closing existing walkways to maintain pedestrian network connectivity, and update the existing Closure of Walkways policy to clarify conditions when a closure could occur.	4	Infrastructure Planning and Engineering & City Planning Strategies	
27	<b>New walkways.</b> Identify locations where new walkways and pedestrian connections could be implemented where none exist. Some common locations where new connections may be appropriate include cul-de-sacs, between large blocks, window streets with no pedestrian connections to the main road, throughout Downtown and through new developments.		Infrastructure Planning and Engineering & City Planning Strategies	
28	<b>Crossing gaps.</b> Review crossing gaps, as identified in Section 4 of the Pedestrian Master Plan. Develop a plan to install crossings where multi-use trails and pedestrian trails intersect with streets at intersections and mid-block where appropriate and feasible.	49	Infrastructure Planning and Engineering & Traffic Management	
29	<b>Crossing best practice.</b> Update the City's Pedestrian Crosswalk Policy to include more pedestrian crossing options, as outlined in the Ontario Traffic Manual Book 15.	49	Infrastructure Planning and Engineering & Traffic Management	
30	<b>Grade separated crossings.</b> Provide recommended grade separated crossings, as outlined in the Cycling Master Plan, over barriers such as creeks, ravines, highways and rail corridors to fill network gaps over the long-term.		Infrastructure Planning and Engineering	

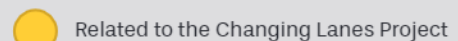
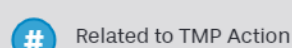
### Recommendation: Develop a pedestrian network that is safe and comfortable for all.

31	<b>Facility Accessibility Design Standards.</b> Review and update the City's Facility Accessibility Design Standards to align with best practices and implement actions from the Multi-Year Accessibility Plan.		Infrastructure, Planning and Engineering, Development and Design & City Planning Strategies	
32	<b>Lighting off-road trails.</b> Review the existing Park Trail Lighting Policy and develop guidelines for illuminating off-road trails and grade separated active transportation bridges.	28	Infrastructure Planning and Engineering & Parks, Forestry and Environment	
33	<b>Trail design and users.</b> Update design standards to ensure primary boulevard trails and primary off-road trails are designed and constructed with consideration for separating cyclists and pedestrians, or protecting for future separation.	3	Infrastructure Planning and Engineering & Parks, Forestry and Environment	

#### GOAL(S) ACTIONS ALIGN WITH



#### RELATED ACTIONS



NO.	ACTIONS	TIMEFRAME	DIVISION(S) RESPONSIBLE FOR IMPLEMENTATION	GOALS ADDRESSED
34	<b>Sidewalk design requirements.</b> Update design requirements for new sidewalks and revise the Development Requirements and Standard Drawings based on road classification. To be confirmed through the develop of the Changing Lanes Complete Streets Guidelines.	3 	Infrastructure Planning and Engineering, City Planning Strategies & Development and Design	
35	<b>Urban and Streetscape Design Guidelines.</b> Review and update urban and streetscape design guidelines to ensure they incorporate current best practices in pedestrian infrastructure design.	1 	Infrastructure Planning and Engineering & Development and Design	
36	<b>Vulnerable users and equity-seeking groups.</b> Update standards and practices for the design of pedestrian infrastructure (e.g. sidewalk design requirements, streetscape guidelines, pedestrian network gaps, etc.) to consider vulnerable road users and equity-seeking and marginalized groups (continue to update as required).	1 3 	Infrastructure Planning and Engineering	
37	<b>Crossing Times.</b> Implement a monitoring program to review and update crossing times and signal phasing at intersections, particularly in areas with high pedestrian activity and at schools, community centres, long-term care facilities, health facilities and similar land uses.		Traffic Management	
38	<b>Pedestrian signals.</b> Develop a program and guidelines for implementing an automatic pedestrian phase, pedestrian leading phases and pedestrian scrambles at signalized intersections.		Traffic Management	
39	<b>Lighting.</b> Review and develop a strategy to install additional lighting (where required) throughout the pedestrian network. Including pedestrian scale lighting along roadways and at intersections.		Traffic Management	
40	<b>Safe and accessible crossings.</b> Develop and implement a program to enhance accessibility and safety of intersections and crossings by providing curb ramps with tactile features, crosswalk pavement markings, accessible pedestrian crossings, countdown timers, curb extensions, signal phasing etc.	1 43 	Infrastructure Planning and Engineering	
41	<b>Vision Zero.</b> Plan, develop and improve the pedestrian network in line with the fundamental principles of Vision Zero to eliminate pedestrian fatalities and serious injuries as a result of motor vehicle collisions (continue to update as required).	1 43 	Infrastructure Planning and Engineering, Traffic Management & Works Operations and Maintenance	
42	<b>Pedestrian collisions.</b> Develop a monitoring program to review pedestrian collision data (hot spot locations) and implement programs and safety improvements to eliminate pedestrian injuries.	47 	Traffic Management	

## FUNDING & PROJECT DELIVERY

The actions under this theme provide direction on how the City will fund and implement the Pedestrian Master Plan. There are two recommendations under this theme:

- **Seek the appropriate funds and resources to implement the Pedestrian Master Plan.** This includes seeking the capital budget and operations funding required to implement the Pedestrian Master Plan based on the timeframe identified.
- **Leverage all available funding opportunities to expedite project delivery.** City staff can look for grants and other external funding sources that can help fund and deliver the actions and projects outlined in the Pedestrian Master Plan.

NO.	ACTIONS	TIMEFRAME	DIVISION(S) RESPONSIBLE FOR IMPLEMENTATION	GOALS ADDRESSED
<b>Recommendation: Seek the appropriate funds and resources to implement the Pedestrian Master Plan.</b>				
43	<b>Capital and operations funding.</b> Seek the appropriate capital and operations funding to implement the recommendations of the Pedestrian Master Plan.		Infrastructure Planning and Engineering & Works Operations and Maintenance	   
44	<b>Human resources.</b> Develop and execute a long-term staffing plan that includes city staff and consultant support and is sufficient to implement the recommendations of the Pedestrian Master Plan.		Infrastructure Planning and Engineering	   
<b>Recommendation: Leverage all available funding opportunities to expedite project delivery.</b>				
45	<b>Grant funding.</b> Pursue funding from all available grant sources and use existing City budget to match grant funding as needed.	68	Infrastructure Planning and Engineering	   

GOAL(S) ACTIONS ALIGN WITH



RELATED ACTIONS



Related to TMP Action













Related to the Changing Lanes Project








## PROMOTION & EDUCATION

The actions under this theme focus on supporting educational programs, hosting promotional events and developing materials that promote and support walking. These actions help to ensure it is safe, easy and fun to walk around Mississauga. There are two recommendations under this theme:

- **Provide and support educational programs to increase walking mode share and safety.** Educate drivers, cyclist and pedestrians on how to share the road network safely and understand the rules of the road. This also includes programs that promote walking to school and road safety for all users.
- **Encourage walking through promotional events, wayfinding, marketing and communications.** This includes a range of actions that address support measures that provide a cost-effective approach to make people feel safer and more comfortable walking within their community.

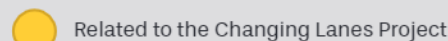
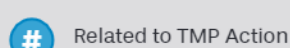
NO.	ACTIONS	TIMEFRAME	DIVISION(S) RESPONSIBLE FOR IMPLEMENTATION	GOALS ADDRESSED
<b>Recommendation: Provide and support educational programs to increase walking mode share and safety.</b>				
46	<b>School travel.</b> Promote and support the Region of Peel's School Travel Planning program and the City's School Walking Routes program.	57 	Infrastructure Planning and Engineering	 
47	<b>Sidewalk snow clearing awareness.</b> Develop an education and public awareness campaign to inform residents about sidewalk snow and ice clearing responsibility.		Infrastructure Planning and Engineering & Strategic Communications	   
48	<b>Road safety and regulation awareness.</b> Collaborate with Peel Regional Police, Road Safety Committee, Traffic Safety Council, the Region of Peel and other agencies to encourage walking and raise awareness of road safety laws for all road users in areas with the greatest pedestrian risk and injury severity.	ongoing	Infrastructure Planning and Engineering, Enforcement & Strategic Communications	
49	<b>Safe transportation practices.</b> Support campaigns that promote safe travel practices for all road users.	ongoing	Infrastructure Planning and Engineering, Enforcement & Strategic Communications	

NO.	ACTIONS	TIMEFRAME	DIVISION(S) RESPONSIBLE FOR IMPLEMENTATION	GOALS ADDRESSED
<b>Recommendation: Encourage walking through promotional events, wayfinding, marketing and communications.</b>				
50	<b>Walking events.</b> Support events led by other agencies and partners that raise awareness of walking.	ongoing	Infrastructure Planning and Engineering & Strategic Communications	 
51	<b>Targeted communication and engagement.</b> Develop guidelines and practices to conduct targeted communication and engagement regarding walking and pedestrian projects with equity seeking and under-represented groups to understand their unique needs and issues.		Strategic Communications & Infrastructure Planning and Engineering	 
52	<b>Benefits of walking.</b> Work with Peel Health, health researchers, businesses and other communities to develop and deliver informational materials outlining the benefits of walking.		Infrastructure Planning and Engineering & Strategic Communications	 
53	<b>Public communication and information.</b> Create public communication channels for the Active Transportation Office, including a website, e-mail newsletters and social media.		Strategic Communications & Infrastructure Planning and Engineering	 
54	<b>Marketing and promotion.</b> Actively market and promote walking and active transportation through various forms of media.		Strategic Communications & Infrastructure Planning and Engineering	 
55	<b>Transportation Demand Management.</b> Develop transportation demand management requirements for new developments in line with Action #8 of the Transportation Master Plan and recommendation #4 in City's Transportation Demand Management Strategy and Implementation Plan.	8 	Infrastructure Planning and Engineering	 
56	<b>Neighbourhood safety programs.</b> Support, develop and monitor new municipal programs and measures to promote walking and improve neighbourhood safety for pedestrians (including slower residential street speed limits, Crime Prevention Through Environmental Design measures and neighbourhood maps).		Infrastructure Planning and Engineering & Peel Region Police	 
57	<b>Pedestrian Wayfinding Strategy.</b> Develop a plan to consolidate and/or complement local and regional directional signage programs with a comprehensive, city-wide wayfinding system for all modes.	29 	Infrastructure Planning and Engineering, Parks, Forestry and Environment	 

## GOAL(S) ACTIONS ALIGN WITH



## RELATED ACTIONS



## OPERATIONS & MAINTENANCE

The actions under this theme will ensure there are clear, smooth and even sidewalks and trails to support and encourage walking year-round. In addition, walking facilities should be accessible and usable by all. There is one recommendation under this theme:

- **Maintain the pedestrian network and infrastructure to ensure they are accessible and free of obstructions.** Ongoing rehabilitation and maintenance of existing infrastructure is necessary to keep pedestrian routes connected, functional and usable over time.

NO.	ACTIONS	TIMEFRAME	DIVISION(S) RESPONSIBLE FOR IMPLEMENTATION	GOALS ADDRESSED
<b>Recommendation: Maintain the pedestrian network and infrastructure to ensure they are accessible and free of obstructions.</b>				
58	<b>Sidewalk condition assessment.</b> Complete an inventory and condition assessment of City-owned sidewalk infrastructure, including an assessment of compliance with the Accessibility for Ontarians with Disabilities Act.		Infrastructure Planning and Engineering	  
59	<b>Upgrade sidewalks.</b> Develop and implement a Capital Plan to upgrade sidewalks, trails and walkways to meet current standards and Accessibility for Ontarians with Disabilities Act compliance requirements.		Infrastructure Planning and Engineering and Parks, Forestry and Environment	  
60	<b>Maintenance and snow removal.</b> Review and update standards, procedures and timelines for maintenance and snow removal for sidewalks (including sidewalks on residential streets), walkways and multi-use trails.	62	Works Operations and Maintenance & Infrastructure Planning and Engineering	  
61	<b>Maintenance-related feedback.</b> Promote the Pingstreet mobile app to solicit maintenance-related feedback on the pedestrian network.	30	Works Operations and Maintenance & Infrastructure Planning and Engineering	  
62	<b>Maintain Amenities.</b> Complete an inventory and condition assessment of existing pedestrian amenities (crossings, signage, benches, lighting, art, recycling/trash bins etc.) and develop a strategy for ongoing maintenance.		Infrastructure Planning and Engineering, Parks, Forestry and Environment & works Operations and Maintenance	  
63	<b>Accessible detours during construction and maintenance.</b> Review current construction detour policies and develop new guidelines for contractors, developers and City departments to ensure that they represent best practice for accommodating all active transportation users during construction and maintenance.	63	Works Operations and Maintenance & Infrastructure Planning and Engineering	  

## EVALUATION

The actions under this theme focus on monitoring and evaluating how the Pedestrian Master Plan is being implemented, the number of people walking in the community and the health outcomes associated with more walking and physical activity. There are two recommendations under this theme:

- **Develop a monitoring program to evaluate the impacts of implementing the Pedestrian Master Plan.** This includes counting the number of pedestrians using trails and walking routes, monitoring health outcomes of the plan and keeping an inventory of all new and existing pedestrian infrastructure.
- **Produce an annual report summarizing progress made on implementing the Pedestrian Master Plan.** This will allow the City to share how the Pedestrian Master Plan is being implemented and how the City is moving towards achieving the vision and goals of the plan.

NO.	ACTIONS	TIMEFRAME	DIVISION(S) RESPONSIBLE FOR IMPLEMENTATION	GOALS ADDRESSED
<b>Recommendation: Develop a monitoring program to evaluate the impacts of implementing the Pedestrian Master Plan.</b>				
64	<b>Pedestrian counters.</b> Install and expand the number pedestrian counters on multi-use trails and along key corridors to evaluate the volume of people walking. Explore other new and emerging count technologies and crowd sourced data to understand how people are travelling in Mississauga.		Infrastructure Planning and Engineering	
65	<b>Track infrastructure implementation.</b> Update the inventory of pedestrian infrastructure as new projects are implemented. Pedestrian infrastructure includes, pedestrian crossovers, crosswalks, crossing upgrades, accessible or audible pedestrian signals, curb ramps, wayfinding signage, etc.		Infrastructure Planning and Engineering	 
66	<b>Health outcomes.</b> Work with Peel Health and health researchers to measure health outcomes as the City implements projects from the Pedestrian Master Plan.		Infrastructure Planning and Engineering	
<b>Recommendation: Produce an annual report summarizing progress made on implementing the Pedestrian Master Plan.</b>				
67	<b>Annual reporting.</b> Prepare an annual report on pedestrian count data and other monitoring indicators and its relation to the goals of the Pedestrian Master Plan.		Strategic Communications & Infrastructure Planning and Engineering	 
68	<b>Share reports and progress updates.</b> Prepare and present a report to any applicable Council Committees (Accessibility Advisory Committee, Cycling Advisory Committee, Road Safety Committee, etc.) outlining the progress on implementing the Pedestrian Master Plan.		Infrastructure Planning and Engineering	 
<div> <div> GOAL(S) ACTIONS ALIGN WITH  1   2   3   4  </div> <div> RELATED ACTIONS   Related to TMP Action   Related to the Changing Lanes Project </div> </div>				



# City of Mississauga Corporate Report



Date: June 4, 2021

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:  
June 23, 2021

## Subject

**Cycling Master Plan 2020 Report Card – All Wards**

## Recommendation

That the report entitled “Cycling Master Plan 2020 Report Card – All Wards”, dated June 4, 2021 from the Commissioner of Transportation and Works, be received for information.

## Executive Summary

- The Cycling Master Plan (CMP) was endorsed by Council in 2018. The cycling network includes a mixture of on-road and off-road infrastructure designed to create a safe, connected, convenient and comfortable experience that helps residents to feel confident using a bicycle for transportation.
- The CMP includes a performance monitoring framework based on the goals and objectives of the plan; this allows the progress of its implementation to be evaluated at regular intervals.
- The City addressed each of the four goals of the CMP in a variety of ways in 2020: installing new bike signals at intersections; launching a *Share the Trail* safety campaign; implementing new on-road and off-road cycling infrastructure; analysing automated counter data; and engaging virtually with the public to improve safety for cycling.
- Implementation of the Cycling Master Plan continues with a focus on safety, regular capital investments, and robust public engagement. The 2020 Report Card highlights this by reporting on performance monitoring metrics identified in the Master Plan.

## Background

The Cycling Master Plan (CMP) was endorsed by Council in 2018. The CMP calls for 897 kilometres (557 miles) of cycling infrastructure to be built out over 27 years with an average

annual Roads Service Area capital commitment endorsed by Council of \$5.2 Million. The ultimate network includes a mixture of on-road and off-road infrastructure designed to create a safe, connected, convenient and comfortable experience that helps residents to feel confident using a bicycle for transportation.

The CMP includes four primary goals:

- Improve safety for cycling;
- Increase the number of cycling trips in Mississauga;
- Build a connected, convenient and comfortable bicycle network; and
- Foster a culture of cycling.

A robust performance monitoring framework, based on the goals and objectives, is part of the CMP. This allows the progress of its implementation to be evaluated at regular intervals.

## Comments

Each of the various metrics in the CMP performance monitoring framework has a reporting frequency. Some metrics are meaningful to report on annually, such as annual investment, kilometres of new infrastructure installed, and public participation in cycling events and programs. Other metrics represent monitoring of long-term trends and therefore are reported less frequently, either every other year or every five years. Examples of these metrics include those associated with the goal of increasing the number of cycling trips in Mississauga, or those associated with the objectives of reducing bicycle collision rates or severity of bicycle collisions. The 2020 performance metrics reported below are organized by the CMP's goals.

### Improve safety for cycling

In 2019, the City activated its first bicycle signals and crossrides. By the end of 2020, the City had activated 18 sets of signals, and the Region had activated nine in an effort to improve intersection safety for all users. Staff continue to distribute social media posts and educational materials informing residents of the new infrastructure.

In 2020, the *Share the Trail* campaign and pilot program was launched. The City frequently receives concerns from residents regarding conflicts between pedestrians and cyclists using the City's shared trail network. In response to these concerns, *Share the Trail* pilot signs were installed at 25 locations along the Lake Aquitaine and Lake Wabukayne trail systems, and a *Share the Trail* webpage was created to allow residents to access key *Share the Trail* messaging. The webpage includes a tool to collect feedback on the pilot signage. In addition to signage, a social media campaign was rolled-out through the City's Twitter and Facebook social media channels.

Increase the number of cycling trips in Mississauga

The number of cycling trips in Mississauga are counted and reported in two different ways: mode split, as measured in the Transportation Tomorrow Survey (TTS) conducted every 5 years; and trips logged by counters installed on multi-use trails and bike lanes across the City.

In 2018, the CMP reported that the TTS results showed that the number of cycling trips in Mississauga had doubled between 2011 and 2016. This metric will be reported on as part of the next iteration of the CMP, using data from the next TTS scheduled for 2021.

In an effort to collect cycling trip data, the City has purchased and installed automated counters on various multi-use trails and bike lanes across Mississauga. There were 955,729 cyclists counted on the Etobicoke Creek and Waterfront Trails in 2020, up 122% from 2019.

Build a connected, convenient and comfortable bicycle network

The City invested a total of \$5.62 Million in cycling infrastructure in 2020, including projects that were started and budgeted in previous years. This figure represents the total dollar amount spent by the City on cycling infrastructure projects in the 2020 calendar year, including projects led by both the Transportation and Works and Community Services departments.

The cycling investments made in 2020 included 14.5 kilometres (9 miles) of new infrastructure to the cycling network. This figure includes some projects that were started in previous years but completed in 2020. The lengths of each type of infrastructure installed were as follows:

- Multi-use Trails (within the road right-of-way): 4.5 km (2.8 miles)
- Separated Bike Lanes: 0.7 km (0.4 miles)
- Bicycle Lanes: 2.6 km (2 miles)
- Shared Routes: 0.9 km (0.6 miles)
- Off-Road Trails (within parks, green spaces, hydro corridors etc.): 5.8 km (3.6 miles)

Some specific infrastructure highlights include:

- Five kilometres (3 miles) of temporary active transportation lanes installed as part of the City's COVID-19 response plan; and
- As of 2020, the City of Mississauga has four bike repair stands available for public use along trails across the City.

A full list of 2020 cycling infrastructure projects can be found in Appendix 1.

Foster a culture of cycling

Public awareness of cycling increased in a variety of ways in 2020:

- The City recorded 17,000 engagements on the City's social media posts about cycling programs, infrastructure, and services;

- In-person events were cancelled in 2020 due to COVID-19, but three virtual cycling webinars were held with just over 100 participants; and
- Bike shops in Mississauga reported record sales in 2020 with stores averaging sales of over 1,000 bikes at each of the 13 bike shops in the City.

### Communications

In an effort to provide key reporting metrics to the public in a way that is effective, select metrics have been incorporated into an info-graphic format, included in Appendix 2. The info-graphic will be posted online and distributed through the City's corporate communications channels.

## **Strategic Plan**

The CMP aligns with the *Move* pillar in the City's Strategic Plan. In addition, it also aligns with other key City strategies:

- Mississauga Transportation Master Plan – A policy framework and Action Plan to guide the development of Mississauga's transportation system for the next 25 years;
- Vision Zero – The City's commitment to Vision Zero includes a focus on providing safe and comfortable infrastructure for vulnerable road users such as cyclists; and
- Climate Change Action Plan – Enhanced active transportation infrastructure supports the long-term goals of the CCAP, to achieve goals for mode split and the co-benefits of active transportation (improved air quality, improved health outcomes, et cetera).

## **Financial Impact**

There are no financial impacts resulting from the adoption of the recommendation in this report

## **Conclusion**

Implementation of the Cycling Master Plan continues with a focus on safety, regular capital investments, and robust public engagement. The 2020 Report Card highlights this by reporting on performance monitoring metrics identified in the Master Plan.



## Attachments

Appendix 1: 2020 Cycling Project List

Appendix 2: Cycling Master Plan 2020 Report Card Infographic



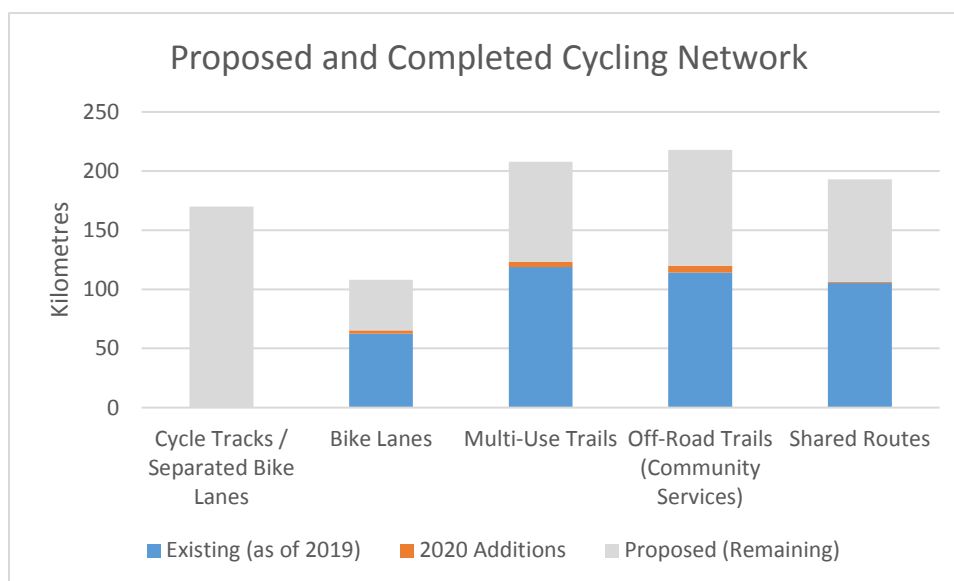
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Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works

Prepared by: Mattéa Turco, Active Transportation Coordinator

**Table 1 - Length of 2020 Cycling Facilities**

Facility Type	Kilometres Completed
Cycle Tracks / Separated Bike Lanes	0.7
Bike Lanes	2.6
Multi-Use Trails	4.5
Off-Road Trails (Community Services)	5.8
Shared Routes	0.9
<b>Total</b>	<b>14.5</b>

**Figure 1 –Number of Kilometres Completed from the Proposed Network**

The figure above shows how many kilometres of the proposed cycling network have been completed to date. The figure is broken down by type of cycling infrastructure and illustrates the number of kilometres built before 2020, in 2020, and the remaining number of kilometres planned to be built in future cycling programs.

#### **Note about completed infrastructure**

In this report, projects are marked as complete when asphalt and curb work is completed, in addition to any required regulatory markings and signage, and the facility is open for use by cyclists. Other works may still need to be completed, such as trail markings, sodding, and the addition of non-regulatory signage and markings.

#### **Note about facility lengths**

All lengths are shown in kilometres, measured along the road centreline (except for off-road trails), from the centre of intersections. Actual paved surface length may differ.

Project lengths on the following pages reflect the total length of the entire project, not the completed length of individual segments of some projects.

## 2020 Cycling Infrastructure Program

The plan for 2020 included 4.5 km of new multi-use trails, 2.6 km of bike lanes, 0.7 km of Separated Bike Lanes, 0.9 km of shared routes, and 5.8 km of new off-road trails.

**Table 2 - Multi-Use Trails**

Location	From	To	Side	Length (km)	Status
Eglinton Avenue West	Credit Valley Road	a point 210 metres east of Mississauga Road	north	1.1	Substantially Complete
Eglinton Avenue West	Barbertown Road	Creditview Road	north	0.7	Substantially Complete
Eglinton Avenue West	Glen Erin Drive	Metcalf Avenue	south	0.4	Substantially Complete
Mavis Road	Cantay Road	Matheson Boulevard West	east	1.4	Substantially Complete
Winston Churchill Boulevard	Crosscurrent Drive	Derry Road West	east	1.0	Substantially Complete
<b>Total</b>				<b>4.5</b>	

**Table 3 - Bicycle Lanes**

Location	From	To	Length (km)	Status
Morning Star Drive	Airport Road	Catalpa Road	1.3	Complete
Morning Star Drive	Darcel Avenue (west)	Brandon Gate Drive	0.8	Complete
Queen Street	Britannia Road West	Ontario Street	0.5	Complete
<b>Total</b>			<b>2.6</b>	

**Table 4 - Cycle Tracks/Separated Bike Lanes**

Location	From	To	Length (km)	Status
King Street	A point 120 m west of Hurontario Street	Camilla Drive	0.7	Substantially Complete
<b>Total</b>			<b>0.7</b>	

**Table 5 – Shared Routes**

Location	From	To	Length (km)	Status
King Street	Confederation Parkway	Hurontario Street	0.2	Substantially Complete
Morning Star Drive	Catalpa Road	Darcel Avenue (west)	0.7	Complete
<b>Total</b>			<b>0.9</b>	

**Table 6 – Off-Road Trails**

Location	From	To	Length (km)	Status
Erin Centre Trail	Ninth Line	Tenth Line	1.5	Complete
Erin Centre Trail	Tenth Line	Transitway Station	1.4	Complete
Nine Creeks Trail	Winston Churchill Boulevard	Bromsgrove Road	1.5	Complete
Nine Creeks Trail	Whiteoaks Avenue	Truscott Drive	0.3	Complete
Nine Creeks Trail	Indian Grove	Woodeden Drive	0.8	Complete
Nine Creeks Trail	Indian Road	South Sheridan Way	0.1	Complete
Nine Creeks Trail	North Service Road	Camilla Road	0.2	Complete
<b>Total</b>			<b>5.8</b>	



2020  
REPORT  
CARD

# CYCLING MASTER PLAN

*Building a bicycle-friendly city during a year like no other.*



**955,729**

cyclists counted on the Etobicoke Creek and Waterfront Trails, up 122% from 2019



**\$5.62 million**

invested in the cycling network

**5 km** of temporary active transportation lanes installed



**17,000**

engagements on the City's social media posts about cycling programs, infrastructure & services

# City of Mississauga Corporate Report



<p>Date: June 9, 2021</p> <p>To: Chair and Members of General Committee</p> <p>From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: June 23, 2021</p>
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## Subject

**Mississauga Transportation Master Plan – 2021 Annual Status Update**

## Recommendation

That the report titled “Mississauga Transportation Master Plan – 2021 Annual Status Update” dated June 9, 2021 from the Commissioner of Transportation and Works, be received for information.

## Executive Summary

- The Vision, Goals, and Actions of the Mississauga Transportation Master Plan (TMP) were endorsed by Council on May 8, 2019.
- This report is the second annual status update on the Actions of the TMP. These status updates are a key component of the TMP's monitoring program, which ensures that progress of this plan can be tracked by Council and the public.
- As of June 2021, of the 57 short-term Actions, over half (38) are underway, and 10 are complete. In total, 54 Actions are underway, and 10 are complete.
- By the end of 2021, 7 Actions from all eight of the immediate TMP focus areas will be delivered.

## Background

On May 8, 2019, Council endorsed Mississauga's first Transportation Master Plan (TMP), a policy framework and Action Plan to guide the development of Mississauga's transportation system for the next 25 years. This Plan's Vision Statement is a commitment to the freedom to move:

*In Mississauga, everyone and everything will have the freedom to move safely, easily, and efficiently to anywhere at any time.*

The first TMP annual status update was delivered in 2020 during a critical time for Mississauga as the effects of the COVID-19 pandemic on our region became known. This second annual status update comes while the City continues to experience the effects of the pandemic. While a complete understanding of how the pandemic affects the transportation system will be on-going, Council and staff have made a commitment to continue to advance the TMP's Vision and Goals.

The TMP made specific commitments to 91 Actions that will deliver on the plan's Vision and Goals. These Actions will be delivered in the short-term (2020-2024), medium-term (2025-2034), or long-term (2035 and after). Over the last two years, staff and Council have made significant strides in delivering many of these Actions.

This status update provides an overview of work undertaken to June 2021. Each year, staff deliver a status update indicating progress on the TMP's Actions. These status updates will allow Council and the public to monitor the progress of the TMP.

## Comments

Of the 57 short-term Actions<sup>1</sup>, over half (38) are underway (initiated, in progress, or ongoing) and 10 have now been completed. Out of the 91 Actions in total, 54 Actions are underway and 10 are complete. Details on the status of each Action are provided in Appendix 1 of this report.

When the TMP was endorsed by Council, staff presented focus areas for immediate Action. Over the past year, progress was made in all focus areas. Key focus area achievements this year are outlined below; with specific TMP Actions referenced in brackets:

- Advancing our **commitment to Vision Zero** by:
  - Advancing the development of a Speed Management Program (Action 46) through projects like the Neighbourhood Area Speed Limit Project. This ongoing project will reduce speed limits to 40km/h in all 150 neighbourhoods and install approximately 200 30 km/h residential school zone speed limits and school area Community Safety Zones signs. A robust speed management plan is being developed to achieve lower operating speeds within neighbourhoods.
  - Automated Speed Enforcement (ASE) will begin operation in 2021 and staff continue to work with the Region of Peel to implement an Automated School Bus Camera Program (Action 43). The ASE program is being rolled out in phases in Mississauga and is considered an important tool in making our roads safer by reducing speeding and raising public awareness about speed limits.
  - Continuing to work on the objectives of the Vision Zero Working Group (Action 61) and Peel Region Vision Zero Task Force (Action 81), advancing Vision Zero

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<sup>1</sup> Action #76 Multi-modal access audits: schools was counted in error as a medium-term Action in the 2020 Annual Status Update report. This is now correctly counted as a short-term Action for the 2021 update report

related goals and delivering on recommendations to improve transportation safety.

- The completion of the **MiWay Infrastructure Growth Plan (MIGP)** is a major step towards providing an improved and efficient transit service by maximizing benefits to transit passengers and implementing operational efficiencies. The MIGP identifies potential locations, costs, and benefits of transit priority measures (Action 17), evaluates bus stops and terminal improvements (Action 18) and establishes steps to provide access to comprehensive service information at transit stops/stations/terminals (Action 51).
- **Expanding and enhancing the cycling network** (Action 59), by adding 14.5 km (9 miles) to the cycling network; implementing 5 km (3 miles) of temporary active transportation lanes to provide safe physical distancing opportunities for residents and proposing 18 km (11 miles) of accelerated or interim bicycle lanes as part of the City's COVID Recovery Plan.
- Between May 2021 and May 2022 many Actions from across **all focus areas** are set to be completed including the Road Classification System (Action 2), Traffic Impact Study Guidelines (Action 5), Parking Provision Policies (Action 7), Pedestrian Network Plan (Action 14), Long-term Transit Network Plan (Action 15), Micromobility Policy Framework (Action 22) and Zero-Emission Vehicle Strategy (Action 23).

## Strategic Plan

Chapter 1 of the TMP outlines how the TMP advances nearly every goal under all five pillars of the Mississauga Strategic Plan.

## Financial Impact

This status update has no financial implications. Financial considerations for each of the Actions of the TMP are prepared separately prior to initiation and are presented to Council for consideration through established processes (e.g. the City Business Plan and Budget, Development Charges By-law, intergovernmental grant applications or a stand-alone corporate report).

## Conclusion

This report is the second annual status update on the Actions of the TMP. These status updates are a key component of the TMP's monitoring program, which ensures that progress of this plan can be tracked by Council and the public. As of June 2021, of the 57 short-term Actions, over half (38) are underway, and 10 are complete. Out of the 91 Actions in total, 54 Actions are underway, and 10 are complete.

## Attachments

Appendix 1: 2021 Transportation Master Plan Action Plan Review





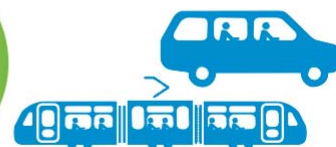
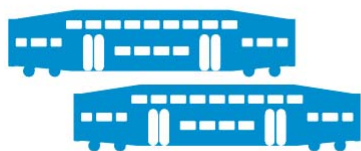
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Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works

Prepared by: Thiago Oliveira, Transportation Planner, Transportation Planning

# Mississauga Transportation Master Plan

## 2021 Action Plan Review



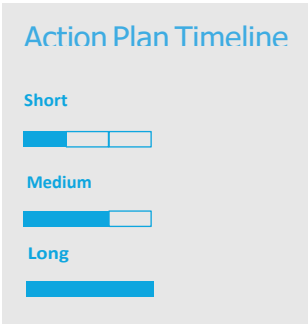
Mississauga Transportation Master Plan  
2021 Status Update: Action Plan Review

The Action Plan Review provides details on the status of each Transportation Master Plan Action as of June 2021. Each year, staff will deliver a status update indicating progress of the TMP's Actions. These status updates will allow Council and the public to monitor the progress of the TMP.

Status definitions:

- **Not Started:** Activities to achieve Action have not started.
- **Initiated:** Work is underway to identify projects, teams, and resources required to achieve Action. For example, a Project Charter has been drafted and signed.
- **In Progress:** Tasks from an approved Project Charter or similar work plan are being carried out to achieve Action.
- **Completed:** The Action has been achieved, with supporting documentation available.
- **Paused:** The tasks needed to achieve the Action have been paused and a rationale provided.
- **Ongoing:** The Action is being consistently reviewed and tasks worked towards when appropriate.





Changes Happen on Different Timescales		
Timescale	Years	Completed in
Short	1 – 5 years	2020 – 2024
Medium	5 – 15 years	2025 – 2034
Long	15+ years	2035 and after




# Policies, Guidelines, and Standards




Actions to establish or update the rules and regulations that govern Mississauga's transportation system at the local municipal level.

Documenting intentions and best practices makes it possible for them to be consistently applied in practice. Policies in the Mississauga Official Plan govern how Mississauga grows and develops. Standards direct the design and performance of roads, sidewalks, trails, cycling facilities, and transit facilities. Embedding transportation aims in these documents will put the Transportation Master Plan into practice.

Action	Division	Timeline	Status Update
<b>1 Complete Streets design guidelines</b> Create and apply Complete Streets design guidelines and implementation plan that specify the types of infrastructure and streetscape elements that may be suitable for different classes of road.	Infrastructure Planning & Engineering Services		<b>In Progress</b> To be delivered through the Changing Lanes project, currently underway.
<b>2 Road classification system</b> Revise the City's Road Classification system to recognize movement and placemaking function of streets, incorporate into City's transportation planning practices, and update Mississauga Official Plan accordingly.	Infrastructure Planning & Engineering Services		<b>In Progress</b> To be delivered through the Changing Lanes project, currently underway.
<b>3 Engineering design standards</b> Review and update engineering design standards, such as intersection design standards and sidewalk standards, to prioritize safety of vulnerable road users and remove barriers to accessibility.	Infrastructure Planning & Engineering Services		<b>Initiated</b> Scope to be defined through the Changing Lanes project, currently underway.
<b>4 Closure of walkways</b> Review and update policies concerning Closure of Walkways and Noise Attenuation Barriers on Major Roads, to require an evaluation of impacts of a proposed change on walking distance to transit and nearby destinations, and an assessment of available alternate routes and mitigation measures.	Infrastructure Planning & Engineering Services		<b>Not started</b>








Action	Division	Timeline	Status Update
<b>5</b> <b>Traffic Impact Study Guidelines</b> Review and update Traffic Impact Study Guidelines to refocus studies on all movements of people and goods by any mode, rather than primarily focusing on vehicular movements.	<b>Infrastructure Planning &amp; Engineering Services</b>		<b>In Progress</b> Traffic Impact Study Guideline Update Project currently underway and expected to be completed in Q2 2021.
<b>6</b> <b>Major Transit Station Areas</b> Complete ongoing planning work by City and Region of Peel for Major Transit Station Areas (MTSAs) and add to Mississauga's Official Plan.	<b>City Planning Strategies</b>		<b>In Progress</b> First OPA expected to be presented to Council by the end of 2021.
<b>7</b> <b>Parking provision policies</b> Review and update City-wide parking provision policies and related requirements in line with the recommendations of the Parking Matters study and Transportation Demand Management Strategy and Implementation Plan.	<b>City Planning Strategies</b>		<b>In Progress</b> Parking Regulations Study to be completed by Fall 2021, with Zoning Bylaw update by end of 2021.
<b>8</b> <b>Transportation demand management for new development</b> Develop transportation demand management requirements for new developments in line with recommendation #4 in City's 'Transportation Demand Management Strategy and Implementation Plan'.	<b>Infrastructure Planning &amp; Engineering Services</b>		<b>In Progress</b> TDM soft measures are presently being requested on development applications (i.e.. Bicycle Parking)
<b>9</b> <b>Transport facilities in Greenlands policy</b> Establish what active transportation and transit facilities are appropriate in Greenlands by reviewing Mississauga Official Plan sections 11.2.1.1 and 11.2.3.2 and amending if warranted.	<b>City Planning Strategies</b>		<b>In Progress</b> To be considered through the Official Plan Review.
<b>10</b> <b>Warehousing and logistics land use</b> Investigate land use planning strategies that optimize location of warehousing/logistics usage near suitable transportation facilities, including consideration of a distinct land use category. Implement findings through Official Plan policies.	<b>City Planning Strategies</b>		<b>Initiated</b> To be considered through the Official Plan Review.









Action	Division	Timeline	Status Update
<b>11 Mode share study</b> Investigate merits of translating city-wide sustainable travel mode share target into set of more specific targets by mode, geographic area, land use type or other segments, and establish effects on other City policies and practices.	Infrastructure Planning & Engineering Services		<b>In Progress</b> To be delivered through the Transit and Road Infrastructure Plan currently underway.
<b>12 Curbside management study</b> Assess current and future competing demands on curb space and curb lane space, including taxis, pick-up/drop off, new mobility options, goods movement and deliveries, mobile businesses, cycling facilities, transit stops and on-street parking, and develop strategies for meeting competing needs.	Infrastructure Planning & Engineering Services		<b>Initiated</b> Preliminary directions will be developed through the Changing Lanes project, currently underway.
<b>13 Location of new community infrastructure</b> Prioritize sustainable mode access in the location choice and designs for new community infrastructure and City buildings by adding suitable criteria to the Official Plan and other guiding documents.	City Planning Strategies / Facilities and Property Management		<b>In Progress</b> Policies to be developed through the Official Plan Review.









# Plans and Studies

**Actions to conduct research and strategic planning projects to establish clear, well-informed direction on new transportation projects and initiatives in the public interest.**









In the rapidly evolving field of transportation, there are some topics Mississauga needs to learn more about before making decisive changes for the better. There are also parts of the city that are growing and evolving that need to be looked at closely and thought about carefully to make the best decisions for their next chapter.

Action	Division	Timeline	Status Update
<b>14 Pedestrian network plan</b> Identify and address gaps and inconsistencies in the pedestrian network, with special attention to connectivity and accessibility standards, by conducting a detailed audit.	Infrastructure Planning & Engineering Services		<b>In Progress</b> Plan under development for delivery in 2021 as part of the Network Assessment Report within the Pedestrian Master Plan.
<b>15 Long-term transit network plan</b> Complete a comprehensive review of the City's long-term transit network, including a potential high-frequency network, and update the associated schedule that appears in the Mississauga Official Plan.	Infrastructure Planning & Engineering Services		<b>In Progress</b> To be delivered through the Transit and Road Infrastructure Plan, currently underway.
<b>16 Long-term road network plan</b> Complete a comprehensive review of the City's long-term road network, and update the associated schedule that appears in the Mississauga Official Plan.	Infrastructure Planning & Engineering Services		<b>In Progress</b> To be delivered through the Transit and Road Infrastructure Plan, currently underway.
<b>17 Transit priority measures</b> Examine potential locations, costs, and benefits for transit priority measures (such as signal priority, queue jump lanes, HOV lanes, transit-only lanes) to reduce transit journey time and increase reliability, taking advantage of City's Advanced Transportation Management System, as part of the MiWay Infrastructure Growth Plan.	MiWay		<b>Completed - March 2021</b> MiWay has identified potential transit priority locations through the MiWay Infrastructure Growth Plan and a request has been submitted for ICIP funding for implementation.
<b>18 Bus stop and terminal evaluation</b> Include evaluation of the status of bus terminals as pleasant places to wait and transfer between services in the MiWay Infrastructure Growth Plan, using a detailed assessment of their existing facilities and pressures.	MiWay		<b>Completed - March 2021</b> Evaluation delivered through the MiWay Infrastructure Growth Plan. Four terminal projects identified for near-term capital funding requests.

Action	Division	Timeline	Status Update
<b>19 On-demand transit</b> Evaluate opportunities, costs, and benefits for on-demand transit service in Mississauga to complement existing fixed-route services, including overnight service, first-mile/last-mile connections, and other travel markets.	MiWay		<b>Initiated</b> MiWay is currently investigating the opportunities for on-demand service realm and potential opportunities.
<b>20 Ridehailing and ridesharing policy development</b> Facilitate ridehailing and ridesharing in Mississauga through comprehensive review and update of the Mobile Licensing Bylaw, drawing on outcomes of Transportation Network Company (TNC) Pilot study.	Enforcement		<b>Completed - July 2019</b> Transportation Network Company Licensing By-law (0109-2019) adopted July 3, 2019.
<b>21 Accessible ridehailing</b> Determine and implement best means to ensure that accessible ridehailing (such as taxicabs and TNCs) is available on-demand throughout Mississauga.	Enforcement		<b>Paused</b> Solutions presented have not achieved significant support from PVAC members. PVAC postponed due to COVID-19.
<b>22 Micromobility policy framework</b> Investigate policy options to determine how the City can best work with and regulate micromobility technologies and vendors, including but not limited to bike share systems, e-bike systems, and e-scooter systems.	Infrastructure Planning & Engineering Services		<b>In Progress</b> Phase 1 Completed; E-scooter Pilot initiated (bylaws amended Feb 17 2021); RFP for consultant support to be issued early 2021
<b>23 Zero-emission vehicle strategy</b> Develop a zero-emission vehicle (ZEV) strategy that examines incentives to increase use of ZEVs and the infrastructure needs of ZEVs in Mississauga, including those related to new developments, retrofits of existing developments, public buildings, and public parking lots.	Environment		<b>In Progress</b> The Zero Emissions Vehicle Strategy is being completed through the Peel Climate Change Partnership, expected completion in 2021.
<b>24 Electric vehicle charging stations</b> Investigate requirements for electric vehicle charging stations in new developments as part of zoning by-law's parking requirements review.	City Planning Strategies		<b>In Progress</b> Parking Regulations (Zoning Bylaw) Study will make recommendations regarding including EV charging in new developments (e.g., % of parking spaces).
<b>25 Strategic data management plan</b> Create a City-wide strategic data management plan that includes strategy for leveraging emerging big data technology for collection and maintenance of transportation and traffic data.	IT		<b>Initiated</b> T&W Staff are leading a BR to move this item forward.
<b>26 Traffic management plan</b> Develop a five year plan to guide the application of traffic management tools and resources to effectively facilitate a shift from simply moving vehicular traffic to moving people and goods by any mode, including implementation planning for the Advanced Transportation Management System and other aspects of advancing Intelligent Transportation Systems in Mississauga.	Traffic Management & Municipal Parking		<b>Initiated</b> Funding for study included in 2020 Capital Budget and study launch planned for 2021 Q2.

Action	Division	Timeline	Status Update
<b>27 Highway interchange safety and streetscape</b> Create strategy to address safety issues and improve streetscape on municipal roads around 400-series highway interchanges, in collaboration with MTO.	Infrastructure Planning & Engineering Services		<b>Not started</b> For delivery between 2025 and 2034.
<b>28 Off-road trail lighting</b> Examine feasibility of extending street lighting program to serve off-road components of cycling and pedestrian networks through amendment of the Park Trail Lighting policy or otherwise.	Parks & Forestry   Infrastructure Planning & Engineering Services		<b>Not started</b> For delivery between 2025 and 2034.
<b>29 Wayfinding review</b> Develop plan to consolidate and/or complement local and regional directional signage programs with a comprehensive, city-wide wayfinding system for all modes.	Infrastructure Planning & Engineering Services		<b>Not started</b> For delivery between 2025 and 2034.
<b>30 Public feedback channels</b> Conduct an end-to-end audit of channels for public feedback on the transportation system to identify and address opportunities for improving efficiency and efficacy.	Strategic communications		<b>Not started</b> For delivery between 2025 and 2034.
<b>31 Land use/transportation corridor studies</b> Conduct comprehensive land use/transportation corridor studies on Transit Priority Corridors not already studied, such as Erin Mills Parkway, Derry Road, Dixie Road, Eglinton Avenue, Airport Road, and on other corridors as needed.	Infrastructure Planning & Engineering Services		<b>Ongoing</b> Studies such as the Transit and Road Infrastructure Plan (TRIP) is currently underway and the Eglinton Corridor TMP is expected to begin in 2022.
<b>32 Local network studies</b> Conduct local network studies to assess transportation and land use on Major Nodes, Community Nodes, Corporate Centres and Special Purpose Areas not generally covered by corridor studies, such as the Airport Corporate Centre, Meadowvale Corporate Centre, Central Erin Mills Major Node, and UTM.	Infrastructure Planning & Engineering Services		<b>Initiated</b> Studies, such as Meadowvale Neighbourhood Character Study and the Downtown Movement Plan are underway or recently concluded.
<b>33 Housing affordability near transit</b> Identify measures to proactively manage the affordability of housing close to high-quality transit.	City Planning Strategies		<b>In Progress</b> City staff is working with the Region of Peel to develop an inclusionary zoning framework for major transit station areas.
<b>34 Neighbourhood hub pilot</b> Test the concept of 'neighbourhood hubs' that would be a local-area focus for transit service, walking and cycling connections, low-intensity retail, and neighbourhood-level community services by piloting one or more sites.	Infrastructure Planning & Engineering Services		<b>Not started</b> For delivery between 2025 and 2034.











Action	Division	Timeline	Status Update
<b>35</b> <b>Emergency preparedness for extreme weather</b> Identify parts of the transportation system vulnerable to flash flooding or extreme weather events, and develop a plan for suitable safe egress routes, warning systems, and alternative route information, in conjunction with development of Emergency Response Protocols.	Office of Emergency Management		<b>Not started</b> For delivery between 2025 and 2034.
<b>36</b> <b>Designated trucking routes</b> Investigate designated truck routes designed to accommodate high volumes of truck traffic and long combination vehicles (LCVs) alongside other modes.	Infrastructure Planning & Engineering Services		<b>Not started</b> For delivery between 2025 and 2034.
<b>37</b> <b>Bike share system</b> Examine the feasibility of a bike share system in Mississauga, in line with recommendations in the Cycling Master Plan.	Infrastructure Planning & Engineering Services		<b>Initiated</b> To be studied through Micromobility Study, see Action #22.
<b>38</b> <b>Car-free travel: City sites</b> Create site-specific plans to support and encourage greater sustainable mode use for trips to City-owned facilities such as libraries, community centres, and recreational facilities by users of those facilities.	Infrastructure Planning & Engineering Services		<b>Not started</b> For delivery between 2025 and 2034.
<b>39</b> <b>Multi-modal access audits: City sites</b> Develop an audit tool to evaluate site access by non-car modes and recommend improvements, applying it to City-owned sites (such as libraries and recreation centres) to make recommendations.	Infrastructure Planning & Engineering Services		<b>Not started</b> For delivery between 2025 and 2034.
<b>40</b> <b>Transit promotion for special events and major attractions</b> Build on MiWay's existing support for special events and major attractions by reviewing those destinations, and identifying potential improvements such as changes to regular service or the introduction of event-specific services.	MiWay		<b>Ongoing</b>
<b>41</b> <b>Autonomous vehicles assessment</b> Explore the possibilities and implications of autonomous vehicles in Mississauga, including an assessment of require infrastructure changes, other costs, and benefits associated with their use.	Infrastructure Planning & Engineering Services		<b>Not started</b> For delivery by 2035 and after.
<b>42</b> <b>Smart/connected vehicles and infrastructure</b> Study the potential benefits and costs associated with smart/connected vehicles and transport infrastructure.	Traffic Management & Municipal Parking		<b>Not started</b> For delivery by 2035 and after.






# Programs

Actions to invest in new programs or improved levels of service for City work in planning, design, construction, operation, and maintenance of the transportation system.

Many parts of the transportation system are delivered or affected by City services. Changes to those services will help provide Mississauga with what it wants and needs from its transportation system. The City must find ways to direct appropriate resources to these aspects of City work for the goals to be fully realized.

Action	Division	Timeline	Status Update
<b>43 Vision Zero road safety infrastructure enhancements</b> Develop and implement a suite of infrastructure enhancements to support Vision Zero, such as red light cameras, automated speed enforcement, traffic calming measures.	Traffic Management & Municipal Parking		<b>In Progress</b> Automated Speed Enforcement Phase 1 approved through 2020 budget, and Phase 2 Business Case prepared for a future business planning cycle.
<b>44 Vision Zero memorial program</b> Develop and implement a program by which a loss of life on the road can be formally recognized.	Infrastructure Planning & Engineering Services		<b>Initiated</b> A memorial for victims of collisions in Mississauga to be developed.
<b>45 Vision Zero education program</b> Establish road user education programming designed to promote best safety practices for travellers of every mode, by using road signs, social media, formal training, and other creative outreach and education tactics.	Infrastructure Planning & Engineering Services		<b>In Progress</b> Education and Engagement Plan being developed to communicate Vision Zero messaging City wide.
<b>46 Speed management program</b> Address unlawful and undesirable vehicle speeds through creation of a speed management program that includes both location-specific and city-wide actions.	Traffic Management & Municipal Parking		<b>In Progress</b> Neighborhood Speed Limit Project is underway and scheduled to be completed in 2021. Business cases and budget requests have been prepared for Arterial Speed Management, Road Safety, and Neighborhood Speed Management.
<b>47 Enhanced road safety monitoring program</b> Modernize the way that collisions are tracked and monitored, enabling the City to more effectively analyze trends and identify hot spots to inform future priorities and decisions.	Traffic Management & Municipal Parking		<b>Initiated</b> Data needs identified and planning has begun to enhance our road safety reporting capabilities.






Action	Division	Timeline	Status Update
<b>48 Road safety enforcement program</b> Work with Peel Regional Police to advance efforts to catch and penalize rule breaking behaviour on the road, including aggressive, impaired, and distracted driving.	Traffic Management & Municipal Parking		<b>Initiated</b> Automated Speed Enforcement is scheduled to begin operation in 2021. City staff are also participating in the development of a Stop Arm School Bus Camera Program for Peel Region.
<b>49 Mid-block crossings</b> Establish program to provide mid-block crossings, including creation of design standards and protocol for identifying appropriate locations (such as where off-road trails intersect roads), drawing on road safety and accessibility work.	Traffic Management & Municipal Parking		<b>In progress</b> Annual pedestrian crossover program established in 2020. The Trail Crossings Best Practices Study has been completed by the AT Group.
<b>50 Targeted education and outreach</b> Develop and implement targeted education and outreach campaigns and programs tailored to traveller groups with distinct needs and opportunities, including newcomers, new parents, post-secondary students, and those benefitting from recent transportation improvements.	Infrastructure Planning & Engineering Services		<b>Paused</b> Smart Commute Program delayed due to COVID-19.
<b>51 Transit stop/terminal service information</b> Develop and implement program to provide access to comprehensive service information at transit stops/stations/terminals, with dynamic information at select locations.	MiWay		<b>Completed - March 2021</b> MiWay Infrastructure Growth Plan identified digital signage locations. ICIP funding has been approved for the implementation of 92 enhanced transit shelters that will include digital signage.
<b>52 Multi-agency transit information</b> Enhance information about transit services in Mississauga to incorporate all transit agencies serving the city, and provide that information through city-wide channels and at transit stations/terminals.	MiWay		<b>Completed - March 2020</b> Triplinx is the official trip planner for the Greater Toronto and Hamilton Area (GTHA) and it is accessible through miway.ca, triplinx.ca or through an iPhone or Android app. Metrolinx manages the Triplinx service.
<b>53 Major attraction transit information</b> Establish a routine practice of identifying major attractions accessible by MiWay and a communication protocol to suggest initial web-ready 'reach us by MiWay' directions for each site as well as subsequent updates in the event of route changes.	Infrastructure Planning & Engineering Services		<b>Completed - March 2020</b> Major attractions/destinations throughout the GTHA are included in Triplinx, which allows users to plan trips within Mississauga and across cities, using different forms of transit (e.g. bus, subway, GO Train).
<b>54 Car-free travel: privately-owned sites</b> Standardize, streamline, and promote mechanism for property owners/managers seeking help from City understanding, enhancing, and promoting car-free ways to access their site.	Infrastructure Planning & Engineering Services		<b>Initiated</b> The City is currently working with Region of Peel for a rebrand of the Smart Commute program.
<b>55 Cycling outreach, education and promotion</b> Establish cycling outreach, skills training, and promotion programming, in line with recommendations of Cycling Master Plan.	Infrastructure Planning & Engineering Services		<b>Ongoing</b> Outreach to be re-launched in 2021

Action	Division	Timeline	Status Update
<b>56 Bicycle parking supply</b> Expand supply of short-term and long-term bicycle parking supply city-wide, in line with the Cycling Master Plan.	Infrastructure Planning & Engineering Services		<b>In progress</b> Procuring supply of bicycle parking; establishing priority locations for implementation
<b>57 School Walking Routes program</b> Seek opportunities to support enhancements to the Mississauga School Walking Routes program, with the aim of formalizing and expanding existing activities or introducing new activities to encourage active transportation options for students.	Infrastructure Planning & Engineering Services		<b>Initiated</b> Recruitment of new Coordinator delayed to early 2021.
<b>58 Zero-emission City vehicle fleet</b> Convert City's vehicle fleet (buses and corporate) to zero-emission vehicles, when technically, operationally and fiscally feasible, through end-of-life replacement, or otherwise.	MiWay   Works, Operations & Maintenance		<b>Initiated</b> MiWay is committed to a Hydrogen Fuel Cell Electric Bus feasibility study/pilot program over the next 2 years, and will complete a Battery Electrification study to understand how MiWay facilities need to be changed in order to accommodate a future battery-electric fleet.
<b>59 Long-term cycling network</b> Establish implementation program for long term Cycling Network, as it appears in the Cycling Master Plan.	Infrastructure Planning & Engineering Services		<b>In Progress</b> Continued implementation through Active Transportation Office.
<b>60 Multi-modal access audits: private sites</b> Introduce a program to offer multi-modal access audits to privately-owned, publicly accessible sites (such as shopping centres and fitness centres), using tool developed for City sites (see Action 40).	Infrastructure Planning & Engineering Services		<b>Not started</b> For delivery between 2025 and 2034.

# Procedures

**Actions to implement new ways of doing business or adapt existing business practices and standard operating procedures to align with evolving transportation priorities.**

As transportation priorities change, technology advances and best practices evolve. It is critical that the City adapts the way City business gets done. Some of these actions require investment in tools and training, some require new people to bring new knowledge and skills to the organization, and some simply require staff to approach their work in new ways.

Action	Division	Timeline	Status Update
<b>61 Vision Zero working group</b> Establish an interdepartmental working group tasked with advancing Vision Zero-related goals, objectives, and action items in the Transportation Master Plan.	Infrastructure Planning & Engineering Services		<b>Completed - September 2020</b> Working Group with representation from Active Transportation, Road Safety, Transportation Planning, MiWay and Corporate Communications meets monthly to discuss Vision Zero work.
<b>62 Winter maintenance service standards</b> Establish protocol to review winter maintenance service levels for snow clearance on sidewalks, transit stops, cycling facilities, and trails concurrent with winter maintenance contract renewals, with aim of raising service levels for pedestrians, transit riders, and cyclists where technically, operationally, and fiscally feasible.	Works, Operations & Maintenance		<b>In Progress</b> Council approved continuing the improved winter maintenance for pedestrian access to bus stops and priority sidewalks for 2021. Staff will seek approval later this year for 2022 and onward.
<b>63 Walking/cycling construction mitigation</b> Ensure accessible transit stops, pedestrian routes, and cycling routes through construction sites that obstruct normal routes by developing and enforcing suitable standards and procedures.	Infrastructure Planning & Engineering Services		<b>Ongoing</b> AT Technologist responsible for reviewing construction management plan.
<b>64 Transit service construction mitigation</b> Enable timely service changes or other mitigation measures in response to planned on-street construction by formalizing protocol for notifying MiWay and other transit agencies operating in Mississauga, drawing on existing work.	Infrastructure Planning & Engineering Services		<b>Not started</b>
<b>65 Non-MiWay transit infrastructure</b> Establish inventories and service agreements concerning maintenance of information and infrastructure assets associated with transit service provided in Mississauga city limits, but operated by other transit agencies.	To be determined		<b>Completed - May 2019</b> Process is in place.















Action	Division	Timeline	Status Update
<b>66 Transportation data working group</b> Establish an interdepartmental working group tasked with advancing the evolution of transportation and traffic data collection, maintenance, analysis, and interpretation, using emerging big data technology.	Infrastructure Planning & Engineering Services		<b>Not started</b> Internal discussions ongoing.
<b>67 Public perception monitoring</b> Gain insight on public perception of the Transportation Master Plan's Goals and the progress toward them by revising transportation question(s) in a citizen satisfaction survey.	Strategic Communications		<b>Completed - June 2019</b> Customer Satisfaction Survey has been updated. See: <a href="https://yoursay.mississauga.ca/3098/widgets/14783/documents/18972">https://yoursay.mississauga.ca/3098/widgets/14783/documents/18972</a>
<b>68 Third-party grants</b> Dedicate suitable staff resources to researching and applying for third-party grants that can help advance the aims of the Transportation Master Plan.	Infrastructure Planning & Engineering Services		<b>Initiated</b> City of Mississauga routinely submits transportation-related proposals to third party, including provincial and federal grants.
<b>69 Official Plan coordination</b> Establish protocols to ensure an editorial review of proposed updates and amendments to the Mississauga Official Plan includes verification that proposed policies advance the goals and objectives of the Transportation Master Plan.	City Planning Strategies		<b>In Progress</b> Coordination underway through the Mississauga Official Plan Review.
<b>70 Corporate Asset Management Plan coordination</b> Establish protocol to ensure Transportation Master Plan is used as a major input to the development of the Mississauga Corporate Asset Management Plan (forthcoming), to ensure planned service levels for the City's transportation infrastructure supports the goals and objectives of the Transportation Master Plan.	Finance		<b>In Progress</b> T&W Staff are developing processes to ensure the goals and objectives of this plan influence infrastructure renewal and development, which will inform the Corporate Asset Management Plan.
<b>71 New mobility and transportation innovation</b> Monitor innovation and change in the transportation and transit sectors, summarize trends in an annual review, and identify issues and opportunities that need to be proactively addressed.	Infrastructure Planning & Engineering Services		<b>Initiated</b> Annual Review delayed due to COVID-19.
<b>72 Transportation planning information hub</b> Establish a transportation planning information hub that routinely collects and maintains data, information, and map layers commonly used in transportation planning.	Infrastructure Planning & Engineering Services		<b>Not started</b> For delivery between 2025 and 2034.








# Partnerships

**Actions to collaborate with allies, stakeholders, and partner agencies in the transportation field.**

Collaboration is an essential part of realizing Mississauga's transportation goals. Several key parts of the transportation system, such as the GO Transit network, TransHelp paratransit service, highways, regional roads, intercity trails, and the airport are owned and operated by other levels of government and partner agencies. The City can help partners understand what they can do to affect the change needed in Mississauga. The City must also continue to listen to and work with allies and stakeholders who are in a position to help determine and achieve Mississauga's transportation goals.

Action	Division	Timeline	Status Update
<b>73 Milton GO line two-way all-day service</b> Continue to advocate for the introduction of an all-day two-way GO train service on the Milton GO line, supporting and advancing associated research and analysis as required.	Infrastructure Planning & Engineering Services		<b>In Progress</b> Staff continue to advocate for two-way all-day service.
<b>74 GO station land study</b> Work with Metrolinx and the Region of Peel to ensure potential for future development on Metrolinx-owned land around GO Stations is considered during the City's and Region's joint projects on Major Transit Station Areas.	City Planning Strategies		<b>In Progress</b> Staff continue to engage with Metrolinx and Peel Region to identify and encourage GO Station land redevelopment, where appropriate.
<b>75 TransHelp strategic plan</b> Work with TransHelp to prepare a long term strategic plan for accessible transit in Mississauga/ Brampton and to advance work to integrate TransHelp services with those of MiWay and Brampton Transit.	To be determined		<b>Not started</b>
<b>76 Multi-modal access audits: schools</b> Offer multi-modal access audits to schools, using tool developed for City sites (see Action 40).	Infrastructure Planning & Engineering Services		<b>Not started</b>

Action	Division	Timeline	Status Update
<b>77 Healthcare providers</b> Strengthen relationships with Local Health Integration Networks and Hospitals to support efforts to expand options for non-driving access to healthcare.	Infrastructure Planning & Engineering Services		<b>Not started</b>
<b>78 Transportation investment coordination</b> Establish protocols to be used by all transportation-related groups in the city for engaging with neighbouring municipalities to coordinate the timing and nature of transportation investment.	Infrastructure Planning & Engineering Services		<b>Not started</b>
<b>79 TDM changes to Planning Act and Municipal Act</b> Advocate for changes to the Planning Act and Municipal Act that would allow municipalities to require transportation demand management practices be designed into new developments, in line with recommendation #5 in the Transportation Demand Management Strategy and Implementation Plan.	Infrastructure Planning & Engineering Services		<b>Not started</b>
<b>80 Peel Region Goods Movement Task Force</b> Continue to serve as an active member of Peel Region Goods Movement Task Force, advancing recommendations to improve the goods movement system in Mississauga.	Infrastructure Planning & Engineering Services		<b>In Progress</b> Staff continue to actively participate.
<b>81 Peel Region Vision Zero Task Force</b> Continue to serve as an active member of Peel Region Vision Zero Task Force, advancing recommendations to improve the safety of transportation in Mississauga.	Infrastructure Planning & Engineering Services		<b>Completed - May 2019</b> Representative from various Peel organizations attend this Task Force to discuss Vision Zero efforts Region wide and collaborate on initiatives.
<b>82 24-hour GO Transit service</b> Advocate for 24-hour GO Transit service in Mississauga.	Infrastructure Planning & Engineering Services		<b>Not started</b> For delivery between 2025 and 2034.
<b>83 Wider Presto support</b> Improve utility of the Presto card by encouraging Presto to support more service providers (such as bikeshare, taxis, car share, and retailers).	Infrastructure Planning & Engineering Services		<b>Not started</b> For delivery between 2025 and 2034.
<b>84 TTC/MiWay fare integration</b> Improve service integration between MiWay and TTC by working with the City of Toronto and the TTC to remove restrictions on MiWay boardings in Toronto, and negotiate a service agreement for MiWay-TTC transfers that are free for riders through participation in Metrolinx's work in this area or otherwise.	MiWay		<b>In Progress</b> The TTC has initiated a study on the cost, impacts, opportunities, and next steps of fare and service integration. MiWay will be a key stakeholder of the study which will conclude in 2021 and may include potential cross-boundary pilot projects. MiWay is also part of Metrolinx Fare & Service Integration Working Group.

Action	Division	Timeline	Status Update
<b>85 Park-and-ride sites</b> Assess possibility of promoting current and adding new park-and-ride locations in Mississauga targeted at inter-municipal travel, drawing on MiWay's Infrastructure Growth Plan and working in partnership with GO Transit and MTO.	Infrastructure Planning & Engineering Services		<b>Not started</b> For delivery between 2025 and 2034.
<b>86 High Occupancy Vehicle (HOV) lanes</b> Advocate for the introduction of HOV lanes on all 400-series highways in and around Mississauga.	Infrastructure Planning & Engineering Services		<b>Initiated</b> Staff advocate for HOV lanes as input to any MTO 400 series Environmental Assessment Study.
<b>87 GTHA regional ATMS strategy</b> Collaborate with MTO, Metrolinx, and GTHA municipalities to coordinate an inter-regional strategy for Advanced Transportation Management Systems (ATMS).	Traffic Management & Municipal Parking		<b>Not started</b> For delivery between 2025 and 2034.
<b>88 Emergency Detour Routes</b> Work with the MTO and the Region of Peel to establish Emergency Detour Routes for 400-series highways in and around Mississauga.	Emergency Management Office		<b>Not started</b> For delivery between 2025 and 2034.
<b>89 Milton local transit connection</b> Work with the Town of Milton to establish local transit connections as travel demand to and from Mississauga increases.	MiWay   Infrastructure Planning & Engineering Services		<b>Ongoing</b> Staff continue to review need as growth occurs.
<b>90 Autonomous vehicles collaboration</b> Collaborate with the Province on autonomous vehicles and associated matters to ensure the regulatory environment provides Mississauga and other municipalities with the ability to maximize benefits and mitigate negative effects.	Infrastructure Planning & Engineering Services		<b>Initiated</b> Ongoing collaboration with the Province through the Connected and Autonomous Vehicle Working Group. Participation in the Ontario Smart Mobility Readiness Forum.
<b>91 Pearson Airport regional transit hub</b> Support the GTAA's initiative to develop a regional transit hub at or near Pearson Airport, ensuring that potential opportunities and risks for Mississauga are understood and addressed.	Infrastructure Planning & Engineering Services		<b>Initiated</b> Active collaboration with GTAA, Metrolinx, and City of Toronto.

# City of Mississauga Corporate Report



<p>Date: June 7, 2021</p> <p>To: Chair and Members of General Committee</p> <p>From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: June 23, 2021</p>
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## Subject

**Hurontario Light Rail Transit Project Update**

## Recommendation

That the report titled "Hurontario Light Rail Transit Project Update" dated June 7, 2021 from the Commissioner of Transportation and Works, be received.

## Executive Summary

- City staff from several divisions continue to review design submittal packages from the contractor, Mobilinx, to ensure compliance for City infrastructure. To date, more than 600 design packages have been reviewed by City staff, and none of the prescribed deadlines outlined in the Project Agreement have been missed. For Permit, Licence and Approvals (PLA), the City has issued approximately 150 permits to date, which were all processed within the City's prescribed timelines.
- Construction of Hurontario LRT (HuLRT) was deemed essential under provincial health guidelines at the beginning of the pandemic and was allowed to continue during emergency measures. While much of the project's construction has focused on the north and the south sections of the corridor since the last update, it is anticipated that all of the work zones identified in Mississauga will have active construction by the fall this year. The project remains on track to be completed by fall 2024. To date, construction has resulted in a low number of complaints.
- Negotiations on an Implementation Agreement, which would define the City's roles and responsibilities during the construction phase of this project with Metrolinx, continues and is expected to be completed by the end of summer. In the fall, the project team expects to bring the Implementation Agreement for endorsement to Council.
- City staff are working with the City of Brampton to create a brand name and visual identity for the LRT system. That work will be ongoing through the summer with delivery to Metrolinx in the fall.



## Background

The previous update was provided to General Committee on July 22, 2020, through the report entitled, “Hurontario Light Rail Transit Project Update”, dated July 8, 2020 from the Commissioner of Transportation and Works. The report provided an update on construction and construction preparation to date.

While the province, through Metrolinx and Infrastructure Ontario, continues to lead the implementation of Hurontario LRT, the City of Mississauga continue to be active partners on the project, including the City of Brampton and the Region of Peel.

Mobilinx, the consortium of local and international companies that was awarded the contract to design, build, finance, operate and maintain HuLRT, is responsible for constructing the system on behalf of Metrolinx. Despite the emergency measures enacted due to the pandemic in March 2020, construction of public transit was permitted under provincial guidelines and local health measures. The project remains on track to be completed by fall 2024.

This report is intended to provide a summary of major activities and flag impending decision areas that will need to be addressed.

## Comments

### Design and Construction Update

#### Design

Since contract award in October 2019, City staff have been engaged with Metrolinx, Mobilinx, City of Brampton and Region of Peel on a number of areas to advance the design and construction of HuLRT. While the City’s LRT Project Office is the primary conduit to the project, it continues to utilize the expertise of an extended team of subject matter experts in all departments to ensure the project is compliant for City infrastructure and is implemented in a timely manner.

With the Alternative Financing and Procurement (AFP) delivery model, this project provides unique opportunities and challenges for the design and construction. Unlike a traditional project, the AFP project is strictly required to follow unique processes and more importantly, timelines as established under the Project Agreement i.e. the agreement between Metrolinx, Infrastructure Ontario and Mobilinx.

As the design review process began in October 2019, the Mississauga portion of the project was divided into 6 Work Zones Packages for design purposes, covering 14 Work Zones. The design submittal stages include: 30% (preliminary), 50% (development), 90% (development), and 100% (construction).

To date, more than 600 design packages have been reviewed by City staff. This includes the majority of the Mississauga section of the LRT project at 50% and 90% design, or in construction. Staff is reviewing for compliance with the Project Specific Output Specifications (PSOS) document, which is part of the Project Agreement and describes what the owner wants in the project. City staff participated in developing the City infrastructure scope contained within

PSOS. Given the strict timelines outlined by the Project Agreement, staff have not missed a prescribed deadline despite ongoing pressures.

### Construction

Mobilinx started its activity on the corridor in March 2020, and under provincial guidelines, construction of transit projects was allowed to continue. Mobilinx created a Pandemic Response Plan for its office staff, site teams, and subcontractors.

Being the municipal planning authority and regulator, the City remains responsible for issuing various Permits, Licenses and Approvals (PLA) to permit the construction, especially for any construction activities within the City's road Right-of-Way. PLA includes, but is not limited to, Road Occupancy Permits, Tree Removal Permits, Utility Approvals, Site Plans, Building Permits, Licenses on City properties and various other applicable PLA as required. To date, the City has received and issued approximately 150 PLA applications within the City's prescribed timelines and another 50 PLA applications are currently under review. The City is working closely with Mobilinx to ensure completeness and accuracy of information on all applications.

As of May 2021, some highlights of what has been completed in preparation for the future roadway and tracks:

- 8km of centre median removed
- 350 subsurface utility investigations completed
- 560 surveys completed to measure catch basins and manholes
- 3km of underground telecom relocations
- 28km of new telecom cable installed
- 372m of stormwater pipes installed
- 23 temporary traffic signals installed and activated
- 22km of new hydro cable installed
- 11km of new gas main installed
- 1.1km of watermain pipes installed

Utility relocation and road works started north of Matheson last year and became a template for future works. Stage 1 works included the removal of centre median and the installation of temporary traffic signals. For most of the corridor, this allows for Stage 2 works, which includes four lanes of vehicular traffic – two in each direction – and the ability for the construction team to create a safe work zone for utility relocation and road works on one side of the roadway with temporary bus platforms. Once that is completed, Stage 3 occurs with the work zones and temporary bus platforms shifted to the other side of the roadway. Stage 4 works would include track works in the centre of the roadway, and that is expected to appear as early late this year in the northern parts of Mississauga. South of the QEW, Stage 2 works, which began in early June, meant two lanes of vehicular traffic – one in each direction – before the works are flipped for Stage 3 works. While working at the intersections, there will be some additional impacts on travel lanes, but efforts are made to minimize the impacts without compromising safety.

Additionally, works at Port Credit GO Station and the surrounding area began earlier this year to prepare the site for a future underground station. Crews have been excavating portions of the parking lots and preparing for the construction of the push box, the structure that will form as a tunnel underneath the Lakeshore West Corridor railway tracks. Construction of the separated

elevated guideway over Highway 403 is expected begin later this summer. In Brampton, construction continues at the future Operations Maintenance and Storage Facility (OMSF) just south of Highway 407. The OMSF is scheduled to be completed by 2022.

While construction and construction preparation has taken place all along the corridor at different times, it is anticipated that all of the work zones identified in Mississauga will have active construction by this fall. Lower vehicular traffic volume has been helpful to crews as they work along the corridor. As the province begins its recovery and reopening, it is anticipated that vehicular traffic volumes will increase, however, it is difficult to predict if and when pre-pandemic traffic volume levels return.

As construction continues and picks up as the project moves forward, Metrolinx will continue to act as the lead on communications with the City supporting with amplification where appropriate. To date, there have been a low number of complaints about construction works through Metrolinx's community relations office or through the City's LRT Project Office and 311.

#### Transit Service

Transit service has continued on the corridor during construction with the creation of temporary bus platforms. The LRT Project Office has been coordinating with MiWay so that stops are moved in a timely manner. All construction notices make note that works can impact transit services.

#### Implementation Agreement

It was the intention of Metrolinx, the Cities and Region to have Implementation Agreements in effect between each organization and Metrolinx ahead of contract award, as noted in the June 26, 2019 report to General Committee. But negotiations have continued past financial close.

The Implementation Agreement would cover the construction phase and the assumption of construction responsibilities by Metrolinx. While negotiations continue on a more formal agreement, Metrolinx has provided interim letters of commitment to cover areas such as permitting, insurance and indemnity. These interim letters provide commitments in those key areas until such time as the full agreement has been completed. A completed agreement for Council consideration is expected to be completed this summer and brought back to Council this fall for endorsement.

Additional agreements covering the operational period with Metrolinx and the City of Brampton will be negotiated in the future, and Council will be updated on progress.

#### Community Engagement and Communications

Metrolinx-led community outreach and communications continue to be a vital component to the project. In light of pandemic measures, most communications activities went virtual, including meetings with stakeholders, open houses and trade shows for local business. The communications team has maintained informing the public and stakeholders about upcoming construction works and has answered questions about the project progress. The communications team executed an in-person canvas of the corridor last fall that abided by public health measures to gain insight into the impacts of the project from those who live and

operate businesses. It expects to conduct two more canvasses this year, and two per year until the project is completed.

Construction Liaison Committees, which connect key groups along the corridor with the project team, continued with monthly updates, whether it was through a virtual meeting or email update. City staff participated in these meetings to listen to any concerns raised by residents or businesses in Mississauga South, Mississauga Cooksville, Mississauga Downtown and Mississauga North. The forum will continue to be a key resource as construction ramps up.

As noted earlier, complaints about the project have been low. While Metrolinx is leading the communications, 311 and Ward offices do receive some inquiries. They are either routed to the LRT Project Office or Metrolinx community relations for response depending on the nature of the inquiry. Complaints should be directed to Metrolinx community relations (peel@metrolinx.com or 416-202-7500).

### **Branding (Name and Visual Identity Development, Marketing and Launch Events)**

In conjunction with the City of Brampton, the HuLRT Project Office retained the creative agency, Barrett and Welsh, to support the cities with a brand name and visual identity development, as well as marketing and launch events support ahead of the opening the LRT system in 2024. As part of the Project Agreement, items such as marketing were assigned to the cities.

Currently, the project team is wrapping up its research phase of the project that will help inform the development of a name of the system, as well as its visual identity such as logo and line number. Development of these items will take place through the summer, and updates will be provided during the process, prior to delivery to Metrolinx in the fall.

## **Financial Impact**

There are no financial impacts resulting from this report.

## **Conclusion**

Construction of the Hurontario LRT continued along the corridor in Mississauga as the pandemic measures were implemented, enabling it to remain on track for completion by fall 2024. While different areas of the corridor has seen some construction, it is anticipated that all works zones identified in Mississauga will be under active construction by this fall to meet the timelines of the project. That will mean more impacts to residents and businesses as the City continues its recovery and reopening. Communicating those developments and impacts will be paramount as the project continues on its path to transform Mississauga and Brampton.

The City will continue to provide its input in reviewing the design as completed by Mobilinx, particularly impacting the City infrastructure. Being the municipal planning authority and regulator, the City will continue to work with Mobilinx to process various Permits, Licenses and Approvals to permit the construction activities.

Thus far, City staff has worked well with Metrolinx and Mobilinx, and hopes to continue that in the months and years ahead.

Finalizing an Implementation Agreement with Metrolinx and getting Council endorsement on the construction phase this fall will be an important step in the project, as will other noticeable milestones and changes to the busiest corridor in the City.



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

Prepared by: Tim Lai, Manager, LRT Stakeholder Communications



# City of Mississauga Corporate Report



Date: June 4, 2021  To: Chair and Members of General Committee	Originator's files:
From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works	Meeting date: June 23, 2021

## Subject

**Matheson Boulevard East Streetlight Replacement Funding Requirements – Ward 5**

## Recommendations

1. That the report titled “Matheson Boulevard East Streetlight Replacement Funding Requirements – Ward 5”, dated June 4, 2021 from the Commissioner of Transportation and Works be received;
2. That capital project PN A20193 Cycling Program (Major Roads) – Scenario C be amended to a gross and net budget of \$3,720,000 to be funded from Capital Reserve Fund (Account # 33121);
3. That funding of \$1,250,000 be transferred from Capital Reserve Fund (Account # 33121) to PN A20193 Cycling Program (Major Roads) – Scenario C;
4. That all necessary by-laws be enacted.

## Background

The Investing in Canada Infrastructure Program (ICIP) COVID-19 Resilience Infrastructure stream was announced in 2020. The City of Mississauga submitted several projects to the ICIP program for funding, including “Construction of Cycle Tracks, MUT and Foot Bridges”. The total approved funding provided for this specific project is \$7,758,000.

The design and construction of cycle tracks on Matheson Boulevard East between Creekbank Road and Commerce Boulevard is among the discrete projects included within the approved ICIP project “Construction of Cycle Tracks, MUT and Foot Bridges”. These cycle tracks are to be located within the boulevard, and in order to be constructed, utilities and other obstructions need to be relocated to make room for them.

Detailed design and condition surveys of the streetlighting on Matheson Boulevard East have revealed that simply relocating individual streetlights to make room for the cycle tracks is not feasible without a larger system rebuild. The addition of the cycle tracks will require adequate illumination so that light levels can be achieved in accordance with American National

Standards / Illuminating Engineering Society RP-8-18 standards. This results in the removal of the existing direct buried poles, which must therefore be replaced in order to comply with warranty conditions. All rebuilds or replacements must also be transferred to a consistent 240 voltage, instead of a mixture of 240 and 347 volts, in order to adhere to safety regulations and safe electrical practices. Removal of 45 existing streetlights and installation of 89 new streetlights on Matheson Boulevard East within the project area is therefore required.

As per the program guidelines, projects approved under the ICIP COVID-19 Resilience Infrastructure stream are required to be substantially completed by December 31, 2021. Municipalities who do not meet this federal deadline will lose the opportunity to access funding.

## Comments

With funding for the required streetlighting to supplement the available ICIP funding for the cycling components, along with the available City funding for road resurfacing, construction of all roadway elements within the Matheson Boulevard East project limits can proceed in an appropriate sequence with a coordinated design. This will provide for the most efficient construction costing while also minimizing construction impacts to the Airport Corporate Centre area.

In order to fully leverage ICIP funding for the cycling components and complete the Matheson Boulevard East project in a timely manner consistent with deadlines set out by the Federal Government, additional funding to replace the streetlighting is required.

## Financial Impact

The total estimated budget requirement to fund the removal of 45 existing streetlights and installation of 89 new streetlights on Matheson Boulevard East between Creekbank Road and Commerce Boulevard is \$1,250,000.

It is recommended that budget for the streetlighting requirements be made available by increasing the gross and net budget of PN A20193 Cycling Program (Major Roads) – Scenario C by \$1,250,000 to a new gross and net budget of \$3,720,000 and that funding of \$1,250,000 be allocated from the Capital Reserve Fund (Account # 33121).

## Conclusion

The installation of cycle tracks on Matheson Boulevard East from Creekbank Road to Commerce Boulevard represents a significant investment in cycling infrastructure consistent with the Cycling Master Plan, and helps the City maximize Federal funding dollars available through the ICIP program. Securing funding to complete necessary streetlight replacements at the same time is the fiscally responsible choice for the City of Mississauga.

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## Attachments

Appendix 1: Matheson Boulevard East Project Location



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

Prepared by: Matthew Sweet, Manager, Active Transportation

## Appendix 1: Matheson Boulevard East Project Location



# City of Mississauga Corporate Report



<p>Date: June 9, 2021</p> <p>To: Chair and Members of General Committee</p> <p>From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works</p>	<p>Originator's files:</p>
	<p>Meeting date: June 23, 2021</p>

## Subject

**Transportation Demand Management Strategy and Implementation Plan Progress Report Update – All Wards**

## Recommendation

That the report titled “Transportation Demand Management Strategy and Implementation Plan Progress Report Update – All Wards”, dated June 9, 2021 from the Commissioner of Transportation and Works, be received for information.

### Executive Summary

- In April 2018, Council approved the Transportation Demand Management (TDM) Strategy and Implementation Plan (“TDM Plan”), which identified 23 actions over a 10-year period.
- The TDM Plan identifies short, medium and long term opportunities for the City to lead TDM programming and initiatives, to encourage sustainable travel habits through both hard and soft measures.
- The TDM Plan Progress Report provides an update on the action items to date.
- Of the 23 Actions in the TDM Plan, 4 have been completed and 12 are in progress.

## Background

In April 2018, Council approved the Transportation Demand Management (TDM) Strategy and Implementation Plan (herein referred to as “the TDM Plan”). As Mississauga’s first TDM Plan, the goal is to reduce single-occupant vehicle trips, particularly during peak times, and to make sustainable modes of transportation more viable options for Mississauga residents and workers, including City staff.



This plan emphasizes the importance of TDM for an urbanizing city, and recommends actions for decreasing automobile use by increasing the attractiveness of sustainable modes including walking, cycling, carpooling and transit. The TDM Plan provides a framework and recommended areas of focus for the City of Mississauga to support and promote TDM strategies and tactics.

#### Figure 1: Goals of the TDM Plan

- Shift Travel Behaviour
- Integrate Transportation and Land-Use Planning
- Use Existing Transportation Infrastructure More Efficiently
- Improve Health, the Environment, and Quality of Life

The recommendations of the TDM Plan guide next steps for strengthening policies and developing new programming to continue to support TDM in Mississauga. A robust performance monitoring framework, based on the goals and objectives, is part of the action plan. This allows the progress of its implementation to be evaluated at regular intervals.

The City's progress to 2021 reflects the work being done to provide sustainable transportation initiatives for staff and the residents of Mississauga.

## Comments

### Putting the Plan into Action

The TDM Plan prioritized policies and programs into actions that meet the objectives of the City's Strategic Plan. The TDM Plan identified 23 actions over a 10-year period. These actions are split amongst short term (1-2 years), medium term (3-5 years) and long term (6-10 years) and are grouped under the following five themes: Coordinate, Promote, Enhance, Monitor and Evaluate, and Advocate.

#### Coordinate

Action items identified in the theme of **coordinate** intend to foster collaboration among staff whose responsibilities relate to transportation. A key example is the development of a TDM Working Group.

#### Promote

At its core, TDM is about **promotion** and providing relevant information to make sustainable transportation an easy choice for residents, workers, and City employees. The TDM Plan recommends the development of a TDM webpage to provide ready access to transportation information.

#### Enhance

The TDM Plan identifies opportunities for **enhancement** to partnerships and policies that require the implementation of TDM strategies. For example, the incorporation of bicycle parking requirements for new developments into the Zoning By-law is recommended by the TDM Plan.

### Monitor and Evaluate

To advance TDM in Mississauga and truly understand its impacts, the results of the action items need to be **monitored and evaluated**. There is little information currently available on the effectiveness of TDM on transportation behaviours; therefore it is important to assess the effectiveness of campaigns and initiatives.

### Advocate

The TDM Plan has identified opportunities to **advocate** for the City's TDM priorities to higher levels of government and to improve municipal authority as it relates to TDM. For example, the Plan recommends lobbying the Provincial government to update the Planning Act to give municipalities the authority to require TDM measures through the development process.

Table 1 below provides a progress update on action items within the TDM Plan as of 2021. Of the 23 Actions in the TDM Plan, 4 have been completed and 12 are in progress.

**Table 1: Summary of TDM Actions Completed and Underway**

STATUS	ACTION	DESCRIPTION	THEME
Completed	1	Establish a TDM Working Group to, among other things, help integrate TDM and transit as well as TDM and major construction projects.	Coordinate
Completed	9	Develop a program of internal incentives	Enhance
Completed	10	Simplify the program so that staff understand its intent, services and benefits.	Enhance
Completed	11	Host lunch-and-learn sessions at workplaces across Mississauga	Enhance
In Progress	2	Develop a formalized process for incorporating TDM soft and hard measures/TDM supportive infrastructure in the existing development applications process as part of a TDM Plan under existing legislation (Planning Act and City by-laws).	Coordinate
In Progress	5	Establish a web-page on the City of Mississauga's website that provides a central location for information about all existing TDM programs in Mississauga.	Promote
In Progress	6	Promote new active transportation facilities as they are being constructed and as they are opened.	Promote

In Progress	7	Review partnership opportunities and assess City's ability to provide targeted outreach support to enhance TDM programs.	Enhance
In Progress	12	Create a TDM incentive program for the Hurontario LRT construction period. Relying solely on a communications plan will not likely be sufficient to encourage a shift to sustainable modes.	Enhance
In Progress	13	Add bicycle parking requirements to the City's Zoning By-law, and develop a program to install bicycle racks throughout the City.	Enhance
In Progress	14	Create a comprehensive TDM outreach and education program.	Enhance
In Progress	16	Update the City's Traffic Impact Study guidelines to require the consideration of TDM measures and TDM-supportive infrastructure and design elements in development applications.	Enhance
In Progress	17	Enhance Official Plan policies related to TDM, and ensure that the TDM section of the upcoming TMP is reflective of the TDM Plan and Implementation Strategy.	Enhance
In Progress	19	Evaluate "quick win" projects and programs to determine effectiveness, decide the need for continuation, and make improvements.	Monitor & Evaluate
In Progress	20	Set up a formal review process for the delivery of existing TDM programs that the City is involved in to: a. Ensure the strategic positioning of the City in the delivery of TDM programs:	Monitor & Evaluate
In Progress	23	Work with the Province for amendments to the Planning Act that would allow municipalities to create enforceable undertakings that would require developers to: a. Provide a number of TDM hard measures in accordance with a new TDM policy that would require a certain TDM standard to be met as part of as part of the urban development process for a defined period of time	Advocate

Appendix 1: TDM Action Plan & Progress Status outlines the details of each action, their status and any next steps.

It should be noted that prior to COVID-19, the TDM program focused on the internal TDM programming for City of Mississauga employees which included the following successful campaigns:

**Fuel Your Carpool Campaign:** By analysing pre/post Smart Commute Tool data, the Fuel Your Carpool campaign resulted in a 27% increase in registered users on the City of Mississauga's Smart Commute Tool. There was a 28% increase in carpool trips logged by City employees during the campaign period (January 28, 2019 to February 28, 2019).

**Bike to Work Day:** The 2019 Bike to Work Day resulted in a 10% increase in registered participants in comparison to 2018. The campaign resulted in 34% new registrants that had never cycled to work before.

**Try Transit Campaign:** The purpose of the Try Transit Campaign was to increase enrollment in the Employee Discount Transit Program. The campaign resulted in 16 new employees (11% increase) into the program. Staff hosted lunch-and-learn sessions and offered prize incentives.

As shown through the 2019 successes, the City of Mississauga continues to be a leader in providing TDM strategies for their employees. Due to COVID-19, would-be trips are largely not happening right now. Transit lines and other infrastructure are still operational, serving essential trips, but many residents have shifted their travel plans and/or are working from home. As such, the internal TDM programming for City of Mississauga employees was paused for 2020 and to date in 2021.

Once recovery of COVID-19 starts to take shape, people are expected to start making more trips again, and increased bustle of some sort will symbolize society's re-emergence which would allow the TDM program to again focus on reducing single-occupant vehicle trips and to make sustainable modes of transportation more viable again for Mississauga residents and workers. One of the initiatives for 2022 is the rebranding of Smart Commute, as outlined in Figure 2 below.

#### Figure 2: Smart Commute

Smart Commute is a program of the municipalities in the Greater Toronto and Hamilton Area. It helps employers and commuters explore different commute choices like carpooling, cycling and transit. The funding/partnership with Sustain Mobility, which ran Smart Commute Mississauga, was terminated in 2019.

The Region of Peel will be the lead for developing a new rebranded Smart Commute Program within Mississauga, Brampton and Caledon. Presently, Regional staff is working with other municipal leads to rebrand a new Smart Commute program for the Region of Peel; this includes waivers and a car pool matching software.

## Strategic Plan

TDM in Mississauga influences all five pillars of the Mississauga Strategic Plan. The strategies and action items of the Plan will clearly influence the ways that Mississauga residents and employees **Move** around the City. As the City continues to intensify, having residents making sustainable travel choices is imperative. People will be able to explore their neighbourhoods on **Connected** trails, sidewalks and transit routes. This can also lead to a sense of **Belonging** in one's community when they explore it as a pedestrian or on a bike and have the ability to feel more attached to their neighbourhood, which is often lacking in automobile trips. Reducing the number of single-occupant vehicles on City roads will reduce the production of greenhouse gas emissions and improve our abilities to be a **Green** city. TDM Strategies can also help the City to **Prosper**, by attracting innovative businesses who seek a creative pool of employees, who are continually changing the ways they want to work and access their places of employment.

## Financial Impact

There are no immediate financial impacts resulting from the adoption of the recommendation in this report. The implementation and funding of proposed, future initiatives will be subject to approval through the annual budget and business planning process.

## Conclusion

The TDM Plan Progress Report provides an update on the progress the City has made to support and promote TDM strategies and tactics. Of the 23 Actions in the TDM Plan, 4 have been completed and 12 are in progress. The action items illustrate the next steps for strengthening policies and developing new programming to continue to support TDM in Mississauga.

## Attachments

Appendix 1: TDM Action Plan & Progress Status



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

Prepared by: Jacqueline Hunter, TDM Coordinator



## Appendix 1: TDM Action Plan Progress Status

APPENDIX 1

9.7

STATUS	ACTION	ACTION	TIME	THEME	PROGRESS SUMMARY	NEXT STEPS
Completed	1	Establish a TDM Working Group to, among other things, help integrate TDM and transit as well as TDM and major construction projects.	short	Coordinate	A staff working group was formed with staff from City of Mississauga, Region of Peel, City of Brampton and Town of Caledon	Complete
In Progress	2	Develop a formalized process for incorporating TDM soft and hard measures/TDM supportive infrastructure in the existing development applications process as part of a TDM Plan under existing legislation (Planning Act and City by-laws).	short	Coordinate	Soft TDM measures (bicycle parking, presto cards, car-share) are being requested through the Development Application process	Through the TIS Guidelines Update Study, a TDM Checklist for development applications will be prepared.
Not Started	3	Update the formalized process for incorporating TDM soft and hard measures/TDM supportive infrastructure once legislation is in place giving City's the power to create enforceable undertakings (Planning Act and City by-laws).	medium	Coordinate	Action 2 to be completed first	Review 2025 & beyond
Not Started	4	Work to transition TDM programs to be fully self-funded by the community	long	Coordinate	Action 3 to be completed first	Review 2025 & beyond
In Progress	5	Establish a web-page on the City of Mississauga's website that provides a central location for information about all existing TDM programs in Mississauga.	short	Promote	A City of Mississauga staff website on inside Mississauga was created to provide a centralized location about existing TDM programs available to staff	Once a Peel Region TDM Program (Smart Commute rebrand) create an external web source.
In Progress	6	Promote new active transportation facilities as they are being constructed and as they are opened.	medium	Promote	Active Transportation / Transportation and Works	Continue to work with Active Transportation to promote new bicycle lane/multi-use trail projects
In Progress	7	Review partnership opportunities and assess City's ability to provide targeted outreach support to enhance TDM programs.	short	Enhance	Ongoing, working with Region of Peel, City of Brampton, Town of Caledon to identify partnership opportunities.	Establish a list of potential partners
Amended	8	Review and improve the City's current workplace programs for City staff through Smart Commute Mississauga	short	Enhance	Funding/Partnership with Sustain Mobility which ran Smart Commute Mississauga was terminated in 2019. The City of Mississauga is currently working with the Region of Peel to rebrand a Smart Commute Program for staff, residents and businesses	Rebrand a Smart Commute Program for Peel Region (Region of Peel led).
Completed	9	Develop a program of internal incentives	short	Enhance	2019 Internal Success Projects with incentive prizes (Bike to Work Day, Fuel your Carpool and Try Transit Programs).	Duplicate 2019 Internal Success Projects to future years (2020 and beyond).
Completed	10	Simplify the program so that staff understand its intent, services and benefits.	short	Enhance	InsideMississauga internal web resource	Complete

# Appendix 1: TDM Action Plan Progress Status

APPENDIX 1

9.7

STATUS	ACTION	ACTION	TIME	THEME	PROGRESS SUMMARY	NEXT STEPS
Completed	11	Host lunch-and-learn sessions at workplaces across Mississauga	short	Enhance	In 2019 hosted lunch & learn sessions for city staff to promote TDM programs.	Continue to host lunch & learn sessions to support TDM
In Progress	12	Create a TDM incentive program for the Hurontario LRT construction period. Relying solely on a communications plan will not likely be sufficient to encourage a shift to sustainable modes.	short	Enhance	Working with LRT staff to promote TDM	
In Progress	13	Add bicycle parking requirements to the City's Zoning By-law, and develop a program to install bicycle racks throughout the City.	short	Enhance	To be complete December 2021. A consultant has been retained to review bicycle parking rates from the TDM Plan and add to the City's Zoning By-law.	Complete May 2021
In Progress	14	Create a comprehensive TDM outreach and education program.	medium	Enhance	Rebranding the Smart Commute Program. Working with staff from Region of Peel, City of Mississauga, City of Brampton and Town of Caledon to create a program across Peel Region.	Establish the Peel-Region TDM Program and promote it to staff, residents and businesses in Mississauga.
Not Started	15	Work with property managers, condominium boards, community associations and others to encourage sustainable travel in neighbourhoods.	medium	Enhance	Goal 2025 & beyond	Establish the Peel-Region TDM Program and promote it
In Progress	16	Update the City's Traffic Impact Study guidelines to require the consideration of TDM measures and TDM-supportive infrastructure and design elements in development applications.	medium	Enhance	To be complete December 2021. A consultant has been retained to review and update the TIS Guidelines.	Complete May 2021
In Progress	17	Enhance Official Plan policies related to TDM, and ensure that the TDM section of the upcoming TMP is reflective of the TDM Plan and Implementation Strategy.	medium	Enhance	Official Plan update.	ensure that the TDM section is included in the Official Plan update.
Not Started	18	Update the TDM Strategy and Implementation Plan to ensure that it remains current and reflects changes in technology, land use, transportation infrastructure and services, and social concerns about climate change and public health.	long	Enhance	TDM Strategy and Implementation Plan to be updated in 5 years (2023)	TDM Strategy and Implementation Plan to be updated in 5 years (2023)
In Progress	19	Evaluate "quick win" projects and programs to determine effectiveness, decide the need for continuation, and make improvements.	medium	Monitor & Evaluate		Survey existing City of Mississauga staff involved in TDM programs to improve
In Progress	20	Set up a formal review process for the delivery of existing TDM programs that the City is involved in to:	medium	Monitor & Evaluate		Work with City's Planning Staff
In Progress	20	a. Ensure the strategic positioning of the City in the delivery of TDM programs:	medium	Monitor & Evaluate	As part of new development, TDM measures are being asked of developers.	
Not Started		b. Review new strategic partnership opportunities for the City to increase uptake of TDM programs for residents and persons traveling to and from Mississauga			Working with the Region of Peel.	
Not Started		c. Periodically evaluate City funded programs against key performance indicators based on monitoring activities in the monitoring program				

## Appendix 1: TDM Action Plan Progress Status

APPENDIX 1

9.7

STATUS	ACTION	ACTION	TIME	THEME	PROGRESS SUMMARY	NEXT STEPS
on going	21	Evaluate changes in context for TDM service delivery and determine how to incorporate them into the strategy as they occur.	long	Monitor & Evaluate	Goal 2025 & beyond	
Not Started	22	Update the outreach and education program to be consistent with changes in the delivery of City communications, and to be consistent with new technologies and programs.	long	Monitor & Evaluate	Goal 2025 & beyond	
In Progress	23	Work with the Province for amendments to the Planning Act that would allow municipalities to create enforceable undertakings that would require developers to:	short	Advocate	2020 Drafted a letter to the province	TMP
		a. Provide a number of TDM hard measures in accordance with a new TDM policy that would require a certain TDM standard to be met as part of as part of the urban development process for a defined period of time			Working with Planning staff	
Not Started		b. Provide, support and oversee the implementation and monitoring of TDM soft measures beyond the opening day of developments for a defined time period			Goal 2025 & beyond	

# City of Mississauga Corporate Report



<p>Date: May 28, 2021</p> <p>To: Chair and Members of General Committee</p> <p>From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: June 23, 2021</p>
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## Subject

**All-way Stops Policy #10-04-05 – Review and Update**

## Recommendation

That the revised All-way Stops Policy #10-04-05, attached as Appendix 1, be approved and adopted as outlined in the report from the Commissioner of Transportation and Works, dated May 28, 2021 and entitled “All-way Stops Policy #10-04-05 – Review and Update”.

## Executive Summary

- Council has requested that staff review this policy and explore the possibility of providing more flexibility for local roadway all-way stop requests
- The policy identifies the criteria used to determine if all-way stops are warranted
- Staff are requested by the local Ward Councillor to bring forward a report dealing with a specific all-way stop request approximately 20 times per year
- Staff have reviewed the existing policy and are recommending an expansion of the criteria to include public consultation under certain conditions when considering an all-way stop

## Background

Council has requested that staff review this policy and explore the possibility to provide more flexibility for local roadway all-way stop requests, expanding beyond the technical warrant requirements to include a public consultation component where appropriate.

## Present Status

Currently, all-way stop recommendations are limited to the technical warrants as outlined in the existing policy, based on traffic volumes and/or collision frequency. If these technical warrants are not met, the installation of an all-way stop is not recommended or supported by staff.

## Comments

All-way stop signs are installed as a means of ensuring the safe flow of traffic by controlling vehicle and pedestrian right-of-way at intersections. The policy identifies the criteria used in determining whether all-way stops are warranted.

Staff receive approximately 100 all-way stop requests per year. Of those, approximately one location per year meets the technical warrant and is recommended by staff. However, approximately 20 times per year, staff are requested by the local Ward Councillor to bring forward a report dealing with a specific all-way stop request. The intention of the report is to table the item for discussion and, most often, allow the local Ward Councillor to change the recommendation to support the all-way stop based on the support expressed by the local community.

In light of the above, staff have reviewed the existing policy and are recommending an expansion of the criteria to include public consultation under certain conditions when considering an all-way stop.

In the event that the technical warrants related to collision frequency and traffic volume are not satisfied, staff may be instructed by the local Ward Councillor to proceed with public consultation to determine local resident support for the installation of an all-way stop:

- Staff will distribute a survey to residents within 250 metres (820 ft.) of the subject intersection, requesting a vote of “yes” or “no” to the potential installation of an all-way stop,
- The survey will indicate the potential negative impacts of a technically unwarranted all-way stop, as outlined by the MTO’s Manual of Uniform Traffic Control Devices,
- A minimum of 66% of respondents must vote “yes” to the recommendation for the installation of an all-way stop to be supported by staff. This is consistent with the level of support required for other traffic regulation changes.

It should be noted that the above would apply only to intersecting local or minor collector roadways. Staff will not be supporting an all-way stop under the following circumstances:

- On multi-lane major roadways,
- Where traffic would be required to stop on grades,
- Where visibility of the sign is hampered by curves or grades and a safe stopping distance of less than 100 metres (328 ft.) exists, or
- If any other permanent traffic device controlling right-of-way (i.e. traffic signal or stop sign) is in place within 100 metres (328 ft.) of the intersection.



## Engagement and Consultation

The policy has been circulated to specific road stakeholders in Transportation and Works to provide them with an opportunity to provide comment. There were no concerns with the revised policy. The proposed policy revision has also been presented to and endorsed by the Road Safety Committee at their May meeting. A deputation is been scheduled for the June 8th meeting of the Mississauga Cycling Advisory Committee (after the writing of this report) and the June 24th meeting of the Traffic Safety Council.

## Financial Impact

There will be a moderate cost associated with mailing out public engagement surveys, which can be accommodated in the current operating budget in cost centre 23972.

The policy revision will result in a reduction of approximately 20 corporate reports per year, with an estimated minimum of six hours staff time per report. However, there will be approximately three hours associated with issuing a public engagement survey. This equates to a total savings of 60 hours per year of staff time and an approximate cost avoidance of \$4,000.

## Conclusion

An expansion of the existing All-way Stops Policy, providing an option for public consultation where appropriate when considering all-way stop recommendations, will provide staff with more flexibility in supporting proposed all-way stops and eliminate the need for many all-way stop corporate reports going to General Committee.

## Attachments

Appendix 1: Policy #10-04-05 – All-way Stops



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

Prepared by: Maxwell Gill, C.E.T., Supervisor, Traffic Operations

City of Mississauga

# Corporate Policy & Procedure

**Policy Title: All-Way Stops****Policy Number: 10-04-05**

Section:	<b>Roads and Traffic</b>	Subsection:	<b>Traffic Operations</b>
Effective Date:	<b>March 9, 1994</b>	Last Review Date:	<b>April, 2020</b>
Approved by: <b>Council</b>	Owner Division/Contact: <b>Traffic Operations, Traffic Services and Road Safety Section, Traffic Management and Municipal Parking Division, Transportation and Works Department</b>		

## Policy Statement

All-way stops are installed on City of Mississauga streets if specific criteria are met and if approved by City of Mississauga Council.

## Purpose

All-way stop signs are installed as a means of ensuring the safe flow of traffic by controlling vehicle and pedestrian right-of-way at intersections. This policy identifies the criteria used in determining whether all-way stops are warranted and the public process should the technical warrant not be met.

## Approval of All-Way Stop

All-way stops will not be installed on major, multi-lane collector and arterial roads.

Residents requesting an all-way stop on a local roadway are referred to Traffic Operations, Traffic Services and Road Safety Section, Traffic Management and Municipal Parking Division, Transportation and Works Department. Traffic Operations staff are responsible for assessing whether an all-way stop is warranted. A Council approved by-law amendment is required before all-way stops are installed.

## Criteria

Recommendations to place all-way stops on local roadways are based on collision frequency and/or volume of traffic and/or public support garnered through an official survey of directly affected residents. Consideration is also given to issues related to visibility, surrounding land use and type of roadway.

## **Warranted All-Way Stops**

### **Collision Frequency**

All-way stops are warranted on local roadways if at least five collisions occur in a 12-month period, provided the collisions are of the type considered correctable by the use of all-way stops. This guideline exceeds the guidelines established by the Ministry of Transportation's Ontario Traffic Manual Book 5 – Regulatory Signs.

### **Volume of Traffic**

The all-way stop warrant calculation is split into two sections. To warrant an all-way stop on a local/minor or two lane minor collector roadway, both sections of the calculation must be fulfilled to 100 per cent or more.

The first section deals with the total traffic volume entering the intersection from all approaches:

- On local residential roads and streets, all-way stops are warranted if the total vehicle volume on all intersection approaches exceeds 180 vehicles per hour during the four hours of the day which represent the a.m. and p.m. peak periods
- On industrial and other non-residential roads, the total vehicle volume on all intersection approaches must exceed 300 vehicles per hour during the a.m. and p.m. peak periods

The second section deals with the hourly traffic volume entering the intersection from the minor street:

- At a four-way intersection, traffic volume from the minor street must equal at least one-third of the total volume
- At a three-way intersection, traffic volume from the minor street must equal at least one-quarter of the total volume

For warranted all-way stops, staff will proceed to Council for final approval prior to arranging for installation of the all-way stop.

## **Unwarranted All-Way Stops**

In the event that the technical warrants related to collision frequency and volume of traffic on a local/minor or two lane minor collector roadway are not satisfied, staff may be instructed by the applicable ward councillor(s) to proceed with public consultation to determine local resident support for the installation of an all-way stop. In this case:

- City staff will determine the appropriateness of the location prior to proceeding with public consultation
- City staff will distribute a survey to residents within 250 metres (820 ft.) of the subject intersection, requesting that they vote either "yes" or "no" to the potential installation of an all-way stop

- If a school is within the 250 metre (820 ft.) radius of the intersection, or it is known that children attending the school cross at the subject intersection, the school principal will also be provided with a survey
- The survey will indicate the potential negative impacts of a technically unwarranted all-way stop, as outlined by the Ministry of Transportation's Ontario Manual of Uniform Traffic Control Devices
- A three-week time frame is provided for the responses to be mailed back
- A minimum of 66% of respondents must vote "yes" to the recommendation for the installation of an all-way stop to be submitted to Council for consideration to pass the required by-law
- In the event that a distributed survey does not receive the required 66% support, no further surveying of the affected area is undertaken for a minimum of 12 months

Appendix 1 - Process Flow Chart for the Review, Consideration and Recommendation of All-way Stops – outlines the steps that are taken by Traffic Operations staff when a request for an all-way stop is received.

As a Vision Zero city, Mississauga is increasing its efforts to protect vulnerable road users. The fundamentals of Vision Zero should be considered based off the above criteria throughout the evaluation process for installing unwarranted all-way stops.

## **All-way Stops Are Not Recommended**

All-way stops will not be recommended at locations:

- Where traffic would be required to stop on grades, or
- Where visibility of the sign is hampered by curves or grades and a safe stopping distance of less than 100 metres (328 ft.) exists, or
- If any other permanent traffic device controlling right-of-way (i.e. traffic signal or stop sign) is in place within 100 metres (328 ft.) of the intersection

All-way stops should not be installed solely:

- As a means of protecting pedestrians (particularly school children) since other means should be used to address the concern, or
- As a speed control device, or
- As a means of deterring the movement of through traffic in a residential area

Policy Number: 10-04-05

Effective Date: March 9, 1994

Policy Title: All-Way Stops

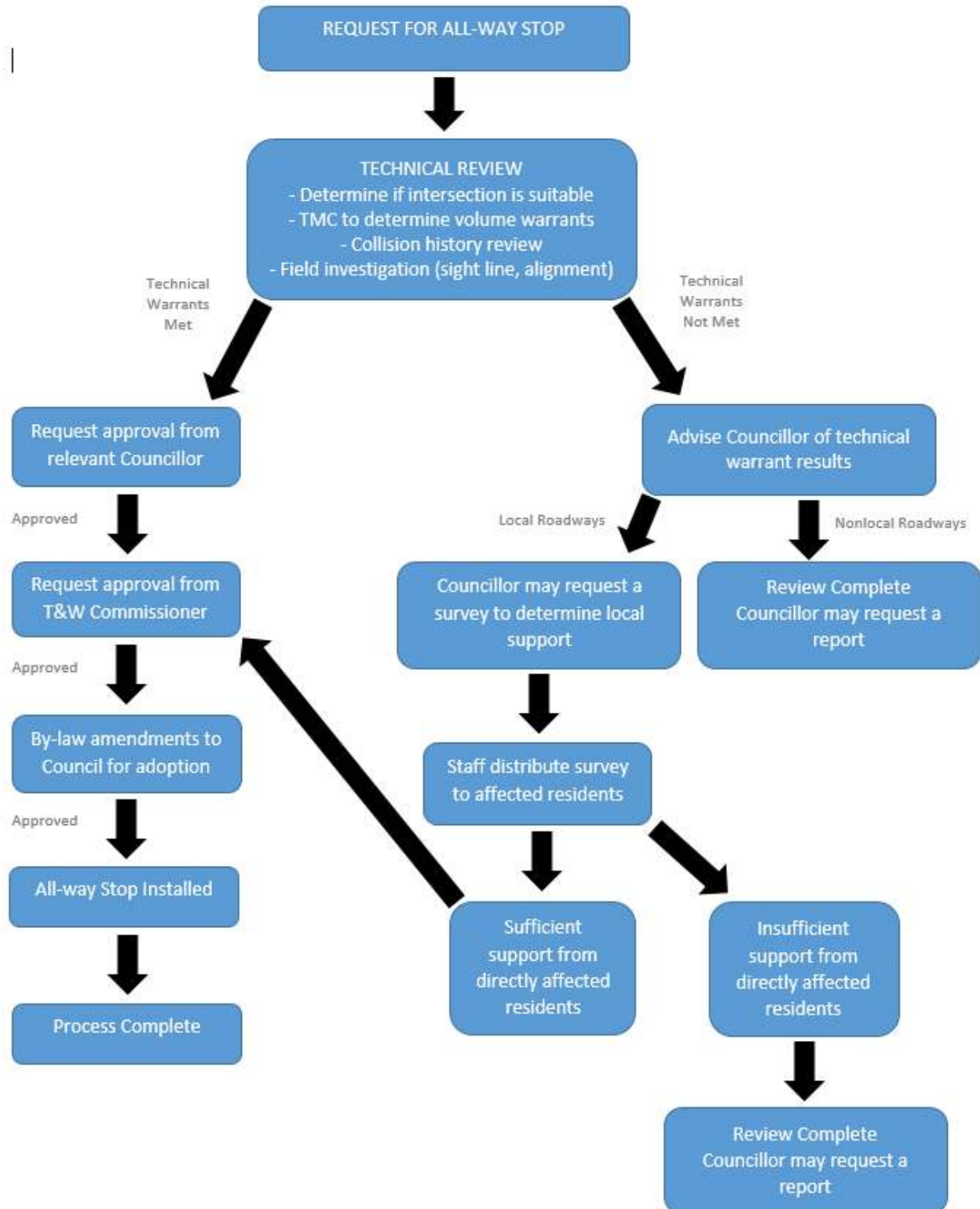
Last Review Date: April, 2020

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## Revision History

Reference	Description
GC-129-94 – 1994 03 09	
April 01, 2005	Housekeeping amendments
July 11, 2013/June 22, 2016	Housekeeping – updates to section name and contact information
April 6, 2020	Housekeeping – updates to section name and contact information



**Appendix 1**

# City of Mississauga Corporate Report



Date: June 7, 2021

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:  
June 23, 2021

## Subject

**MiWay Hydrogen Fuel Cell Electric Bus Update – June 2021**

## Recommendation

That the report “MiWay Hydrogen Fuel Cell Electric Bus Update – June 2021” dated June 7, 2021 from the Commissioner of Transportation and Works be received for information.

## Executive Summary

- The Phase 1 Feasibility Study commenced in April 2021 and is estimated to be completed in April 2022. It will deliver the lifecycle energy, emissions, and economic performance analyses of the FCEBs and fuelling infrastructure, along with a preliminary fleet electrification roadmap for MiWay based on fuel cell electric transit buses.
- As part of Phase 2, CUTRIC intends to submit a funding proposal to the Ministry of Infrastructure and NRCan by the end of June 2021, followed by a submission under the Ministry of Infrastructure's Zero Emission Bus (ZEB) Funding Program as soon as it is developed and open for applications later this year.
- This project involves participation amongst multiple stakeholders including New Flyer Industries, Ballard Power Systems, Cummins (Hydrogenics), Enbridge, Canadian Urban Transit Research & Innovation Consortium, and MiWay.
- The initial FCEB deployment project will support the achievement of innovation, energy-transition, and climate policy goals for both Infrastructure Canada and Natural Resources Canada, while creating made-in-Canada jobs spanning across the hydrogen-based transit value chain.

## Background

### Introduction

The purpose of this report is to provide an update to the “MiWay 2020 Hydrogen Fuel Cell Electric Bus Update” report that was presented to General Committee on October 7, 2020. Since that report, there has been progress on both Phase 1 and Phase 2 of the Pan-Canadian Hydrogen Fuel Cell Electric Bus (FCEB) Demonstration and Integration Trial.

The purpose of the initiative is to deploy innovative FCEB technology, coupled with a local green hydrogen fuel supply chain in the GTHA. Supported by an ongoing feasibility assessment, the commercialization phase of this trial will facilitate the procurement, operation, and performance assessment of 10 Hydrogen FCEBs and critical fuelling infrastructure at MiWay facilities. The project aims to demonstrate the viability of this technology as a zero-emission solution for transit decarbonization while fostering integration of green hydrogen to kick-start the hydrogen ecosystem in Mississauga and surrounding GTA.

The ongoing feasibility assessment and launch of this project involves multiple stakeholder participants including the following:

- **MiWay:** The champion transit agency that will own and operate the 10 FCEBs in the City of Mississauga.
- **New Flyer Industries:** The transit bus Original Equipment Manufacturer (OEM) that will be assembling and supplying the FCEBs. New Flyer’s headquarters is based out of Winnipeg, Manitoba.
- **Ballard Power Systems:** The OEM that specializes in the development and manufacturing of hydrogen fuel cell stacks that will be used in the FCEBs.
- **Cummins (Hydrogenics):** The OEM that is assisting in the fuel production and manufacturer of the electrolyzer. Hydrogenics, recently acquired by Cummins, who are based out of Mississauga, Ontario.
- **Enbridge:** The energy delivery partner that specializes in gas transmission and distribution, who will be supplying green hydrogen to fuel the FCEBs.
- **Canadian Urban Transit Research & Innovation Consortium (CUTRIC):** the commercialization partner specializing in program management and predictive and empirical performance analysis.

### Current Situation

Since the last report, there are still no dedicated hydrogen fuel cell electric buses operating in Canada. An initial deployment is therefore important and necessary for MiWay to examine the feasibility of introducing this low carbon technology into its fleet on a larger scale to meet the City’s climate change targets.

This hydrogen FCEB trial would be the first of this magnitude in Canada. Being a first-mover in this technological space, MiWay has learned that there are a many reasons why hydrogen makes sense for Mississauga as an initial deployment. The benefits of this FCEB initial deployment project include:

- **Long-Term Fuelling Solution:** 10 FCEBs initial deployment is scalable to more, as deemed feasible by CUTRIC's RoutE.i modelling. Although there is a high capital cost, the service life of the fuelling infrastructure network will surpass the life of the FCEBs, which makes scalability an option in the future.
- **Scalable Green Hydrogen Delivery Model:** Fuelling station installed at MiWay's Malton garage will be designed for 3 trailer bays for future expansion, while Cummins/Enbridge will be supplying fuel with tube trailers and fuelling dispensers.
- **Outdoor Storage for FCEBs:** The operation of FCEBs outdoors will be a first for North America. A plug-in heater is required in order to moderate the temperature and manage moisture within the fuel cell stack. This is to allow buses to be able to start in sub-zero ambient temperatures.
- **ZEB Technology without BEB Range & Infrastructure Limitations:** The Malton facility does not currently meet the energy requirements to operate battery-electric buses (BEBs). Substations would need to be installed, therefore depot charging would require extensive capital infrastructure. MiWay also does not own all of the on-street infrastructure such as stations and terminals, therefore opportunity charging is limited. All of these infrastructure challenges and high capital expenditures can be mitigated with FCEBs. Secondly, range anxiety is less of a concern compared to BEBs. MiWay can service most, if not all existing routes with FCEB technology. Range has yet to be validated in Canadian climate, however testing in Orange County, California indicated that their FCEBs were able to travel 560km on a single fill. The average distance a MiWay bus travels per day is 250km.
- **Creation of Local Jobs in Ontario:** Fostering development of skills and expertise related to high-potential domestic and export sector. Mississauga will boost development of local green hydrogen production and be the trailblazer for the local hydrogen ecosystem.

## Comments

### Hydrogen Fuel Cell Electric Bus Phase 1

#### Feasibility Study

The feasibility study commenced in April 2021 and is projected to be finished in April 2022. It will deliver the lifecycle energy, emissions, and economic performance analyses of the FCEBs and fuelling infrastructure, along with a preliminary ZEB roadmap for MiWay based on fuel cell electric transit buses. The scope of work of the feasibility study includes the following:

- Conduct full fleet, block-based or vehicle-based modelling;
- Compare the total cost of ownership of FCEBs and diesel/biodiesel buses, considering the total cost of hydrogen fuel and the aggregate cost of the requisite number of FCEBs, along with fuelling infrastructure costs for MiWay;
- Analyze GHG emissions reductions by replacing diesel/biodiesel buses with FCEBs at MiWay, considering a well-to-wheel approach for all sources of fuel (steam methane reforming and electrolytic hydrogen);
- Assess current bus schedules and MiWay's fleet to optimize hydrogen fuelling times, considering MiWay's garage locations;
- Develop a ZEB roadmap using hydrogen fuel cell technology, with short term and long term recommendations on pathways toward zero-emissions. Minimize operational impacts and find the least costly solution based on energy consumption, fuel supply chains and the capital costs of infrastructure required;
- Modelling two (2) routes for two (2) models of electric low speed automated shuttles that have routes less than 3 kilometres in length (potentially on a dedicated laneway). The scope of this task is a federal funding requirement; and
- An analysis of the draft Clean Fuel Standard federal regulations and the opportunities it may create to stimulate a hydrogen economy.

As of June 2021, MiWay and CUTRIC are working through the data requests which will be used as inputs to the RoutE.i simulation model, as well as finalizing the list of assumptions and constraints related to duty cycles, operation, bus specifications and GHG emissions tables

### Hydrogen Fuel Cell Electric Bus Phase 2

#### **Funding Proposal**

With ongoing efforts concentrated on an immediate launch, Phase 2 intends to facilitate the funding and/or financing for the scope, procurement and deployment of the buses in revenue service, installation of critical distribution infrastructure along the local fuel supply chain, agreement on fuel supply terms, and an empirical analysis of the economic operating performance of the buses over the first five years of their lifecycle.

Since the last report, there has been a lot of progress on Phase 2. CUTRIC has created a funding proposal that will be delivered to the Ministry of Infrastructure and NRCan by the end of June 2021. Federal funding contribution for this project will line up with the mission of Infrastructure Canada's zero-emissions public transit funding commitments as well as Natural Resources Canada's implementation plan for the National Hydrogen Strategy.

Infrastructure Canada has announced the immediate dedication of a portion of permanent public transit funding to support upfront capital investments for the purchase of zero-emission transit and school buses, related fuelling infrastructure components, as well as associated project planning and management efforts. MiWay, a leading transit agency in the dense urban agglomeration of the GTHA, is well positioned to harness the wide reaching environmental,



economic, and fleet operating benefits of such funding support. In line with Infrastructure Canada's vision, mission, and goals, FCEB fleet and infrastructure deployments, as well as the empirical knowledge generated as part of this trial, will set up MiWay on a long-term trajectory of zero-emission bus deployments on a larger scale as it replaces its conventional diesel bus fleet with ZEBs over the next decade.

Natural Resources Canada's key recommendations for implementation of the National Hydrogen Strategy include, but are not limited to, building of strategic partnerships, development of new policies and regulations, identification of high priority transit agencies and infrastructure needs within jurisdictions, as well as investments in marquee hydrogen pilots. Such implementation steps aim to create hubs that foster integration of green hydrogen in regional energy systems. The Markham based fuel source for this trial, and the City of Mississauga are well suited to become leading hydrogen transit hubs in the GTHA.

### **Fuel Cell Electric Bus Equipment**

The FCEB specifications such as the bus model, fuel cell power, accessories, battery capacity, hydrogen tank size, and other components have been discussed with New Flyer and is pending approval. The next step is to understand what data is important to capture and log in order to measure the performance of the FCEBs once they are in operation.

The FCEB equipment will include (10) forty-foot heavy-duty low-floor hydrogen FCEBs. Each bus is propelled by an electric drivetrain consisting of a 160 kW traction motor. The drivetrain is powered by a 100 kWh battery, supported by an 85 kW fuel cell. The fuel cell uses compressed hydrogen stored onboard the bus as its energy source. Hydrogen is stored at a pressure of 350 bar in roof-mounted cylinders that contain (5) tanks with a total system capacity of 37.5 kg.

MiWay will own and operate the fleet of 10 FCEBs based out of the Malton campus. The lifecycle of each FCEB unit is equivalent to that of a conventional diesel bus, which is assumed to be 12 years. FCEBs will be sole-sourced from New Flyer. Ballard will supply the fuel cell module directly to New Flyer. New Flyer will provide maintenance and service support for the buses, supported by Ballard where applicable, at no additional cost to the purchase price of each bus for the first five years of the bus lifecycle. Nearing completion of this phase of the trial, MiWay will reassess preference for a turnkey subcontract versus in-house maintenance of the innovative fuel cell electric drivetrain components for the remaining lifecycle of the buses. Shown in the **Figures** below are some of the FCEB equipment.



**Figure 1:** New Flyer Xcelsior CHARGE H2 (Hydrogen FCEB bus)



**Figure 2:** Enbridge Markham Facility (North America's First Hydrogen Blending Facility & Power-to-Gas Plant). Located at 101 Honda Boulevard, Markham, Ontario.



**Figure 3:** Enbridge Hydrogen Storage Tanks



**Figure 4:** On-site Enbridge Hydrogen Production. Cabinet that houses the electrolyzer is shown on the right. Black box houses a fuel cell for low power lighting. Hydrogenics box contains dryer tank for final cleaning up of hydrogen.



**Figure 5:** Tube Trailer to Transport Hydrogen Fuel (Markham to and from Mississauga)

### Fuel Supply Equipment & Service Process

MiWay requires a daily maximum of 300 kg of green hydrogen fuel for revenue operation of the (10) FCEBs. Until the economic feasibility of on-site green hydrogen production at MiWay's Malton campus is assessed with more FCEB deployments, the deployment will meet fuel demand at Malton, which will include installation of an on-site fuelling station to dispense hydrogen into buses. Green hydrogen will be produced at Enbridge at a centralized electrolysis facility in Markham and delivered to the Malton campus. The dedicated fuelling station at Malton will combine elements of a modular yet long-term design solution which will enable scaling of fuelling capacity with minimal incremental capital costs.

MiWay requires a bundled fuel supply agreement covering fuel production, delivery, as well as installation and maintenance of the fuelling station equipment for the 12-year lifecycle of the bus. A joint venture between Enbridge and Cummins will provide a fuel supply agreement. Until further negotiations between MiWay and Enbridge-Cummins materialize, the currently proposed fuel supply agreement framework is based on a five-year initial supply term followed by an option for a seven-year extension.

Enbridge and Cummins will supply fuel from its Markham Energy Storage Facility through newly deployed distribution infrastructure in addition to the fuelling station at MiWay's Malton campus. Gaseous green hydrogen is produced at a pressure of 30 bar at the Markham Energy Storage facility using a 2.5 megawatt (MW) electrolyzer operating with electricity from the Ontario grid.



This hydrogen will be purified to vehicle grade quality that is compliant with SAE J2719 standards. The current annual production capacity of the facility to produce economically viable green hydrogen is 219,000 kg based on a rate of 600 kg/day, seven days a week during hours of off-peak pricing of the Hourly Ontario Electricity Price (HOEP).

The purified green hydrogen will be compressed to 350 bar and filled into tube-trailers using dispensing equipment at the Markham Tube Trailer Filling Station adjacent to the Markham Energy Storage Facility. These high-pressure tube trailers with a high-capacity carbon-fibre storage tank design will deliver the hydrogen to a newly built fuelling station at MiWay's Malton campus. The Malton Fuelling Station will have a bus fuelling lane with a dispenser accompanied by two additional lanes functioning as tube trailer bays with decanting posts. A "Bump and Pump" mobile fuelling solution involving innovative compressor technology known as a hydraulic intensifier will be used to dispense the green hydrogen into the buses at 350 bar pressure.

Ownership, operation, financing and/or funding roles will be divided between MiWay and Enbridge-Cummins depending on the category and location of the fuel supply equipment/systems, as summarized in **Table 1**.

**Table 1: Roles and Responsibilities – Fuel Supply Equipment and/or Process**

Equipment or System Category	Location	Enbridge and Cummins	MiWay
Green Hydrogen Production	Enbridge-Cummins' Markham Energy Storage Facility	Own, Operate, Maintain	
Markham Tube Trailer Filling Station	Adjacent to Enbridge-Cummins' Markham Energy Storage Facility	Design, Fund/Finance, Procure, Install, Commission  Own, Operate, Maintain	
Malton Bus Fuelling Station  (Including Hydrogen Tube Trailers)	MiWay's Malton Bus Parking Facility	Design, Procure, Install, Commission  Maintain	Fund/Finance, Own, Operate



Equipment or System Category	Location	Enbridge and Cummins	MiWay
Hydrogen Tube Trailer Logistics Service	Between Markham Tube Trailer Filling Station and Malton Bus Parking Facility	Plan/Design  Operate, Maintain	

The strengthened foundation for a local green hydrogen supply chain through this phase will enable additional transit agencies within the local GTHA to efficiently source fuel for similar FCEB demonstrations or early-scale deployments. Scaling of green hydrogen production and distribution would further reduce operating costs of fuel cell electric transit solutions, thereby enhancing their commercial viability and operational integration at MiWay as well as other public and private fleet owners in the region.

In order for this project to be successful, the minimum viable project requirements still exist. This includes a turn-key solution option, upgrades to the maintenance facility, and MiWay must retain the ability to sole source the FCEBs and other project components such as fuel production, hydrogen transportation, hydrogen fuelling station, and maintenance support contracts.

## Strategic Plan

The introduction of FCEBs would contribute to two strategic goals: **Move** (Develop Environmental Responsibility) and **Green** (Lead and Encourage Environmentally Responsible Approaches). Mississauga has been proactive in sustainability and climate change governance for over two decades. This includes joining the FCM Partners for Climate Protection program in 1999, integrating climate change and environmental considerations into the City's Strategic Plan in 2009, developing the City's Living Green Master Plan, integrating climate change considerations into its Official Plan in 2012, and becoming a signatory to the Global Covenant of Mayors for Climate and Energy (coalition of 10,000 Cities) in 2017.

## Financial Impact

For **Phase 1** - the total funding available is \$175,000. CUTRIC will fund \$131,250 and the City will fund \$43,750 (25% of the feasibility study) from existing operating funding from MiWay and the Environment Section. A corporate report to General Committee dated October 7th, 2020 was approved and recommended that City Staff participate in the Fuel Cell Electric Bus (FCEB) feasibility study. The completion of Phase 1 is on track and expected to be completed by April 2022.

For **Phase 2** – with the input of all project partners, CUTRIC (on behalf of MiWay) are developing a funding proposal that will be submitted to the Ministry of Infrastructure and NRCan, followed by a submission under the Ministry of Infrastructure's Zero Emission Bus Funding Program as soon as it is developed and open for applications later this year. The funding proposal outlines all of the multi-faceted benefits of this project, as well as current and expected capital and operating costs related to program management, empirical analysis of the operational performance of buses for the first five years of their lifecycle, facility modifications at MiWay's Malton campus, as well as deployment, operation, and maintenance of the FCEB and fuel supply equipment over the entire 12-year lifecycle of the buses. It includes current as well as committed funding, and in-kind investments by industry partners towards project launch, capital equipment, and/or operating expenditures.

## Conclusion

In summary, this initial FCEB deployment project will support the achievement of innovation, energy-transition, and climate policy goals for both Infrastructure Canada and Natural Resources Canada, while creating made-in-Canada jobs spanning across the hydrogen-based transit value chain. MiWay will provide an update to General Committee on the outcome of the funding proposal submission once a decision has been made.



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

Prepared by: Stephen Bacchus, Manager Transit Fleet Assets

# City of Mississauga Corporate Report



<p>Date: June 8, 2021</p> <p>To: Chair and Members of General Committee</p> <p>From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: June 23, 2021</p>
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## Subject

Traffic Calming

## Recommendation

1. That the report from the Commissioner of Transportation and Works, dated June 8, 2021 entitled "Traffic Calming", be approved.
2. That the report from the Commissioner of Transportation and Works, dated June 8, 2021 and entitled "Traffic Calming" be referred to the Mississauga Traffic Safety Council, the Cycling Advisory Committee and the Mississauga Road Safety Committee for information.

## Executive Summary

- Golden Orchard Drive, Cambrett Drive, Paisley Boulevard West and Council Ring Road are roadways that have been identified as locations which would benefit from the installation of traffic calming.
- Ward 3 Special Project funding is being utilized for the implementation of physical traffic calming on Golden Orchard Drive.
- The 2021 Traffic Calming Program Capital budget is being utilized for the implementation of physical traffic calming on the following roadways:
  - Ward 5 - Cambrett Drive; and
  - Ward 7 - Paisley Boulevard West.
- Ward 8 Special Project funding is being utilized for the implementation of physical traffic calming on Council Ring Road.
- No concerns have been raised from emergency services or MiWay regarding the proposed traffic calming measures.

## Background

The Traffic Services and Road Safety Section regularly conducts reviews regarding speeding, aggressive driving, and traffic infiltration on City roadways which includes the collection of speed and volume data.

Once a speeding concern is identified, Road Safety staff utilize a number of passive traffic calming techniques to reduce vehicle operating speeds. These passive traffic calming measures can include the implementation of painted edge/centre lines, the use of a speed awareness device and enforcement.

If an ongoing identified concern cannot be resolved through other more passive traffic calming measures, Road Safety staff will evaluate the location against the criteria outlined in the Traffic Calming Policy 10-09-03. If a location does qualify based on the criteria outlined in the policy, it will be prioritized on a list of traffic calming locations.

In consultation with the local Ward Councillors, and based on a prioritized warranted list provided by Road Safety staff, locations within Ward 3, 5, 7 & 8 were identified where Special Project funding and the Traffic Calming Program Capital budget could be utilized. The following traffic calming locations were selected for physical traffic calming measures:

- Ward 3 – Golden Orchard Drive between Willowbank Trail and Rathburn Road East, and between Burnhamthorpe Road East and Bloor Street (Appendix 1)
- Ward 5 – Cambrett Drive between Morning Star Drive and Etude Drive (Appendix 2)
- Ward 7 – Paisley Boulevard West between Pollard Drive and Confederation Parkway (Appendix 3)
- Ward 8 - Council Ring Road between Glen Erin Drive (south leg) and The Collegeway (Appendix 4).

Based on the historical traffic data, and increased desire from the community for physical traffic calming due to the speed limit changes planned as part of the Neighbourhood Speed Limit Project, the following roadways would benefit from the installation of physical traffic calming:

<b>Golden Orchard Drive</b>	<b>Posted Speed (km/h)</b>	<b>85th Percentile Speed (km/h)</b>
Between Greybrook Crescent and Greybrook Crescent	40	52
Between Larny Court and Greybrook Cescent	40	52
Between Bloor Street and Grand Forks Road	40	50

<b>Cambrett Drive</b>	<b>Posted Speed (km/h)</b>	<b>85th Percentile Speed (km/h)</b>
Between Jolliffe Avenue and Shallford Road (south leg)	40	57
Between Drifton Crescent and Shallford Road	40	53

<b>Paisley Boulevard West</b>	<b>Posted Speed (km/h)</b>	<b>85th Percentile Speed (km/h)</b>
Between Huron Park Place and Pollard Drive	40	55
Between Morrison Avenue and Huron Park Place	40	63
Between President Boulevard and Goodison Avenue	40	52
Between Consulate Road and President Boulevard	30	57
Between Kingsberry Crescent and Palisander Avenue	40	53
Between Callum Avenue and Crystalburn Avenue	40	51
Between Mason Heights and Whaley Drive	40	54



<b>Council Ring Road</b>	<b>Posted Speed (km/h)</b>	<b>85th Percentile Speed (km/h)</b>
Between Windjammer Road and Moonee Road	40	57
Between Kings Masting Crescent and Kings Masting Crescent	40	57
Between Mainroyal Street and Kings Masting Crescent	40	55

## Comments

Once candidates for the installation of physical traffic calming measures are identified, preliminary plans for the neighbourhood were developed. Staff considered different types of traffic calming devices and overall roadway characteristics to achieve operating speeds, which are consistent with the posted speed limit. These factors include traffic calming type, spacing, layout and impacts the installation of physical traffic calming devices may have on local residents and City services.

### Public Consultation

To determine the level of support and to refine the traffic calming plan for the neighbourhood, notification of the proposed projects was sent to area residents. The traffic calming concepts were posted on the Local Councillor's website, City's website and residents were provided the opportunity to provide feedback and discuss issues with Councillor's office and city staff. The results of the virtual public engagement consultations are as follows:

- Golden Orchard Drive – 65% of respondents were supportive of the proposed measures along Golden Orchard Drive. These measures include a raised crosswalk between Burnhamthorpe Road East and Bloor Street and a series of speed cushions between the following roadways:
  - Willowbank Trail and Rathburn Road East, and
  - Burnhamthorpe Road East and Bloor Street.
- Cambrett Drive - 100% of respondents were supportive of the proposed measures along Cambrett Drive. These measures include a series of speed cushions that will be installed between Morning Star Drive and Etude Drive.
- Paisley Boulevard West– 74% of respondents were supportive of the proposed measures along Paisley Boulevard West. These measures include a series of speed cushions that will be installed between Pollard Drive and Confederation Parkway. The

traffic calming between Mavis Road and Confederation Parkway will be included as part of the scheduled resurfacing work.

- Council Ring Road – 68% of respondents were supportive of the proposed measures along Council Ring Road. These measures include a series of speed cushions that will be installed between Glen Erin Drive (south intersection) and The Collegeway.

In consultation with the local Ward Councillors, the decision was made to pursue the installation of physical traffic calming measures on Golden Orchard Drive, Cambrett Drive, Paisley Boulevard West, and Council Ring Road.

Staff provided the revised concept plans to all emergency services and MiWay and no concerns have been raised regarding the proposed traffic calming.

## Financial Impact

On May 22nd, 2019 a motion was passed by Council to establish capital projects up to a total amount of \$2 million per ward, to be used at the discretion of each local Councillor for infrastructure projects.

The following traffic calming measure projects are not funded. Funding for these projects will be provided through councillor's special gas tax funding and requested with the June 2021 WIP corporate report:

Project	Estimate	PN#
Golden Orchard Drive	\$65,000	A21199
Council Ring Road	\$60,000	B21199

The estimated cost for the installation of physical traffic calming measures on Cambrett Drive and Paisley Boulevard West is \$135,000 and can be accommodated within the 2021 Traffic Calming Program capital project 21199.

## Conclusion

There is sufficient interest from local area residents, as well as support from the Local Ward Councillors, for the implementation of physical traffic calming measures on Golden Orchard Drive, Cambrett Drive, Paisley Boulevard West, and Council Ring Road.

## Attachments

Appendix 1: Location Map – Golden Orchard Drive between Willowbank Trail and Rathburn Road East, and between Burnhamthorpe Road East and Bloor Street (Ward 3)

Appendix 2: Location Map – Cambrett Drive between Morning Star Drive and Etude Drive (Ward 5)

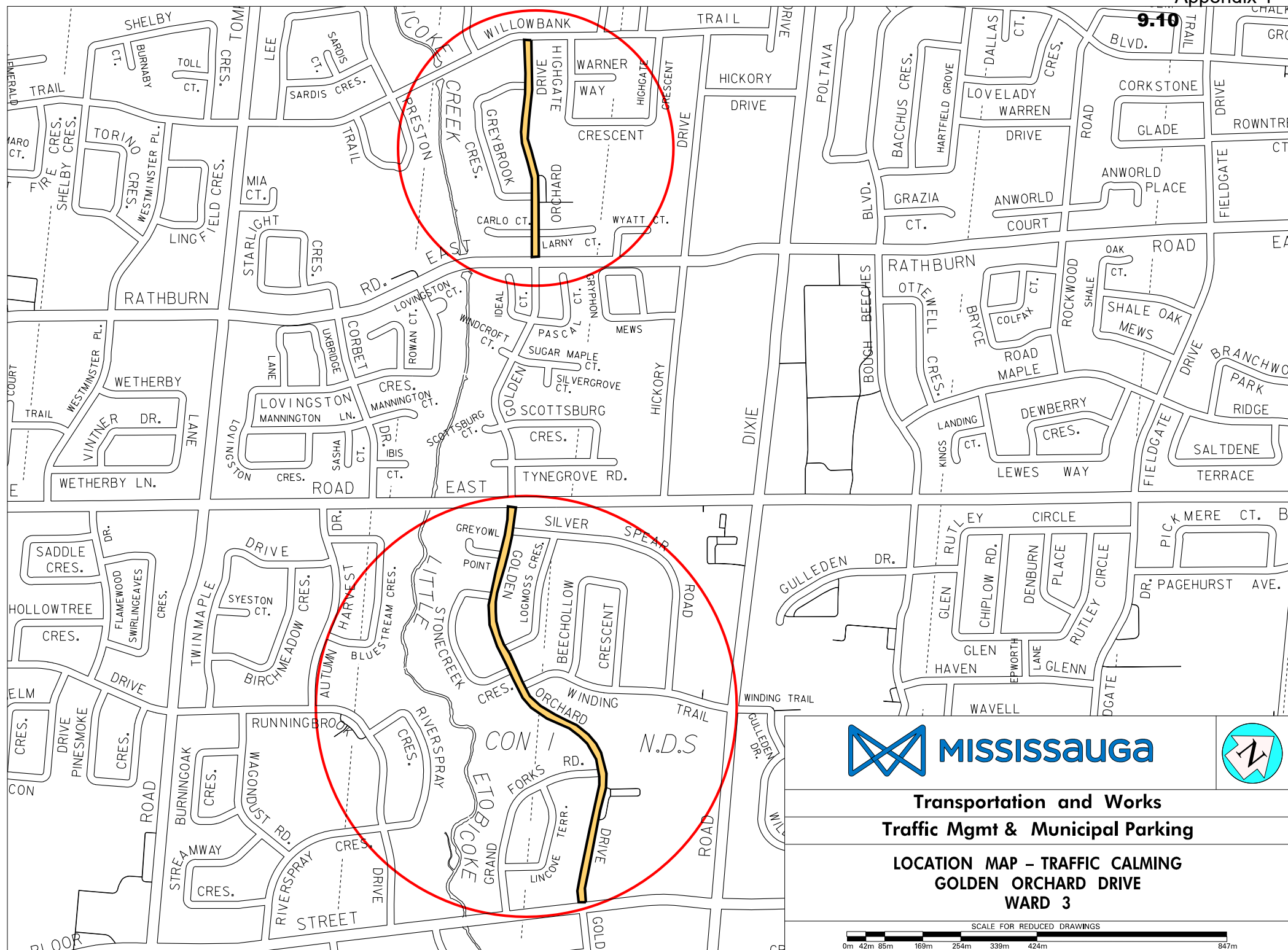
Appendix 3: Location Map – Paisley Boulevard West between Pollard Drive and Confederation Parkway (Ward 7)

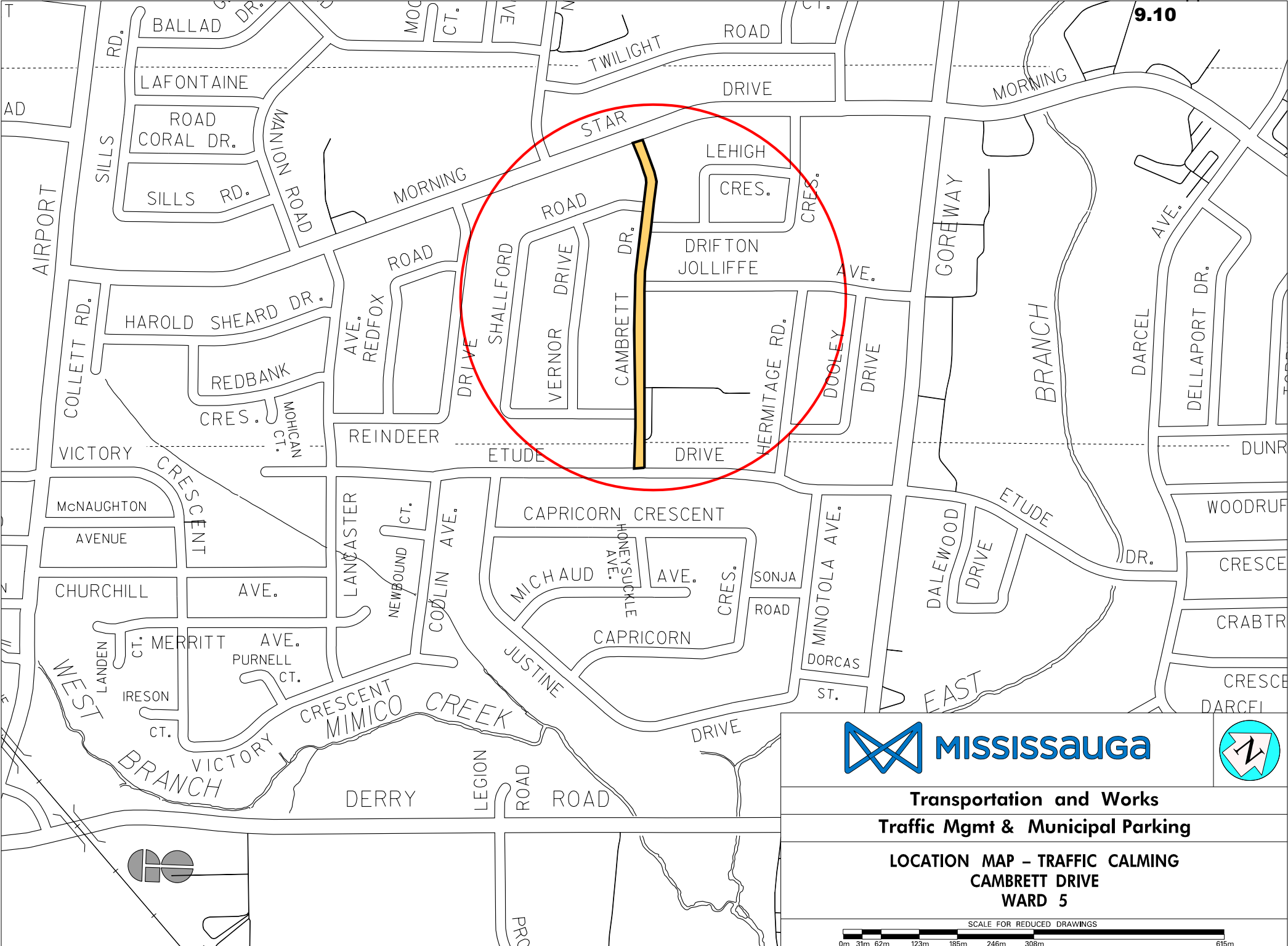
Appendix 4: Location Map – Council Ring Road between Glen Erin Drive (south leg) and The Collegeway (Ward 8)



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

Prepared by: Khulud Sheeraz, C.Tech., Road Safety Technician





**MISSISSAUGA**

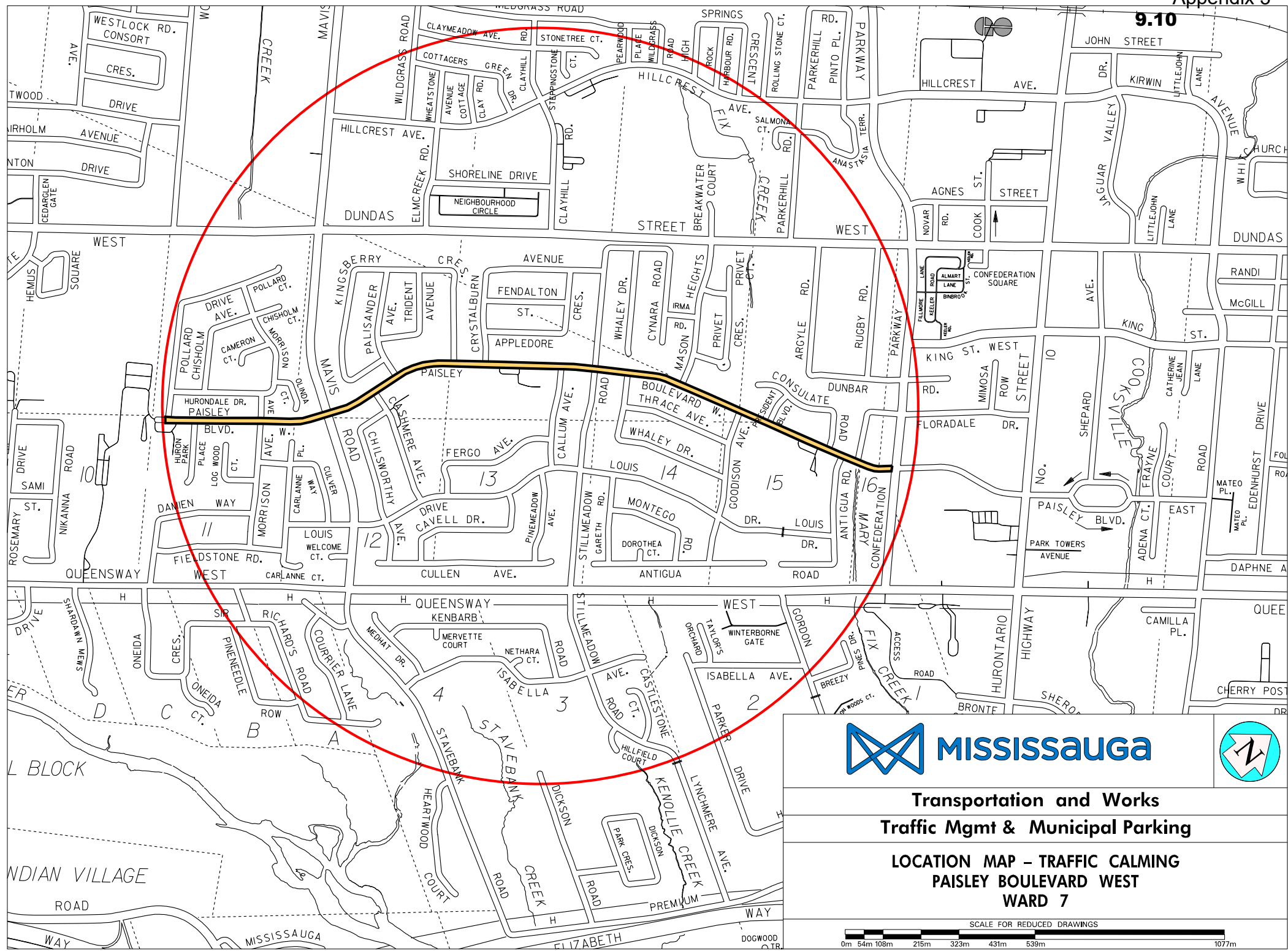


**Transportation and Works**  
**Traffic Mgmt & Municipal Parking**

**LOCATION MAP - TRAFFIC CALMING**  
**CAMBRETT DRIVE**  
**WARD 5**





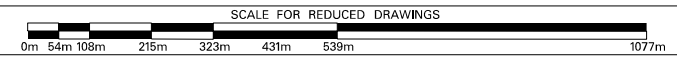


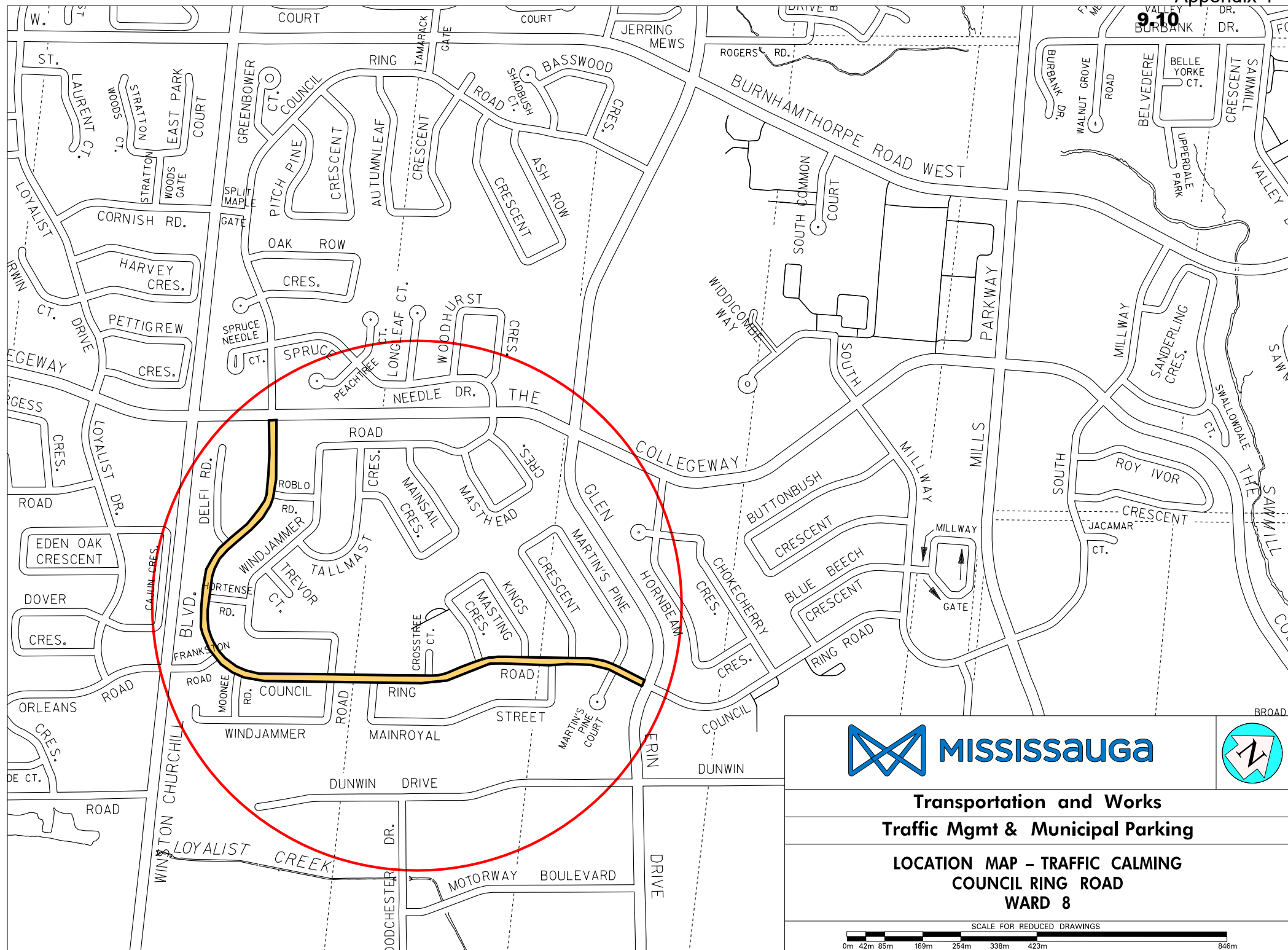
MISSISSAUGA



**Transportation and Works**  
**Traffic Mgmt & Municipal Parking**

**LOCATION MAP - TRAFFIC CALMING**  
**PAISLEY BOULEVARD WEST**  
**WARD 7**





**MISSISSAUGA**



**Transportation and Works**

**Traffic Mgmt & Municipal Parking**

**LOCATION MAP – TRAFFIC CALMING  
COUNCIL RING ROAD  
WARD 8**

SCALE FOR REDUCED DRAWINGS



# City of Mississauga

## Corporate Report



Date: June 8, 2021

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:  
June 23, 2021

## Subject

**Proposed Street Names to be added to the City of Mississauga Approved Street Name Reserve List**

## Recommendation

That the street names **Onofrio**, **Jasjit** and **Jasjit Singh**, be approved for use in the City of Mississauga and be added to the City of Mississauga Approved Street Name Reserve List, as outlined in the Corporate Report dated June 8, 2021 from the Commissioner of Transportation and Works, Proposed Street Names to be added to the City of Mississauga Approved Street Name Reserve List.

## Background

Staff received a request from the office of Councillor McFadden to consider the name Onofrio for use as a possible street name within the City of Mississauga.

A resident also submitted a request through the Mayor's office to consider the name Jasjit Singh Bhullar to use as a possible street name within the City of Mississauga.

Jasjit Singh Bhullar was a prominent community leader and a founding member of Ontario Khalsa Darbar, recognized today as one of the largest Sikh gurdwaras in the world, outside of India, and one of the busiest in North America. He used his platform and his abilities to bring together community in the name of faith, sports, and the greater good, and leaves behind a legacy of championing young people, and building safer communities for those who call Mississauga home.

## Comments

Street names proposed within the City of Mississauga are reviewed by the Region of Peel Street Names Committee, which includes staff from the City of Mississauga's Transportation and Works Department and Fire and Emergency Services.

This committee reviews all names proposed for use from a regional perspective and determines whether the proposed names should be approved. Approved names that are not immediately used are added to a reserve list for future use.

In order to honour a specific individual who is not recognized as a national or international public figure, and in accordance with the Street Names Policy, consent has been provided by the next of kin for Jasjit Singh Bhullar.

The Region of Peel Street Names Committee has reviewed the names and has no objection to the use of Onofrio, Jasjit (as a one-name street name) and Jasjit Singh (as a two-name street name).

## Financial Impact

There are no financial impacts resulting from the adoption of the recommendations in this report.

## Conclusion

The names **Onofrio**, **Jasjit** and **Jasjit Singh** have been reviewed and approved by the Region of Peel Street Names Committee for use in the City of Mississauga. These names are to be added to the City of Mississauga Approved Street Name Reserve List, and used for assignment to future streets in the City of Mississauga.



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

Prepared by: Cynthia Urdaneta, Coordinator, Development Engineering and Construction

# City of Mississauga

# Corporate Report



<p>Date: June 16, 2021</p> <p>To: Chair and Members of General Committee</p> <p>From: Jodi Robillos, Acting Commissioner of Community Services</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: June 23, 2021</p>
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## Subject

**Naming of Park P-524 and Park P-525 as "Fairwinds Park", northeast corner of Eglinton Avenue West and Fairwind Drive (Ward 5)**

## Recommendation

That the following naming request as outlined in the Corporate Report dated June 16, 2021 from the Acting Commissioner of Community Services entitled "Naming of Park P-524 and Park P-525 as "Fairwinds Park", northeast corner of Eglinton Avenue West and Fairwind Drive (Ward 5)" be approved to name Park P-524 and Park P-525 as "Fairwinds Park".

## Executive Summary

- The "Fairwinds Park" naming was considered at the May 12, 2021 General Committee meeting at which time, staff were directed to provide public notice as per the Facility Naming Corporate Policy.
- Public comments on the proposed naming were received and are summarized in Appendix 2.

## Background

In accordance with the City's "Facility Naming" Corporate Policy 05-02-02, the Community Services Department is directed to present names for the General Committee and Council's consideration for the purposes of naming parks, trails, and facilities in the City of Mississauga. In accordance with the policy, General Committee is requested to consider the recommended name presented by the Community Services Department for a period of 30 days, after which the Committee is asked to make a final recommendation to Council.



The subject report outlines the recommended park naming for Park P-524 and Park P-525 as “Fairwinds Park”. The new community park is located at the corner of Eglinton Avenue and Fairwind Drive.

## Comments

This new community park, located in the northeast corner of Eglinton Avenue West and Fairwind Drive (Ward 5), has a combined area of 5.22 ha (Park 524 is 1.10 ha and Park 525 is 4.12 ha).

The park will serve the neighbourhood recreational needs which were identified through engagement with residents and which reflect the amenity needs for this service area based on recommendations from Future Directions 2019 Parks & Forestry Master Plan. Amenities in the park will include an adventure playground, a basketball court, tennis courts, outdoor fitness stations, informal sports field, trails and natural areas. The park will also have an art piece associated with the natural areas that was donated by Pinnacle International.

Park construction was initiated in October 2020 and it is anticipated to be complete by fall 2021. In accordance with the City’s “Facility Naming” Corporate Policy, Park Planning undertook research and recommend “Fairwinds Park”. The recommended park name is consistent with the selection criteria which gives preference to names that “have a direct relationship” and “reflect the geographic location” of the park. In this case the park is located along Fairwind Drive.

Community Services staff provided public notice of the proposed naming as set out in the Facility Naming Corporate Policy 05-02-02. The public comments received are outlined in Appendix 2

## Financial Impact

As per the Corporate Policy and Procedure for Official City Openings/Events, this event falls under Category B: Small-scale Projects with Capital Budgets. However, the timing and type of ceremony is dependant on pandemic-related restrictions.

If a small official opening event is planned for spring 2022, it would have a budget of up to \$5,000. Costs related to the opening event will be carried by the existing Parks, Forestry and Environment capital budget source for this project, PN 17-312.

## Conclusion

The proposed naming has been considered for a period of 30 days as per the policy. Staff have reviewed the public comments and continue to recommend the proposed name of “Fairwinds Park” in accordance with the Facility Naming Corporate Policy 05-02-02.

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## Attachments

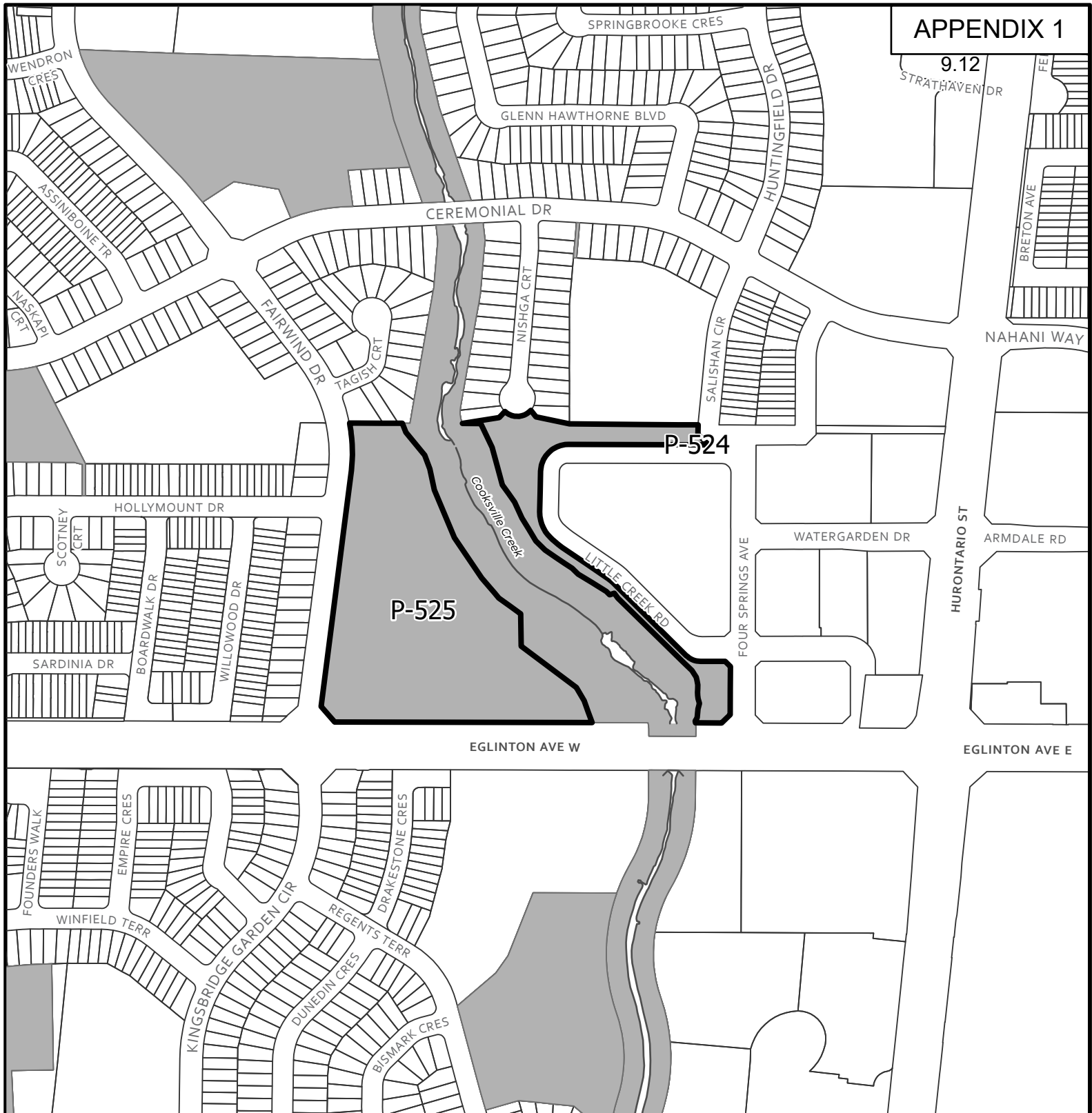
Appendix 1: Location Map for P-524 and P-525.

Appendix 2: "Fairwinds Park" Naming Public Comments

A handwritten signature in black ink, appearing to read "Jodi Robillos", is written over a horizontal line.

Jodi Robillos, Acting Commissioner of Community Services

Prepared by: Olav Sibille, Team Leader, Park Planning



## Location Map for P-524 and P-525

 Subject Properties P-524 and P-525

0 25 50 100 150 200  
m

0 225 450 675 900  
ft



**MISSISSAUGA**

Produced by: CPS-IT, Geospatial Solutions

	Summary/Excerpts of Public Comment	Staff Comment
1.	<i>"Totally agree with the naming of the "Fairwinds Park". Most appropriate! Congratulations and Thank you for this wonderful gift for our neighborhood."</i>	Supportive comment is noted
2.	<i>"Thank you for your letter with regards to naming the new park. I perfectly agree with the name "Fairwinds Park". Please go ahead with that name. It's most appropriate since it's situated on Fairwind Drive."</i>	Supportive comment is noted
3.	<i>"I am very pleased to receive your letter about Fairwind park."</i>	Supportive comment is noted
4.	<i>"Pinnacle Park sounds like another viable name as Pinnacle Developments are sponsoring and it sounds more memorable".</i>	Pinnacle International provided a donation to upgrade the playground at this location. Their donation will be recognized with an onsite plaque.
5.	<i>"I would like to suggest the name to be "Kamloops Children's park". This is in the honor of the children who perished. Honoring this would show the City's inclusive of all. We cannot bring the children back, at least they will be remembered. Every child matters!"</i>	<p>The park, as per its final design, is not conducive to remembrance. The park has a theme that is intended to be playful for families to relax and play.</p> <p>There could be other opportunities to remember former students of the residential schools through Indigenous interpretation that the City would do in consultation with the Mississaugas of the Credit.</p>
6.	<i>"May I suggest that the above Park be named after mayor Hazel McCallion. I believe that there is no park in Mississauga named after this beloved lady. The park could have a long name such as "Park Mayor Hazel McCallion" or could be a shorter one such as "Park H. McCallion"."</i>	The Facility Naming Policy includes the criteria to honour, a minimum of one year posthumously, an individual who has made significant positive contributions to the local community, City of Mississauga, Province of Ontario and Canada.
7.	<i>"I have a few name suggestions for the park. In light of the anti-racism atmosphere going on in the school boards and society, I thought it would be a good idea to name the park after a famous African Canadian or Indigenous Canadian, this would</i>	Name is already listed as a name to be considered for future park namings. Of note, it is anticipated that a street in Ward 10 will soon be named in honour of Viola Desmond.

	<i>give the park a personality and be something special, because it is a special park. Ideas: "Viola Desmond Park" (Black activist in the 60s)"</i>	
8.	Additional Suggestion: <i>"Kanata" (Indigenous translation of Canada)</i>	The name "Fairwinds Park" reflects the geographic location of the park. Name is noted and will be added to the list of names to be considered for future parks. Of note, the City would consult with the Mississaugas of the Credit any suggested name that has an Indigenous origin to confirm appropriateness of their use and, if deemed appropriate, accuracy of word spelling.
9.	Additional Suggestion: <i>"Britannia Community Park"</i>	The name Britannia is already recognized in Britannia Woods Community Forest (park 199) located at 5495 Kennedy Rd. [Ward 5]
10.	Additional Suggestion: <i>"Hiawatha Park" (a legendary chief, formed the confederacy of the Iroquois in the 1400s, Hiawatha was the incarnation of human progress and civilization in Ontario)</i>	There is already a park named Hiawatha Park in the City (Park 108) located at 76 Cumberland Dr. [Ward 1]
11.	Additional Suggestion: <i>"Albert Jackson Park" (Him, his mother and siblings fled slavery from Delaware, United States through the underground railroad arriving in Toronto. Black Activist in Toronto in the late 1800s)</i>	The name "Fairwinds Park" reflects the geographic location of the park. Name is noted and will be added to the list of names to be considered for future park namings.
12.	<i>I would like to provide a few suggestions for park names:  "Sehej Park": In Arabic and Punjabi, Sehej means "at peace", or "peaceful", or "calm". This is a great name for this park, as it will be a peaceful and calm place that residents can visit and enjoy with their families.</i>	The name "Fairwinds Park" reflects the geographic location of the park. Name is not associated with theme of the park, also the proposed name is only meaningful to a limited number of people.



13.	Additional Suggestion: <i>"Daya Park". In Punjabi, Daya means "kindness", or "compassion". This is also a great name for the park, as with everything going on around us, it is an important reminder to show kindness and compassion to those around us. Many times, with the hate crimes and other violence, it is easy to become angry and resentful, this park would be a reminder for everyone that kindness and compassion goes a long way.</i>	The name "Fairwinds Park" reflects the geographic location of the park. Name is not associated with theme of the park, also the proposed name is only meaningful to a limited number of people.
14.	Additional Suggestion: <i>"Other alternatives, which would pay respect to the Anishinaabe people's that are the stewards of this traditional land that we are settlers on:</i>  <i>"Gaatwenmaa Park" (gaatwenmaa means "compassion") in Nishnaabemwin language of the Anishinaabe people. Also, "Kwiinwin" means "community" in Anishinaabe."</i>	The name "Fairwinds Park" reflects the geographic location of the park. Names are noted and will be added to the list of names to be considered for future parks. Of note, the City would consult with the Mississaugas of the Credit any suggested name that has an Indigenous origin to confirm appropriateness of their use and, if deemed appropriate, accuracy of word spelling.
15.	Phone call from a resident suggesting <i>"Peoples Pleasure Park"</i>	The suggested name is ambiguous, lending itself to misinterpretations and does not align well with the naming policy. The name "Fairwinds Park" reflects the geographic location of the park and it refers to a nautical term that connects well with the park's theme.

# City of Mississauga Corporate Report



<p>Date: May 19, 2021</p> <p>To: Chair and Members of General Committee</p> <p>From: Shawn Slack, MBA, Acting Commissioner of Corporate Services and Chief Financial Officer</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: June 23, 2021</p>
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## Subject

**Public Sector Network Update**

## Recommendation

That the corporate report entitled, "Public Sector Network Update" dated May 19, 2021, from the Acting Commissioner of Corporate Services and Chief Financial Officer, be received.

## Executive Summary

- The fibre optic network, named the Public Sector Network (PSN), involves the effort of the four municipal agencies operating within the Region of Peel (City of Mississauga, City of Brampton, Town of Caledon and the Region of Peel).
- Under the PSN Partnership Agreement, an annual PSN Budget is required to be submitted to the respective municipal Council PSN Partners. The 2021 PSN Proposed Budget has no impact on the overall City Budget. In accordance with the PSN Partnership Agreement, subscriber revenues are applied to offset shared costs for operation and support of the network, thereby reducing partners' cost of ownership.
- The Reserve Fund balance at the end of 2020 was \$822,497 and is anticipated to reach \$852,859 by the end of 2021. PSN in Mississauga provides an annual cost avoidance of \$4,278,000 annually and provides a superior level of service.
- Plans to align technology with new development projects such as Lakeside Community Partners, Brightwater and Business Improvement Areas (BIA) will ensure success in new communities and allow strategic positioning to support residents, business and innovation corridors and build back better for economic recovery post Pandemic.

- The PSN is the largest municipally owned fibre network in Canada. The underlying foundation of a High-speed network has given Mississauga the ability to build Canada's largest free public Wi-Fi network – Wireless Mississauga.

## Background

The fibre optic network, named the Public Sector Network (PSN), involves the effort of the four municipal agencies operating within the Region of Peel (City of Mississauga, City of Brampton, Town of Caledon and the Region of Peel). Established in 1996, the network is designed to meet the need to provide high-speed telecommunications between municipal facilities across City of Mississauga, City of Brampton and the Town of Caledon. In addition to providing operational connectivity between facilities of its owners (Peel Region and local municipalities), PSN provides connectivity for other public sector agencies operating within Peel.

Despite the impact of COVID-19, which limited some PSN activity, PSN continued to expand during 2020:

- 15 kilometers of new fibre optic cables were installed, representing almost 1,000 new strand-kilometers.
- 36 partner connections were added – 8 sites (locations with staff) and 28 nodes (traffic controllers, bus stops, SCADA sites, etc.)
- 4 City of Mississauga sites, Fire Station 111, Cooksville GO Station, Victory Hall and a critical redundant connection to 950 Burnhamthorpe Rd.
- 16 Traffic Controllers were added to the expanding City's outdoor Network Infrastructure to provision for improved ATMS communications and enabling other Smart City technology opportunities.

Much PSN activity during 2020 continued to be focused on responding to externally imposed requirements:

- Completing bypasses (alternate routes) for key sites along the Hurontario corridor, to minimize the risk of service disruptions resulting from the Hurontario LRT construction.
- Working with Metrolinx and other utilities to design and implement alternatives to existing overhead GO Rail crossings, which will need to be replaced as part of planned GO Rail electrification.
- Working with Alectra and other utilities to relocate PSN fibre from Alectra poles scheduled for replacement.

In 2020, a milestone was reached when the 1,000th municipal site was connected to PSN. PSN's 842 kilometers of fibre (almost 50,000 strand-kilometers) of fibre now connects 1,031 partner and subscriber facilities, as follows:

**Partner Connections (1,016):**

- City of Mississauga (395)
- City of Brampton (374)
- Region of Peel (204)
- Peel Regional Police (24)
- Town of Caledon (19)
- Subscriber Connections (15)

PSN provides highly reliable service. During 2020, there were 15 incidents where fibre was damaged. Eight of these incidents involved damage caused to buried fibre by contractors digging, despite locate services. Another three incidents were caused by vehicles snagging overhead fibre. Incidents are generally repaired within a few hours. However, since most critical facilities have redundant connections, many resulted in no loss of service to connected facilities. Overall, PSN maintains availability exceeding 99.99% for connected sites.

## Comments

In early 2021, additional fibre connections were provided for six sites across Peel Region that were being readied as potential COVID vaccination clinics. With the wide availability of PSN fibre, these additional fibre connections could be activated on short notice and at minimal cost.

In addition to addressing ongoing municipal and/or subscriber needs, a significant area of focus in 2021 will be working with Metrolinx/Mobilinx, both to relocate existing PSN fibre located in the path of the Hurontario LRT, now under construction, as well as addressing new municipal and Metrolinx needs associated with the LRT and its transit infrastructure.

### **Technical Architecture and PSN Infrastructure**

The Public Sector Network (PSN) fibre infrastructure architecture has changed in recent years for Mississauga to minimize interruptions to facilities in the event of unexpected fibre breaks. This architectural change allows for better route diversity and redundancy to key buildings, mitigates unexpected downtime, and limits outages to other City facilities to ensure Business Continuity throughout the communications network.

City staff and PSN partners collectively manage this infrastructure and continually expand to new facilities or network nodes and can quickly pivot to accommodate unique demands, such as communication requirements for Covid-19 Vaccination clinics. This arrangement allows staff to be most responsive to new requirements or communication interruptions without dependency on service providers.

### **PSN Budget**

Under the PSN Owners' Agreement, the PSN Steering Committee is required to submit an annual proposed budget and a statement of actual revenues and expenditures to their

respective municipal councils for approval. The PSN Steering Committee consists of staff representatives from the PSN Owners: Region of Peel and the three local municipalities in Peel. Appendix 1: Public Sector Network, Revenue and Expenditure Statement for 2020 includes a Revenue and Expenditure statement for the year ending December 31, 2020 with commentary on budget variances.

Appendix 2: Public Sector Network, Proposed 2021 Operating Budget includes the PSN Proposed Budget detailing the proposed allocation of revenues in 2021. In accordance with the PSN Owners' Agreement, revenues received from PSN Subscribers are used to offset shared costs incurred for operation and support of the network, thereby reducing the partners' cost of ownership.

As noted in these Appendices, PSN incurred a decrease in subscriber revenue in 2020 due to discontinuation by Trillium Hospital of its connections to the Mississauga Academy of Medicine. As a result, some operating costs previously covered by subscriber revenue will need to be borne by the owners. While some opportunities to generate additional revenue from subscribers are currently being explored, revenue generation is not the primary focus of PSN. While the owners have benefited from the fact that some of their operating costs have been, and will continue to be, offset by subscriber revenue, the network generates an estimated ten million dollars in annual savings/cost avoidance for the owners with or without these revenues.

### **Cost Avoidance**

With the growth of the PSN network since 1996 and the number of City facilities all connected by the Fibre optic network provides for significant cost avoidance for telecommunications services from other communications providers. It can be estimated that the communication services provided by PSN could have a value of \$356,500 per month, if this were leased from service providers. PSN in Mississauga provides an annual cost avoidance of \$4,278,000 annually and provides a superior level of service.

### **Innovation and Strategic Alignment to Smart City Master Plan**

Mississauga is a municipal leader in Canada with the ability to leverage PSN to deliver unique services. The PSN is the largest municipally owned fibre network in Canada. The underlying foundation of a High-speed network has given Mississauga the ability to build Canada's largest free public Wi-Fi network – Wireless Mississauga. The existing infrastructure has been optimized to create Canada's first Virtual Campus and provide wireless connectivity to support post secondary students with eduroam. During the Pandemic, there was a pivot and the wireless network was repositioned to support over 330 outdoor Wireless Hot Spots in Mississauga to Connect the Unconnected and address issues of digital divide and restrictions of public access into City Facilities and Libraries for free internet access.

Mississauga continues to embed itself into the standard build forms of new Development projects such as Lakeside Community Partners, Brightwater and Business Improvement Areas (BIA). There is clear vision to secure a technology presence and develop infrastructure plans to support City Wi-Fi, 5G technologies with telecommunications carriers and City Street light team enabling delivery of new services, in new ways. Plans to align technology with new development will ensure success in new communities and allow strategic positioning to support residents, business and innovation corridors and build back better for economic recovery post Pandemic.

## Financial Impact

Revenues received from PSN subscribers are used to offset PSN shared operating costs, which would otherwise be borne by PSN partners. Surplus funds are deposited to the PSN Reserve Fund and will be applied as determined by the PSN steering committee in accordance with the established partner agreements. The PSN reserve is external and is managed by the Region of Peel. The Region holds the reserve and manages all the funds. In 2021, the network is estimated to increase its Reserve Fund by \$30,362 and will end the year with a Reserve Fund balance of \$852,859.

Mississauga PSN Fibre Capital budget (PN 21524) for 2021 will absorb \$5,725 for three (3) Network Management software licence fees as a cost pressure being deferred to the PSN owner from the PSN budget in 2021.

PSN in Mississauga provides an annual cost avoidance of \$4,278,000 annually and provides a superior level of service.

## Conclusion

PSN remains an outstanding example of technological innovation and of the benefits derived through co-operation and partnership among the City of Mississauga and The Public Sector Network partners and within the broader public sector in Peel. Access fees from subscribers to the network continue to fund many shared costs associated with network operations, while providing a small surplus for future network operations or replacement costs.

## Attachments

Appendix 1: Public Sector Network, Revenue and Expenditure Statement for 2020

Appendix 2: Public Sector Network, Proposed 2021 Operating Budget





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

Prepared by: Jeff Rowsell, Senior Manager, Infrastructure Services

**Public Sector Network, Revenue and Expenditure Statement for 2020**

<b>Public Sector Network Revenue and Expenditure Statement For the Month Ended December 31, 2020</b>				
	2020 Budget	2020 Actual	Variance Surplus / (Deficit)	
<b>Revenues</b>				
Sheridan College	102,204	102,204	-	
Trillium Health Centre	241,479	217,446	(24,033)	(1a)
William Osler Health Centre	78,527	77,495	(1,032)	(1b)
<b>Total</b>	<b>422,210</b>	<b>397,145</b>	<b>\$ (25,065)</b>	<b>(A)</b>
<b>Common Expenses</b>				
Cable locate services	285,000	296,160	11,160	(2)
One Call Services	15,000	14,163	(837)	
Maintenance	24,000	7,522	(16,478)	(3)
Operational Costs	62,000	56,059	(5,941)	(4)
Contribution to Reserve Fund	30,210	20,670	(9,540)	(5)
Other	6,000	2,571	(3,429)	(6)
<b>Total Expenses</b>	<b>422,210</b>	<b>397,145</b>	<b>\$ (25,065)</b>	<b>(B)</b>
<b>Surplus / &lt;Deficit&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(A - B)</b>
<b><u>Reserve Fund</u></b>				
Opening balance, Jan 1, 2020	\$ 776,843	\$ 776,843	-	
Contribution from Operating account	\$ 30,210	\$ 20,670	(9,540)	
Investment Income	\$ 20,000	\$ 24,983	4,983	
<b>Closing balance - Dec 31, 2020</b>	<b>\$ 827,053</b>	<b>\$ 822,497</b>	<b>\$ (4,556)</b>	
<b><u>Notes:</u></b>				
1a. Trillium no longer required link to Mississauga Academy of Medicine - decommissioned in July				
1b. New Osler connection to McLaughlin Clinic commissioned one month later than planned, due to COVID				
2. Cable locate costs, generated by construction activity, continue to rise, despite COVID				
3. Lower level of maintenance activity due to COVID				
4. Reduced project management costs, due to lower level of activity on network				
5. Decrease in reserve contribution primarily due to decrease in subscriber (Trillium) revenue				
6. Reduced requirement for Legal Services support				

Public Sector Network 2021 Proposed Budget						
	2021 Budget	2020 Budget	2020 Actual	2021 Budget Variance to		
				2020 Budget	2020 Actual	
<b>Revenues</b>						
Sheridan College	\$ 102,204	\$ 102,204	\$ 102,204	\$ -	\$ -	
Trillium Health Centre	\$ 182,444	\$ 241,479	\$ 217,446	\$ (59,035)	\$ (35,002)	(1)
William Osler Health Centre	\$ 84,714	\$ 78,527	\$ 77,495	\$ 6,187	\$ 7,219	(2)
<b>Total</b>	<b>\$ 369,362</b>	<b>\$ 422,210</b>	<b>\$ 397,145</b>	<b>\$ (52,848)</b>	<b>\$ (27,783)</b>	<b>(A)</b>
<b>Common Expenses</b>						
Cable locate services	\$ 318,000	\$ 285,000	\$ 296,160	\$ 33,000	\$ 21,840	(3)
One Call Services	\$ 15,000	\$ 15,000	\$ 14,163	\$ -	\$ 837	
Maintenance	\$ 3,000	\$ 24,000	\$ 7,522	\$ (21,000)	\$ (4,522)	(4)
Operational Costs	\$ 25,000	\$ 62,000	\$ 56,059	\$ (37,000)	\$ (31,059)	(5)
Contribution to Reserve Fund	\$ 5,362	\$ 30,210	\$ 20,670	\$ (24,848)	\$ (15,308)	(6)
Other	\$ 3,000	\$ 6,000	\$ 2,571	\$ (3,000)	\$ 429	
<b>Total Expenses</b>	<b>\$ 369,362</b>	<b>\$ 422,210</b>	<b>\$ 397,145</b>	<b>\$ (52,848)</b>	<b>\$ (27,783)</b>	<b>(B)</b>
<b>Surplus / &lt;Deficit&gt;</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>(A - B)</b>
<b>Reserve Fund</b>						
Opening balance	\$ 822,497	\$ 776,843	\$ 776,843	45,654	45,654	
Contribution from Operating account	\$ 5,362	\$ 30,210	\$ 20,670	(24,848)	(15,308)	
Investment Income	\$ 25,000	\$ 20,000	\$ 24,983	5,000	17	
<b>Closing balance</b>	<b>\$ 852,859</b>	<b>\$ 827,053</b>	<b>\$ 822,497</b>	<b>\$ 25,806</b>	<b>\$ 30,362</b>	

Notes:

- 1 Reduced Trillium revenue due to decommissioning of link to Mississauga Academy of Medicine
2. Increased Osler revenue due to full year of new McLaughlin Clinic connection
3. Continued increase in locate costs, due to construction activity and growth of network
4. Maintenance costs will need to be covered by network owners
5. Some savings in Project Management costs; network management software licences to be paid by network owners
6. Reduced reserve contribution to offset tightening budget constraints

# City of Mississauga

# Corporate Report



<p>Date: May 6, 2021</p> <p>To: Chair and Members of General Committee</p> <p>From: Shawn Slack, MBA, Acting Commissioner of Corporate Services and Chief Financial Officer</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: June 23, 2021</p>
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## Subject

**Single Source Contract Extension of Vubiz Ltd. e-Learning Management System (File Ref: PRC000469)**

## Recommendation

1. That Council approve the single source procurement of subscription services for access to the e-Learning Management System, including e-Learning course content, and professional services for a period of five (5) years, as detailed in the corporate report dated May 6, 2021, from the Acting Commissioner of Corporate Services and Chief Financial Officer entitled, "Single Source Contract Extension of Vubiz Ltd. e-Learning Management System (File Ref: PRC000469)" ("Purchase");
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 Vubiz Ltd., for an estimated amount of \$287,000 exclusive of taxes, 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 Vubiz Ltd., for additional products, software licensing, subscription services, professional services, and maintenance and support, including additional features and modules, as required by the City for the purpose of accommodating growth or to ensure business continuity, if the funding for such contract increase has been approved by Council.

## Executive Summary

- Since August 2004, City staff have used e-Learning services supplied by Vubiz Ltd., to develop and distribute a variety of e-Learning courses and programs for all City staff.

- Vubiz Ltd., services are cost effective options to enhance staff knowledge and development and maintain legislative compliance. The legislative courses are designed for the Province of Ontario, which ensures accurate and timely information.
- The term contract for Vubiz Ltd., services needs Council approval per Purchasing By-law 374-06 Schedule B for High Value Non-competitive Acquisitions over \$100,000.

## Background

In August 2004, City staff obtained approval from General Committee (GC-0480-2004) to acquire a Learning Management System, hosted by Vubiz Ltd., to efficiently and effectively disseminate learning programs to staff across the Corporation. Vubiz Ltd., was selected as the preferred vendor in view of their Vendor of Record status with various levels of governments in Canada and Ontario and with Canada Post and Metro Toronto School Board.

In October 2015, Members of Council received an overview of the People Strategy, which contained three (3) priorities: Talent Management, Healthy Workplace and HR Business Partnership. The Talent Management Strategy includes a driver “to develop or build talent through creating and implementing effective processes and practices that focus on developing talent from within our organization”.

For the past seventeen years, City staff have used e-Learning services supplied by Vubiz Ltd., to develop and distribute a variety of e-Learning courses and programs. Courseware includes a library of over 2,000 programs for soft and business skills education as well as courses to meet legislative compliance for Accessibility for Ontarians with Disabilities Act (AODA) and Workplace Violence and Harassment.

The City had planned the acquisition of an Integrated Talent Management Solution that included a Learning Management System by 2018/2019, in anticipation that the e-Learning Management System provided by Vubiz Ltd., would be replaced with the Integrated Talent Management Solution. However, it was discovered the Integrated Talent Management Solution did not provide course content services but rather had the ability to link with e-Learning course content service providers such as Vubiz Ltd. Therefore, the City continued to require course content services supplied by Vubiz Ltd. In addition, the Vubiz e-Learning Management System is cost effective in providing e-Learning to volunteers and Election workers.

Today, Vubiz Ltd. is an e-Learning content and system provider whose services are a cost effective option to enhance staff knowledge and development and maintain legislative compliance. The legislative courses are designed for the Province of Ontario, which ensures accurate and timely information.

## Comments

The Vubiz Ltd., contract extension includes two (2) services: course content and a Learning Management System. The course content service includes access to a continuously updated library of over 2,000 learning programs and custom courses developed specifically for the City. The Learning Management System allows staff to register and take online training courses and also allows HR staff to create custom course content, track learner skills acquisition, provide gap analysis, monitor learner activity and participation, and evaluate learner performance using the reporting tools.

The City paid Vubiz Ltd., annual fees for course content services and had the benefit of using the Learning Management System at no additional cost. Through successful negotiations, annual fees have been fixed at the 2016 price of \$37,500 for the next five (5) years (September 2021 to August 2026).

During the five (5) year term, the City may need to use new features, services and professional services in order to sustain staff learning and development and meet legislative requirements. To facilitate this, additional authority to amend the contract is being recommended over the term of the five (5) year contract to accommodate future requirements, subject to budget approvals.

### Purchasing By-law Authorization

The recommendation in this report is made in accordance with Purchasing By-law 374-06, Schedule "A" (1) using the Single/Sole Source Acquisition justification clause shown below, which has been reviewed and approved by Materiel Management:

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

In October 2016, Council approved Vubiz Ltd. as a continued City Standard for a ten (10) year period (GC-0641-2016).

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

The required contract identified in Appendix 1: Statement of Work represents a total estimated spend of \$287,500 for the new five (5) year contract term (summarized in the table below). The total estimated value of the existing contract will increase by approximately \$287,500 from \$204,333 to \$491,833 as a result of the requested changes. The existing contract is funded in the 2021 approved IT operating budgets using cost centre 715601-22352 and the optional licensing and professional services will be covered from the approved Human Resources operating budget cost centre 715601-27755. The recommended contract extension will be



funded from IT and Human Resources operating budgets for 2022 and beyond, subject to future budget approvals.

Description	2021	2022	2023	2024	2025	Total Cost
Contract extension with Vubiz Ltd. for e-Learning Management System	\$37,500	\$37,500	\$37,500	\$37,500	\$37,500	\$187,500
Optional additional licensing/subscription services and professional services, including but not limited to: Intellectual Property Purchase, Instructional Designer, Multi Media, Voiceover, and Course Development	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
TOTAL	\$57,500	\$57,500	\$57,500	\$57,500	\$57,500	\$287,500

## Conclusion

An offer representing good value has been received from Vubiz Ltd., for e-Learning course content and Learning Management System subscription services and optional licensing and professional services for a five (5) year term. This report recommends the award to Vubiz Ltd., on a single source basis.

## Attachments

Appendix 1: Statement of Work



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

General Committee

2021/05/06

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Prepared by: Robert Stickel, Program Manager Contract Management, Architecture & Innovation

## Statement of Work

9.14

Procurement No.	Vendor (proper legal name)	Description	Expiry Date	Requested Extension / Renewal Term	Contract \$ Value To-Date	\$ Value of Extension Term	New Total Contract \$ Value	Extending on Same T&Cs? (Y/N)	Scope of Work (SOW)	Rationale to Support Justification (3 bullets from S5 Justification Form)
SINGLE SOURCE JUSTIFICATION CRITERIA; (b) (xi) A need exists for compatibility with, or for the maintenance and support of a City Standard and there are no reasonable alternatives, substitutes, or accommodations										
PRC00469 FA.49.492-16	Vubiz Ltd.	e-Learning Management System (Elections & Volunteers) plus access to Learning Content (eLearning Courses)	8/31/2021	5 years	\$204,333.33	\$ 187,500.00	\$ 391,833.33	Y	For unlimited user license fee for content and the hosted LMS.	1) Vubiz Ltd. was selected as the preferred vendor in view of their Vendor of Record status with various levels of governments in Canada and Ontario and with Canada Post and Metro Toronto School Board and has been a City Standard for over 10 years. 2) For the past twelve years, City staff have used eLearning services supplied by Vubiz Ltd. to develop and distribute a variety of eLearning courses and programs to meet legislative compliance for Accessibility for Ontarians with Disabilities Act (AODA) and Workplace Violence and Harassment. 3) Vubiz services are cost effective options (vendor has kept the City's price at the 2016 level) to enhance staff knowledge and development and maintain legislative compliance.
		Optional Professional Services				\$ 100,000.00	\$ 100,000.00	Y	Intellectual Property Purchase, Instructional Designer, Multi Media, Voiceover, and Course Development	
	TOTALS				\$ 204,333.33	\$ 287,500.00	\$ 491,833.33			

## OPERATING BUDGET ESTIMATED FORECAST FOR 2021-2025

Procurement No.	Vendor (proper legal name)	Description	Requested Extension / Renewal Term	2021	2022	2023	2024	2025	TOTAL
PRC00469 FA.49.492-16	Vubiz Ltd.	e-Learning Management System (Elections & Volunteers) plus access to Learning Content (eLearning Courses)	5 years to 2026/08/31	\$ 37,500.00	\$ 37,500.00	\$ 37,500.00	\$ 37,500.00	\$ 37,500.00	\$ 187,500.00
		Optional Professional Services including Intellectual Property Purchase, Instructional Designer, Multi Media, Voiceover, and Course Development		\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 100,000.00
		TOTALS		\$ 57,500.00	\$ 57,500.00	\$ 57,500.00	\$ 57,500.00	\$ 57,500.00	\$ 287,500.00

# City of Mississauga Corporate Report



<p>Date: June 2, 2021</p> <p>To: Chair and Members of General Committee</p> <p>From: Shawn Slack, MBA, Acting Commissioner of Corporate Services and Chief Financial Officer</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: June 23, 2021</p>
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## Subject

**Increase to the Contract with Percon Construction Inc., File Ref: PRC001818, (Ward 3)**

## Recommendation

That the Purchasing Agent or designate be authorized to execute a contract amendment and all ancillary documents to increase the value of the contract with Percon Construction Inc. from the original amount of \$27,750,00 to an estimated amount of \$32,950,000 for construction management services to implement the Burnhamthorpe Community Centre Renovation project.

## Background

In December 2019, Percon Construction Inc. was awarded the contract to provide construction management services for the Burnhamthorpe Community Centre Renovation project through a competitive procurement process for a contract value of \$27,750,000.

In February 2021, through the approval of annual Capital budget, Council approved additional funding to incorporate Corporate Green Building Standards (CGBS) for a number of capital building projects including the Burnhamthorpe Community Centre. The new Corporate Green Building Standards are to be applied to all new construction and major renovation projects in order to allow the City to further its climate goals and to show leadership on the Facilities & Property Management 5 year Energy Conservation Plan.

## Comments

To ensure compliance with the Corporate Green Building Standards and in consideration of a heated construction market, Percon Construction Inc., acting as the City's construction manager, bid out the relevant construction sub-trade packages in April 2021. Based on the revised tender results, Percon Construction Inc. current contract value of \$27,750,000 requires an increase of \$5,200,000 to an amended contract amount of \$32,950,000.

Breakdown of cost increases are as follows:

- Increased construction costs from incorporating the Corporate Green Building Standards (CGBS) in the building design. Green building initiatives incorporated in the building design are projected to achieve Level 1 targets of the CGBS. Some of the key features include installation of solar panels to reduce electricity consumption, a Green roof, increased roof and wall assembly insulation systems for better thermal performance, installation of high efficiency HVAC equipment, construction waste diversion and use of low impact and low VOC materials for building materials.
- Additional construction costs related to implementing COVID- 19 safety measures on the construction site including additional PPE, enhanced cleaning, screening measures and trade coordination to comply with Provincial Health and Safety requirements.
- Increased cost of construction labour and materials for structural steel, building envelope, mechanical and electrical services and interior finishes due to a heated construction market.
- Increase in construction contingency to address unforeseen site conditions.

Therefore, an amendment is required to Percon Construction Inc.'s contract in the amount of \$5,200,000 to accommodate the items outlined above. There is no financial impact, as funds are available in the Project PN to accommodate the contract increase.

The recommendation in this report is made in accordance with Section 18 (2) (d) of the Purchasing By-law #374-06 which states that "For amendments to High Value Acquisition Commitments, Council approval is required 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, the cumulative value of all amendments are greater than 20% of the Original Commitment and greater than \$100,000; or over \$1,000,000".

The total of the requested amendment represents an increase of 18%, which is less than 20% of the original commitment of \$27,750,000, but is greater than \$1 million. Therefore, Council approval is required to execute the contract amendment.

Materiel Management has reviewed this report and supports it from a procurement perspective.

## Strategic Plan

The Burnhamthorpe Community Center Renovation project is aligned to our strategic pillar of Belong and Green. It supports building a space that provides programs and services that meet the needs of the local community. Incorporating the CGB Standards in this project is an important step in achieving some of the City's environmental goals as outlined in the Green Pillar of the Strategic Plan.


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## Financial Impact

No additional funds are required to fund the requested contract increase of \$5,200,000 for Percon Construction Inc. The Capital Project PN 19427 has sufficient funds in place to accommodate the contract increase. Additional expenditures under this contract will only be authorized once Council approval is received.

## Conclusion

This report requests authorization for the Purchasing Agent to execute the contract amendment and all ancillary documents to increase the contract value with Percon Construction Inc. by \$5,200,000 for an amended contract amount of \$32,950,000.



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

Prepared by: Deepa Suresh, Senior Project Manager, Capital Design & Construction, Facilities & Property Management



# City of Mississauga Corporate Report



<p>Date: June 15, 2021</p> <p>To: Chair and Members of General Committee</p> <p>From: Shari Lichterman, CPA, CMA, Commissioner of Corporate Services and Chief Financial Officer</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: June 23, 2021</p>
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## Subject

### Potential New Revenue Tools

## Recommendation

1. That the report dated June 15, 2021 from the Commissioner of Corporate Services and Chief Financial Officer entitled "Potential New Revenue Tools" be received for information; and
2. That staff continue to work through municipal sector round tables to establish consensus and a joint advocacy position amongst GTHA municipalities on revenue tools and report back to Budget Committee in October with updates.

## Executive Summary

- The *Municipal Act* in Ontario limits the ability of municipalities to raise revenue. Outside of property taxes and user fees, Mississauga has few options to raise the revenue it needs to meet the challenges it faces – specifically over \$3.5 billion unfunded in the capital program;
- CAO Mitcham requested that staff undertake research on potential revenue tools available to municipalities, and determine which ones are viable within the current legislative framework, and which ones will require advocating for legislative change;
- On March 25, 2021, the City retained the services of Ernst & Young (EY) to research potential revenue tools used by municipalities, and identify the projected funding amount of each for the City of Mississauga;
- This report does not address existing revenue tools the City currently has access to and makes use of, such as general property taxes and user fees, and does not advocate for an increase to either of these revenue generating sources or the addition of new property tax classes. Instead, the review focused on potential new sources of revenue and the process to obtain them;

- Many of the potential revenue tools identified by EY would require changes in legislative powers, similar to those contained in the *City of Toronto Act*,
- While this report is presented as information, if Council were to pursue a specific revenue tool or suite of tools, similar to the *City of Toronto Act*, staff recommend developing a coordinated advocacy campaign with other municipalities in Ontario. To make changes to municipal powers, requires a united front;
- Currently discussions are underway amongst the CAOs and senior staff of the cities in the Greater Toronto and Hamilton Area on topics of housing, sustainable finance, transit, procurement, and digital infrastructure. Reports from each of these committees will be released in the Fall of 2021; and
- This report is meant to provide Council with information. Staff will continue to provide updates on their progress working with other municipalities in the months to come.

## Background

Municipalities of all sizes face significant financial pressures. The infrastructure deficit remains a substantial, persistent challenge across all communities in Canada. Under the current legislative framework, municipalities do not have the fiscal capacity to maintain, rehabilitate and expand their core infrastructure while keeping tax increases at inflationary levels. Municipalities also face changing demands for higher standards for services from citizens and new challenges such as population growth, an aging population, and climate change, to name a few. The City of Mississauga is facing a shortfall of \$3.5 billion in its capital program, which includes state of good repair and new projects.

To meet these growing challenges, Municipalities need more diverse and growing revenue sources that go beyond the provisions currently found in the *Municipal Act*. The *Municipal Act* in Ontario limits the ability of municipalities to raise revenue. Currently, Ontario municipalities (excluding the City of Toronto) are only able to collect property tax revenues and charge fees for service (user fees). These tools are limiting as they are not linked to economic growth, while a number of significant cost drivers are. The current suite of revenue tools available to municipalities are not sufficient to fund the necessary services municipalities must provide, let alone the additional challenges cities face. It is expected that growth will pay for growth, but this has not happened, leaving Mississauga with an annual infrastructure deficit and capital pressures that must be met to not only achieve a state of good repair, but to build a world-class city.

Early in 2021, staff was asked by CAO Mitcham to examine potential revenue tools and determine which ones are viable within the current legislative framework and which ones will require advocating for legislative change. On March 25, 2021, the City retained the services of Ernst & Young (EY) to research potential revenue tools used by various municipalities. The mandate for this project was to identify potential new revenue tools available to the City of Mississauga, determine which are viable for the City relative to the policies of current

governments and agencies, estimate the value to the City, and develop a comprehensive plan to attain and implement any new funding sources.

This report does not address in any detail the existing revenues the city uses today, such as general property taxes and user fees, and does not advocate for an increase to either of these revenue generating sources or the addition of new property tax classes. This report instead focuses on revenue tools not currently available to the City of Mississauga that if possessed, would provide the City with the financial autonomy necessary to raise the revenues it needs to meet the demands it faces, without relying as heavily on other levels of government.

This report has been prepared for information. Staff do not recommend pursuing any tool in particular at this time. If Council opts to pursue an additional revenue tool or a suite of tools, staff recommend that a comprehensive and coordinated advocacy plan be developed that includes working with other municipalities and stakeholders. Pursuing new revenue tools alone is unlikely to be successful.

## Comments

### Project Scope and Methodology

The research conducted by EY identifies multiple revenue tools that are being used by various municipalities. Appendix 1 provides an Executive Summary of these tools followed by a comprehensive document, which provides a more in-depth analysis of each tool (Appendix 2). In order to scope and manage the number of tools, the project Steering Committee directed EY to classify the revenue tools into three categories:

1. Revenues that the City can implement today with the current authority provided by existing legislation;
2. Revenue tools that the City could implement if provided with the same powers as the City of Toronto; and
3. Tools that would require additional legislative approvals beyond what the City of Toronto Act has.

### EY Approach

Six comparator municipalities were chosen out of the ten (10) largest municipalities by population in Canada. Financial Statements were analyzed and normalized (single vs. lower tier) to allow for meaningful comparisons. Benchmarking research was also conducted on municipal revenue tools used by municipalities in Canada, across North America, and globally. In addition, research was accessed from think tanks and academic publications globally. The *Municipal Act* was reviewed to validate current limitations to raise revenues by Ontario municipalities. *The City of Toronto Act* was also reviewed in order to determine revenue raising parameters which are unique and differ from those permitted in other Ontario municipalities.

Revenue Tools were categorized based on ability to implement: Current authority under the existing Municipal Act; powers granted to Toronto under the City of Toronto Act; and tools that would require further legislative or regulatory change (see Appendix 2). EY conducted further review into tools including jurisdictional examples of each tool, potential structure of tools, potential value derived by implementing a tool, and implementation considerations.

The objective of the project was to provide Mississauga with a comprehensive list of potential revenue tools and an analysis of the authority required to use them. Those tools currently within the control of the municipality are evaluated by staff on a regular basis and separate reports will be brought to Council and Budget Committee where appropriate. Those tools the City currently does not have the power to implement will require legislative change at the provincial level.

### **Findings**

Table 1 below outlines the revenue tools the City is currently able to access through the *Municipal Act*. The table identifies which tools are being used, and identifies where appropriate those the city is currently benefitting from.

**Table 1**

Revenue Tools Currently Available to the COM	Status	Comments
Property Taxes (property classes defined under the Assessment Act)	✓	Currently using
Payments in Lieu of Taxes	✓	Currently using
Special Area Rates	✗	Not using
User Fees and Charges for Services; Local Improvement Charges	✓	Currently using
Fees for Licenses, Permits and Rents	✓	Currently using
Fines and Penalties	✓	Currently using
Development Charges (subject to provincial legislation)	✓	Currently using
Vacant Homes Tax	✓	Working group formed - ongoing review
5G Concessions	✓	Corporate Report in progress
Incremental Property Tax	✓	Capital Infrastructure Levy/Public Safety Levy
Land Value Capture / Tax Increment Financing	✗	Not using
Landfill Levy	✓	Region of Peel using
Ride Sharing Fees	✓	Currently using
Encroachment Tax (TBC)	✗	Not using

### **City of Toronto Act**

In 1998, the province passed the *City of Toronto Act*, to create the new amalgamated City of Toronto. In 2005, the province amended the Act through the *Stronger City of Toronto for a Stronger Ontario Act* to provide the City of Toronto with additional revenue powers beyond those possessed by any other Ontario municipality. At the time, it was thought that given its new size and challenges faced, Toronto would need additional powers to meet its responsibilities and address its challenges. In particular, under the revised *City of Toronto Act*, the city has the ability to levy six (6) taxes, including the Land Transfer Tax (LTT). The LTT in particular has proven to be a substantial revenue generating tool for the city, which has helped Toronto

provide for continued infrastructure growth and at the same time keeping property tax increases at a minimum.

Under the Act, the City of Toronto is also permitted to collect a Vehicle Registration Tax however with the exception of a brief period between 2008 and 2010, they have chosen not to use this power. Table 2 below, as provided by EY, estimates the amount of revenue the City of Mississauga could collect if the City were to have the same revenue generating powers as the City of Toronto. The values included in the table are based on some common assumptions, including:

- The ability to use existing collection methods (e.g. Provincial systems for the vehicle registration tax) to minimized implementation and ongoing costs
- No behavioural changes as a result of implementation (i.e. consumers will not cross municipal borders to avoid taxes)
- The City will be able to keep the full revenue raised and not have to share it with the region

The assumptions were developed as a result of examining the experience of other municipalities and discussions between the E&Y project team and the City of Mississauga steering committee.

**Table 2**

Revenue Tool	COM Estimated Annual Revenue	Shared With Region	Notes	Authority
Land Transfer Tax	\$76,142,203	N	1% on all values, exempting first time buyers	COTA
Vehicle Registration Tax	\$39,507,712	N	\$45 flat fee per vehicle registered	COTA
Alcoholic Beverage Tax	\$5,728,870	N	1% tax on alcohol at all points of sale	COTA
Tobacco Tax	\$3,258,810	N	1% on each package sold	COTA
Advertising Tax	\$2,600,000	N	2015 City of Mississauga estimate	COTA
Amusement Tax	\$913,049	N	1% tax on all amusements	COTA
<p>Assumptions</p> <p>All revenue estimates are net of ongoing costs but do not include start-up fees</p> <p>Revenue tools can use existing collection (property tax system, provincial tax collection)</p> <p>Consumption taxes do not have material impact on purchasing patterns</p> <p>*COTA - City of Toronto Act</p>				

### Obtaining Revenue Tools

For other Ontario municipalities, including Mississauga, to access the suite of tools available to the City of Toronto would require legislative change from the provincial government, likely through amendments to the *Municipal Act*. At this time, it is unlikely any other city in Ontario will be granted similar powers to Toronto on an individual basis.

It is important to note that the current provincial government has given no signal that they are prepared to extend additional revenue tools to municipalities. In fact, during a debate in the Ontario Legislature in 2015, the current Minister of Municipal Affairs opposed the Land Transfer

Tax and pressured the Minister of the day to publicly commit that cities would not be granted that power. To date, there has been no outreach or discussion by the current provincial government on municipal revenue tools.

To obtain the same powers as those in the *City of Toronto Act* or any additional revenue tools will require a coordinated and comprehensive advocacy campaign, involving other municipalities in Ontario, industry associations like AMO, and other supportive stakeholders. It is highly unlikely that Mississauga would be successful pursuing any revenue tool on its own. If Council decides to pursue a specific revenue tool or a suite of tools like in the *City of Toronto Act*, staff recommend that a detailed advocacy plan be developed, with broad alignment across the municipal sector.

### **Federation of Canadian Municipalities Big City Mayor's Caucus**

Since 2015, the Big City Mayor's Caucus (BCMC) or the Federation of Canadian Municipalities (FCM) has been working to develop a stronger relationship with the federal government and secure new funding and investments for municipalities. The BCMC is comprised of the Mayor's of Canada's 22 largest cities from across the country. Mississauga is a member of BCMC.

In the lead up to the 2015 election, the BCMC mayors joined together to create a common set of requests of the federal government. The mayors and the municipal sector remained united throughout the 2015 campaign and were instrumental in driving a federal agenda that included investments in infrastructure, transit, active transportation, green technologies, and clean water and waste water, affordable housing, and more. Through the "Hometown Proud" campaign, FCM and the BCMC sought to redefine the relationship between the federal and municipal governments, stating that "city building is nation building."

Following the 2015 election, the federal government has since committed over \$200 billion to municipal and provincial infrastructure, and put in place dedicated transit and infrastructure programs like the Investing in Canada Infrastructure Program (ICIP), the Public Transit Investment Fund (PTIF), the Clean Water and Waste Water Fund (CWWF), and has committed to doubling the Federal Gas Tax for municipalities in 2019 and 2021. Mississauga has benefited significantly from these investments and will continue to do so for the next decade.

### **AMO Local Share Campaign**

In 2017, in advance of the 2018 provincial election, the Association of Municipalities of Ontario developed the Local Share campaign, which advocated for a 1% sales tax for municipalities. At the time, AMO's research showed that municipalities face a \$4.9 billion infrastructure gap over the next 10 years, which would require an average property tax increase of 8% annually. AMO argued that property taxes were not sustainable in the long term to meet the needs of municipalities.

The 1% sales tax idea was similar to previous attempts like the 2007 "One Cent Now" campaign from former Toronto Mayor, David Miller to recoup a portion of the federal GST for



municipalities. Like the One Cent Now campaign, AMO's 2017 Local Share campaign did not gather enough momentum or support from Ontario municipalities. It was not a factor during the 2018 provincial election and has not been pursued since.

The AMO example demonstrates the importance of working together with other municipalities around a shared objective.

### **GTHA Regional Prosperity Alliance**

At a staff level, Mississauga's CAO is on the executive committee of the GTHA Regional Prosperity Alliance (RPA), a group of CAOs, led by the City of Toronto, and their senior staff teams. The GTHA RPA is seeking to unite the cities of the GTHA in joint recovery from COVID-19. The RPA has a number of sub committees focused on transit, housing, sustainable finance, procurement, and digital infrastructure. Mississauga is represented by senior staff on each of these committees.

This report and the work done by EY are important elements that will inform the Sustainable Finance Table's recommendations to be released in the fall of 2021. At that time, staff will be in a better position to provide recommendations on how best to proceed on securing new revenue tools and increasing Mississauga's financial autonomy.

### **Municipal Advocacy**

The municipal sector can be successful in advocacy if cities are aligned around a clear objective with a clear message. It is rare for a single municipality to successfully lobby for legislative change or for new powers. Mississauga has been part of FCM efforts for the past 7 years and has garnered a seat at the Federal-Provincial-Territorial (FPT) meetings twice around program design for federal funding programs. Mississauga is also a member of the Ontario Big City Mayor's Caucus (OBCM) and the MOU Table of the Association of Ontario Municipalities. Mayor Crombie is the Vice Chair of the OBCM and attends the MOU table of AMO. Staff recommend that discussions with these groups and the GTHA RPA continue to determine if there is a desire and a consensus to pursue new revenue powers for municipalities.

### **Financial Impact**

There is no immediate financial impact to the City at this time. No detailed analysis has been completed in connection to potential revenue and city needs. Additional revenue generating tools could provide the city with various options for city building and tax mitigation. In the event that these revenues come to fruition they will be included in future budgets. Should Council wish to pursue any of these tools further, a full analysis will be undertaken to develop more reliable and stable annual revenue estimates, as well as an advocacy strategy that is in alignment with the broader municipal sector.

## Conclusion

This report speaks to numerous revenue tools available to a municipality. Many require legislative change in order to implement. Council will need to identify which tools they would like to pursue, and strong advocacy measures and a cooperative regional approach will be necessary should the City want the same legislative powers as the City of Toronto.

## Attachments

Appendix 1: New Revenue Tools Study – Executive Summary

Appendix 2: New Revenue Tools Study – Detailed Report



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Shari Lichterman, CPA, CMA, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Carolyn Paton, Manager Strategic Financial Initiatives and Robert Trewartha,  
Director, Strategic Initiatives

# New Revenue Tools Study

## Executive Summary

City of Mississauga



## New Revenue Tools Study – City of Mississauga

9.16

- 1 Summary of Key Findings
- 2 Introduction and Approach
- 3 Summary Jurisdictional Scan
- 4 Analysis Of Revenue Tools

### NOTICE

Ernst & Young LLP (EY) prepared the attached report only for the City of Mississauga (“The City” “Client”) pursuant to an agreement solely between EY and Client. EY did not perform its services on behalf of or to serve the needs of any other person or entity. Accordingly, EY expressly disclaims any duties or obligations to any other person or entity based on its use of the attached report. Any other person or entity must perform its own due diligence inquiries and procedures for all purposes, including, but not limited to, satisfying itself as to the financial condition and control environment of The City and any of its funded operations, as well as the appropriateness of the accounting for any particular situation addressed by the report.

While EY undertook a thorough review of potential revenue tools per the terms of agreement, EY did not express any form of assurance on accounting matters, financial statements, any financial or other information or internal controls. EY did not conclude on the appropriate accounting treatment based on specific facts or recommend which accounting policy/treatment The City or any funded operations should select or adopt. EY also did not express an opinion on the appropriateness of implementing any of the revenue tools in this document.

The observations relating to all matters that EY provided to The City were designed to assist The City in reaching its own conclusions and do not constitute EY’s concurrence with or support of Client’s accounting or reporting or any other matters.



# Summary of Key Findings



# Key Findings

9.16

- 1
- Mississauga is generating less revenue per capita when compared to benchmarked municipalities, suggesting that the City has room to grow its total revenue
- The Municipal Act constrains the sources of revenue available to Mississauga; given the same authority the City of
- 2
- Toronto has would greatly expand Mississauga’s ability to raise new revenues and provides a rationale for seeking this specific set of tools (i.e. equal treatment with the City of Toronto)
- 3
- For many revenue tools (both within existing authority and requiring new authority), a regional approach is needed to maximize revenue

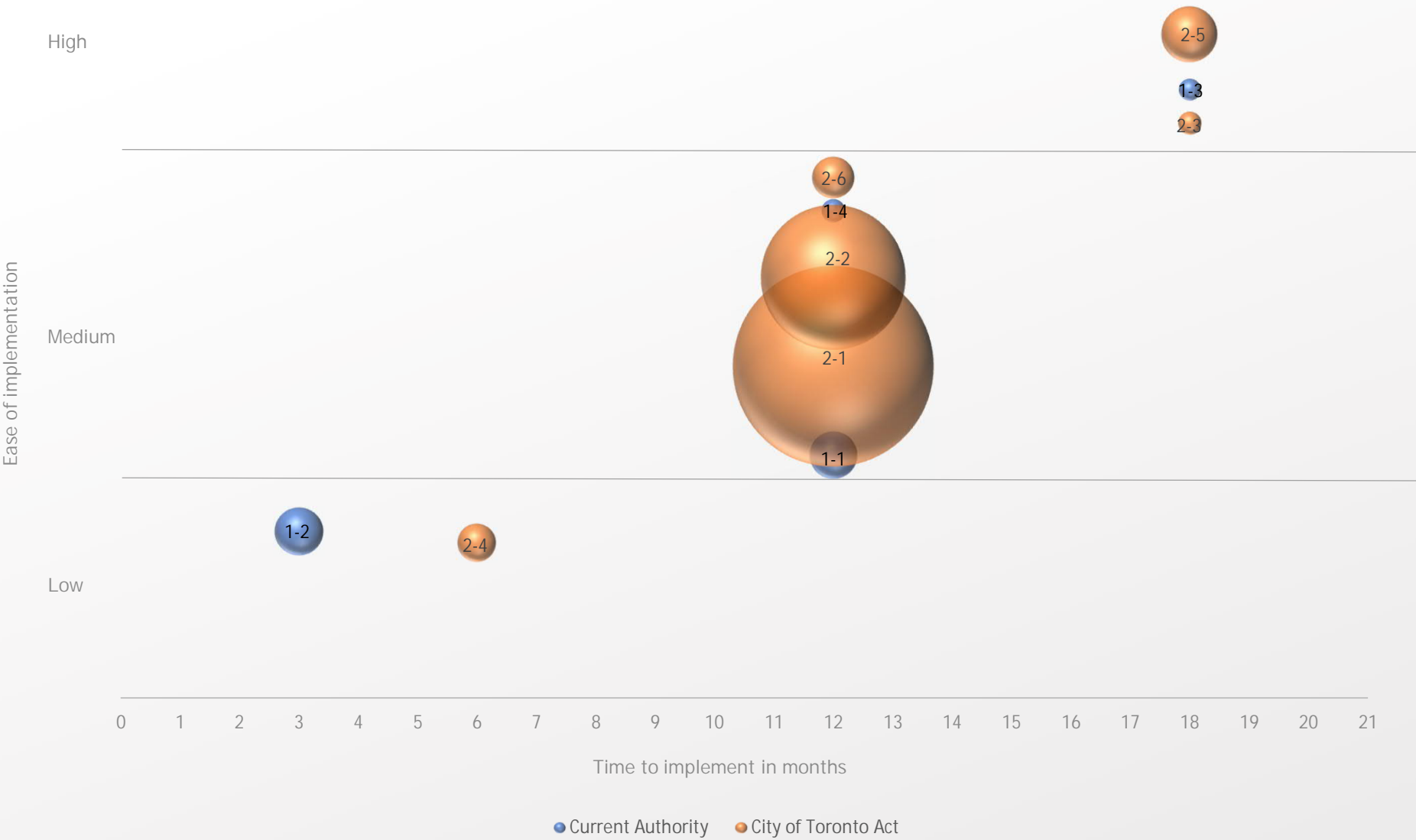
Revenue Tools Considered by Authority Required					
Current Authority		City of Toronto Act		Additional Legislative Change	
1-1	Vacant Homes Tax	2-1	Land Transfer Tax	Non-Resident Speculation Tax	Single Use Plastics Tax
1-2	Incremental Property Tax Levies	2-2	Vehicle Registration Tax	Gaming Revenues	Road Use Pricing
1-3	Landfill Levy	2-3	Amusement Tax	Climate Mitigation Tax	Poll Tax
1-4	Ride Sharing Fees	2-4	Advertising Tax	Energy Mitigation Program	Sales Taxes
		2-5	Alcoholic Beverage Tax	Parking Tax	Payroll Tax
		2-6	Tobacco Taxes	Fuel Tax	Municipal Income Tax
				Food Waste Tax	
Conducted detailed analysis, including financial estimates and implementation challenges			Conducted preliminary analysis only (no financial estimates)		



# High Level View Of Revenue Tools

9.16

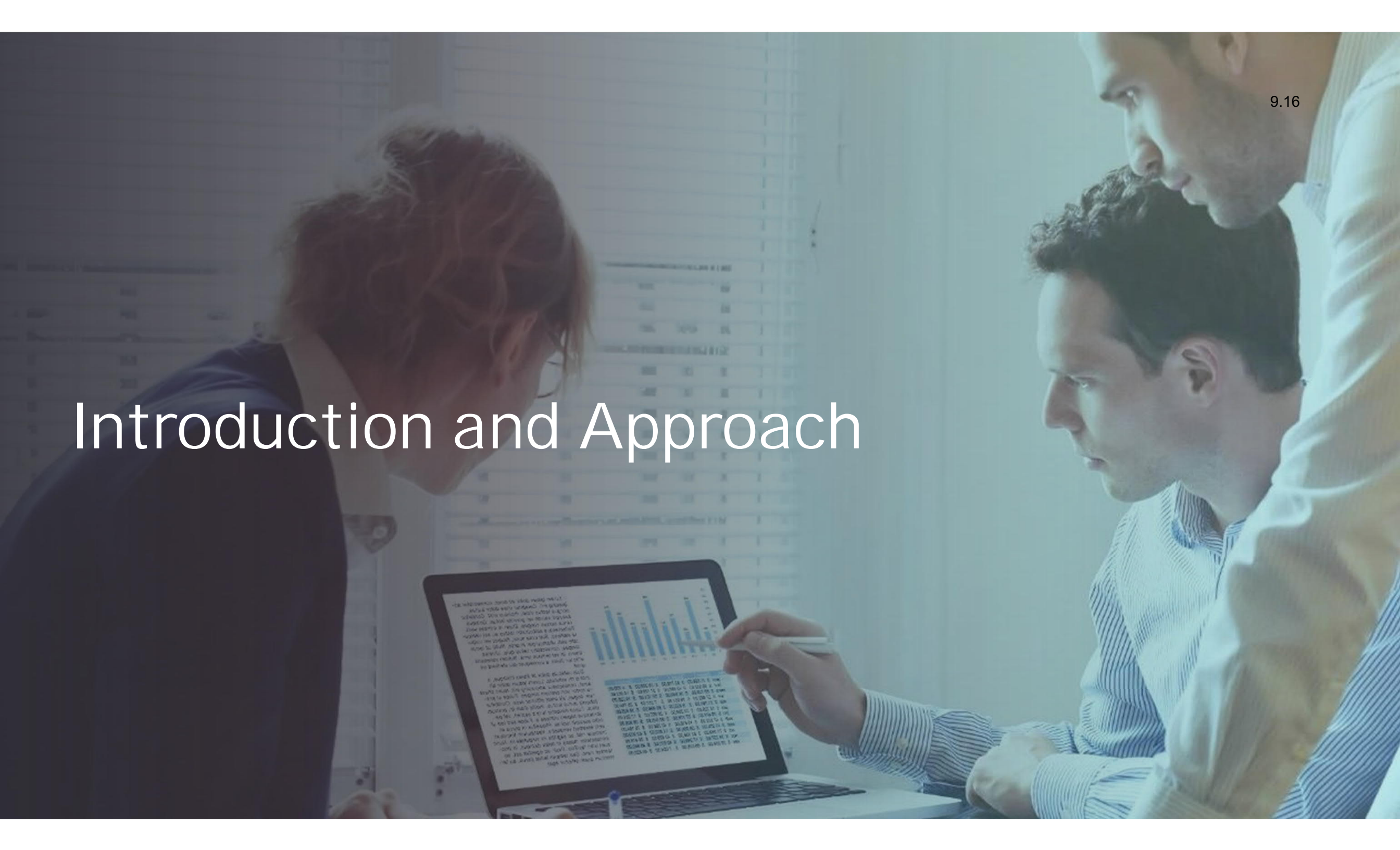
Of the revenue tools analyzed, the Land Transfer Tax and Vehicle Registration Tax have the highest potential revenue generating capacity by a significant margin.



Potential revenue tools	
Current Authority	
1-1	Vacant Homes Tax
1-2	Incremental Property Tax Levies
1-3	Landfill Levy
1-4	Ride Sharing Fees
City of Toronto Act	
2-1	Land Transfer Tax
2-2	Vehicle Registration Tax
2-3	Amusement Tax
2-4	Advertising Tax
2-5	Alcoholic Beverage Tax
2-6	Tobacco Taxes

Note: Size of bubble indicates potential dollar value (see page 15). All financial estimates are preliminary, subject to revision and could change significantly.

# Introduction and Approach



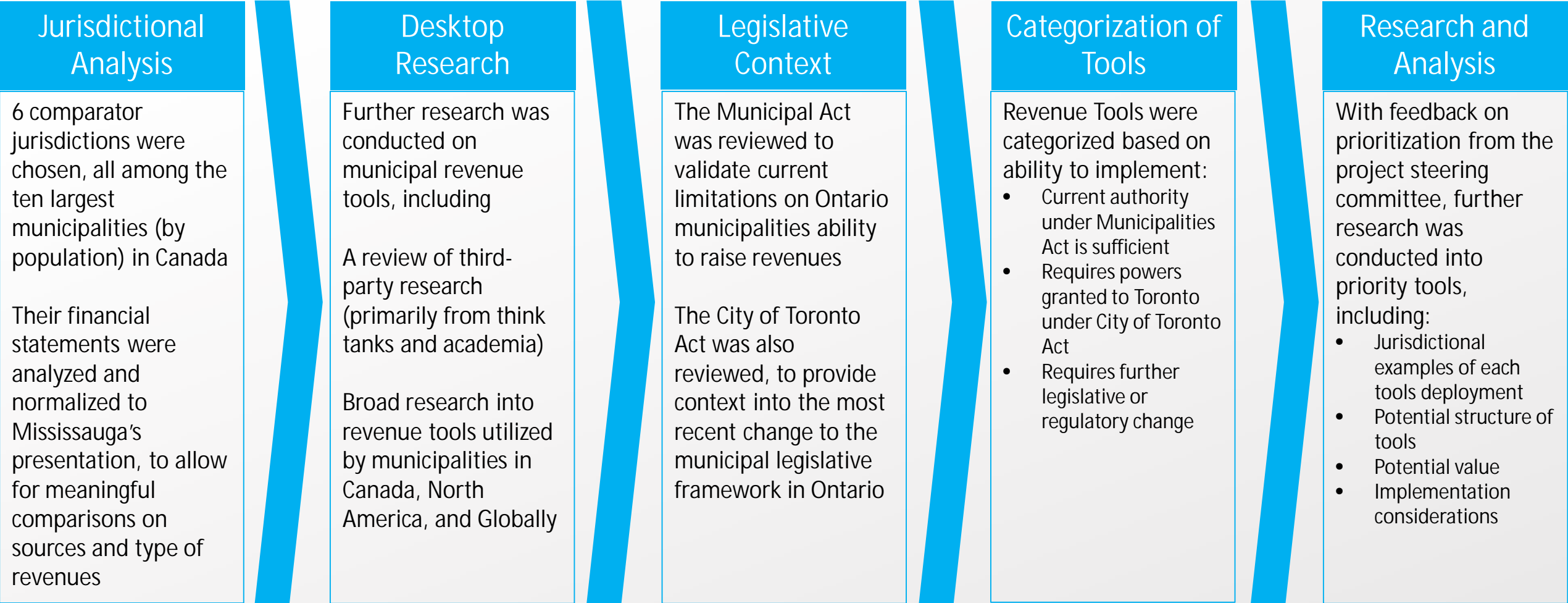
# Introduction

9.16

- Historic and projected growth have put pressure on the City of Mississauga's finances
- The ability to raise revenue has not kept up with City's growth and evolution
  - The Municipal Act in Ontario limits the ability of municipalities to raise revenue, with only the City of Toronto having been provided some limited flexibility to use incremental revenue tools
- This report focuses on potential revenue tools available to the City of Mississauga and provides first-order estimates of their revenue raising potential and a description of the current barriers to implementation (including legislative); it also consider additional implementation considerations, including the potential impact on residents and businesses and the importance of regional co-operation for optimal outcomes
  - Revenue estimates do not take into account potential behavioral changes, and should be viewed as preliminary and directional in nature only.
- The report focuses on those tools currently available to the City and those that would be available if Mississauga were given the same revenue tools defined in the City of Toronto act
- The report does not make any recommendations as to the appropriateness of any of these tools, but seeks to provide City Staff and Council an information base with which to inform decision-making

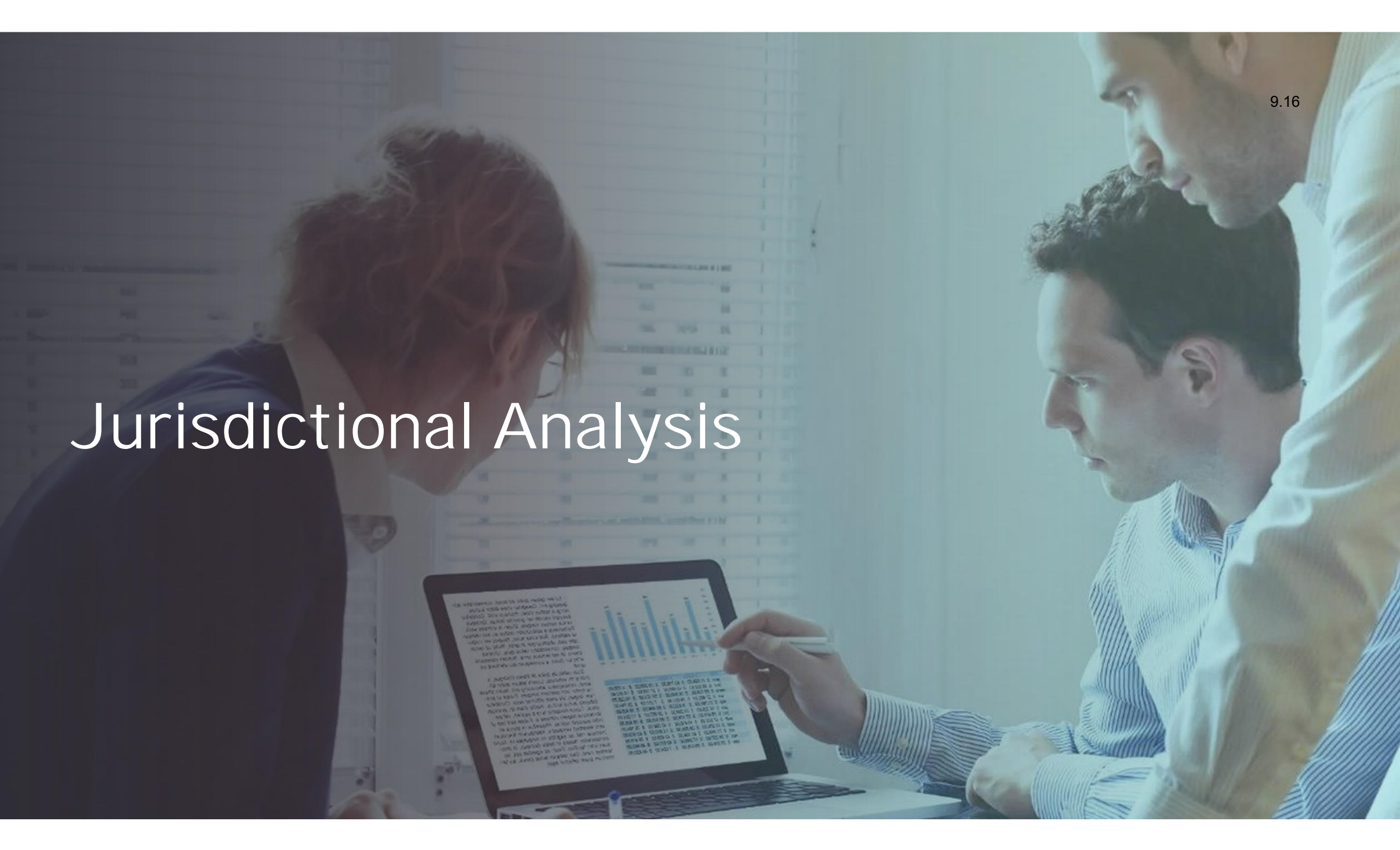
# Approach

The work underpinning this report was conducted through a multi-stage approach that narrowed the focus to those<sup>9.16</sup> revenue tools that are implementable under current authority, or would be if Mississauga had the same powers as the City of Toronto.





# Jurisdictional Analysis



# Jurisdictional Analysis | Key Metrics^

9.16

1

Mississauga is generating less revenue per capita when compared to benchmarked municipalities, suggesting that the City has room to grow its total revenue

Category	Mississauga (Rank in brackets)	Toronto	Brampton	Hamilton	Calgary	Montreal	Vancouver	Average	Average Excluding Toronto**
Type of municipality	Lower Tier	Single tier	Lower Tier	Single tier	Single tier	Single tier	Single tier	N/A	N/A
Population	757,787 (4)	2,956,024	643,302	579,000	1,285,711	2,050,053	685,885	1,279,680	1,000,290
Annual Pop. growth rate (2015-19)	0.49% (7)	1.57%	4.67%	1.26%	1.10%	0.65%	1.47%	1.60%	1.61%
Revenue*	\$2,605,340 (4)	\$14,383,000	\$2,281,355	\$1,997,089	\$5,243,892	\$8,090,466	\$1,966,836	\$5,223,996	\$3,697,496
Revenue per Capita*	\$3,205 (6)	\$4,851	\$3,273	\$3,449	\$4,078	\$3,946	\$2,867	\$3,667	\$3,470
Annual Gross Operating Expenditures* <sup>1</sup>	\$2,184,727 (6)	\$13,469,000	\$1,849,841	\$1,808,200	\$4,525,000	\$5,705,100	\$1,851,000	\$4,484,695	\$2,987,311
Debt	\$2,497,172 (6)	\$20,530,000	\$1,849,871	\$1,590,474	\$5,122,483	\$16,758,701	\$2,655,400	\$7,286,300	\$5,079,017
Debt to revenue ratio*	96% (5)	143%	79%	80%	98%	207%	135%	120%	116%

^ All data is from 2019 Annual reports unless otherwise indicated  
\*To enable comparisons, revenue, operating expenses, and debt numbers for Mississauga and Brampton includes Peel Region, allocated to each lower-tier municipality based on population share  
\*\*For Comparison purposes to remove Toronto's outside impact on the average



# Jurisdictional Analysis | Sources of Revenue

- 9.16
- 1

Jurisdictional comparisons suggest that Mississauga is broadly in line with comparator jurisdictions; however the numbers below do not account for differences in the composition of each City's tax base and as such, should only be used for directional guidance
- 2

The Municipal Land Transfer Tax generates almost 8.5% of Toronto's own-source revenues, reducing their overall reliance on property taxes

Normalized Own Source Revenue by Category (\$,000)														
Category	Mississauga		Toronto^		Brampton		Hamilton		Calgary		Montreal		Vancouver	
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
Taxation	\$550,983	59.85%	\$4,410,000	46.56%	\$487,002	69.49%	\$917,126	67.78%	\$2,088,755	52.50%	\$3,804,486	60.07%	\$873,498	50.14%
Municipal Accommodation Tax*	\$12,152	1.32%	\$58,000	0.61%	\$-	0.00%	\$-	0.00%	\$-	0.00%	\$-	0.00%	\$-	0.00%
User charges	\$292,332	31.75%	\$3,581,762	37.82%	\$157,360	22.45%	\$357,176	26.40%	\$1,436,265	36.10%	\$2,182,234	34.46%	\$797,519	45.78%
Investment income	\$43,607	4.74%	\$335,000	3.54%	\$27,197	3.88%	\$37,598	2.78%	\$198,927	5.00%	\$167,133	2.64%	\$49,070	2.82%
Penalties and interest on taxes	\$10,806	1.17%	\$218,477	2.31%	\$29,245	4.17%	\$29,938	2.21%	\$98,646	2.48%	\$179,463	2.83%	\$22,152	1.27%
City Share Of Government Enterprise Earnings	\$10,758	1.17%	\$69,000	0.73%	\$-	0.00%	\$11,262	0.83%	\$156,162	3.92%	\$-	0.00%	\$-	0.00%
Municipal Land Transfer Tax	\$-	0.00%	\$799,000	8.44%	\$-	0.00%	\$-	0.00%	\$-	0.00%	\$-	0.00%	\$-	0.00%
Total**	\$920,638		\$9,471,239		\$700,804		\$1,353,100		\$3,978,755		\$6,333,316		\$1,742,239	

\*Brampton is currently preparing for the implementation of a Municipal Accommodation Tax; Hamilton approved a Municipal Accommodation Tax in 2020. Calgary, Montreal and Vancouver all have one but do not report revenue raised separately

\*\*Data presented on this page is own-source revenues only, and differs from the data on the previous slide due to exclusion of Peel Region's revenue for Brampton and Mississauga, and the exclusion of transfers from other levels of government and one-time revenues for all municipalities

^In the absence of the Land Transfer Tax, Toronto would generate 50.8% of its revenue from taxation and 41.3% from User charges

# Analysis of Revenue Tools



# Summary of Tools Mississauga With Current Authority under Municipal Act

9.16

Revenue tools that can be implemented under Mississauga’s current authority come with their own barriers to implementation; however, Mississauga can begin the process to implement immediately

ID	Name Of Tool	Brief Description	Barriers To Implementation
1-1	Vacant Homes Tax	A tax charged to homeowners that leave their units un-occupied or idle for most of the year.	Provincial approval (through a regulation) would be required. The City would need to define the term vacant and the various carve-outs to minimize unintended consequences.
1-2	Incremental Property Tax Levies	Special levy on property tax that is used to fund a specific purpose and is presented as a separate line item on the property tax bill.	Incremental levies should be considered in the context of the overall property tax burden in a given municipality and for each property class.
1-3	Landfill Levy	Levy used to encourage recycling by putting a price for every tonne of waste that is sent to the landfill.	Would require co-operation with Peel Region and the creation of a separate pricing tier for Mississauga residents if the other municipalities in the Region do not also implement the same levies.
1-4	Ride Sharing Fees	A fee on ride sharing services such as Uber and Lyft; either a flat rate per trip or a percentage of the total fare.	Users, drivers and operators of Transportation Network Company (TNC) services could push back as increased fares would negatively impact the drivers and the TNC's finances through these increased fares.

# Summary of Tools Mississauga Can Implement With Same Authority As Toronto

9.16

If given the same authority as the City of Toronto, Mississauga would have a number of additional options to raise revenue, some of which lend themselves to a regional approach to minimize tax avoidance through behavioural change

ID	Name Of Tool	Brief Description	Barriers To Implementation
2-1	Land Transfer Tax	Taxes payable on transfers of land ownership; Most Land Transfer Taxes in Canada are progressive, increasing with the value of the home.	Rates and brackets will need to be defined; exemptions might need to be created to avoid impacting first time buyers and/or dense developments.
2-2	Vehicle Registration Tax	A fee charged on the registration of a vehicle within a jurisdiction, usually in addition to a similar fee at the Provincial level.	Rates will need to be defined.
2-3	Amusement Tax	A levy on the sale of all tickets to entertainment facilities. Could also be applied to any sort of amusement related facilities or events (e.g. annual exhibitions and amusement rides)	Likely requires a regional approach to minimize behavioural changes that will push consumers outside Mississauga.
2-4	Advertising Tax	Sales tax on outdoor advertisements that are within City limits such as Billboards.	Rates will need to be defined at a level that generates revenue without significantly impacting sales.
2-5	Alcoholic Beverage Tax	A tax that would be added on-top of all alcohol sales within the City limits, can be imposed at a retail, and/or at establishments licensed by Ontario's liquor board.	Likely requires a regional approach to minimize behavioural changes that will push consumers outside Mississauga.
2-6	Tobacco Taxes	A tax on all related tobacco items being sold within City limits, collected at point of sale.	Likely requires a regional approach to minimize behavioural changes that will push consumers outside Mississauga; potential to push consumers to contraband tobacco.

# High Level View Of All Tools

9.16

ID	Name Of Tool	Implementation Complexity*	Time To Implement in Months	Can this tax be used for general purposes?	Shared with Region?	Potential Financial Value	Key Assumptions
2-1	Land Transfer Tax	M	12	Y, can be used for general purposes	N	\$76,143,000	Per 1% on all values, exempting first time buyers
2-2	Vehicle Registration Tax	M	12	Y, can be used for general purposes	N	\$39,508,000	\$45 flat fee per vehicle registered
2-5	Alcoholic Beverage Tax	H	18	Y, can be used for general purposes	N	\$5,729,000	Per 1% tax on alcohol at all points of sale
1-1	Vacant Homes Tax	M	12	Y, can be used for general purposes	Y	\$4,216,000	Revenue and ongoing costs shared between City (1/3) and Region (2/3)
1-2	Incremental Property Tax Levies	L	3	N, should be used for a specific special purpose	N	\$4,092,000	Per 1% increase
2-6	Tobacco Taxes	M	12	Y, can be used for general purposes	N	\$3,259,000	Per 1% on each package sold
2-4	Advertising Tax	L	6	Y, can be used for general purposes	N	\$2,600,000	2015 City of Mississauga estimate
1-4	Ride Sharing Fees	L	3	N, should be used for a specific special purpose	N	\$1,000,000	Per \$0.10 per ride increase; estimated revenue is incremental to current ride-sharing fees
2-3	Amusement Tax	H	18	Y, can be used for general purposes	N	\$913,000	Per 1% tax on all amusements
1-3	Landfill Levy	M	12	N, should be used for a specific special purpose	N	\$818,410	Per1% increase

\*Low implementation complexity: use existing collection methods and no negotiation/approval of outside parties required; Medium implementation complexity requires agreement and/or negotiation with a third party; High implementation complexity also requires defining exceptions and/or developing collection/compliance audit mechanism

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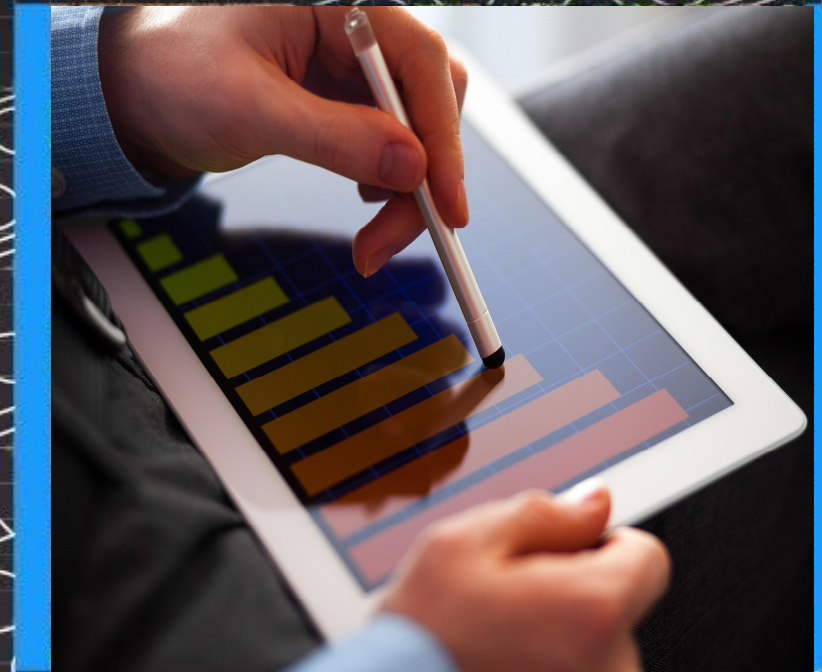
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# New Revenue Tools Study

City of Mississauga

June 2021



## New Revenue Tools Study – City of Mississauga

9.16

- 1 Introduction, Scope and Limitations
- 2 Approach
- 3 Jurisdictional Analysis
- 4 Analysis of Revenue Tools
- 5 Appendix A: Detailed Jurisdictional Analysis
- 6 Appendix B: Revenue Tools Requiring Additional Legislative Change

### NOTICE

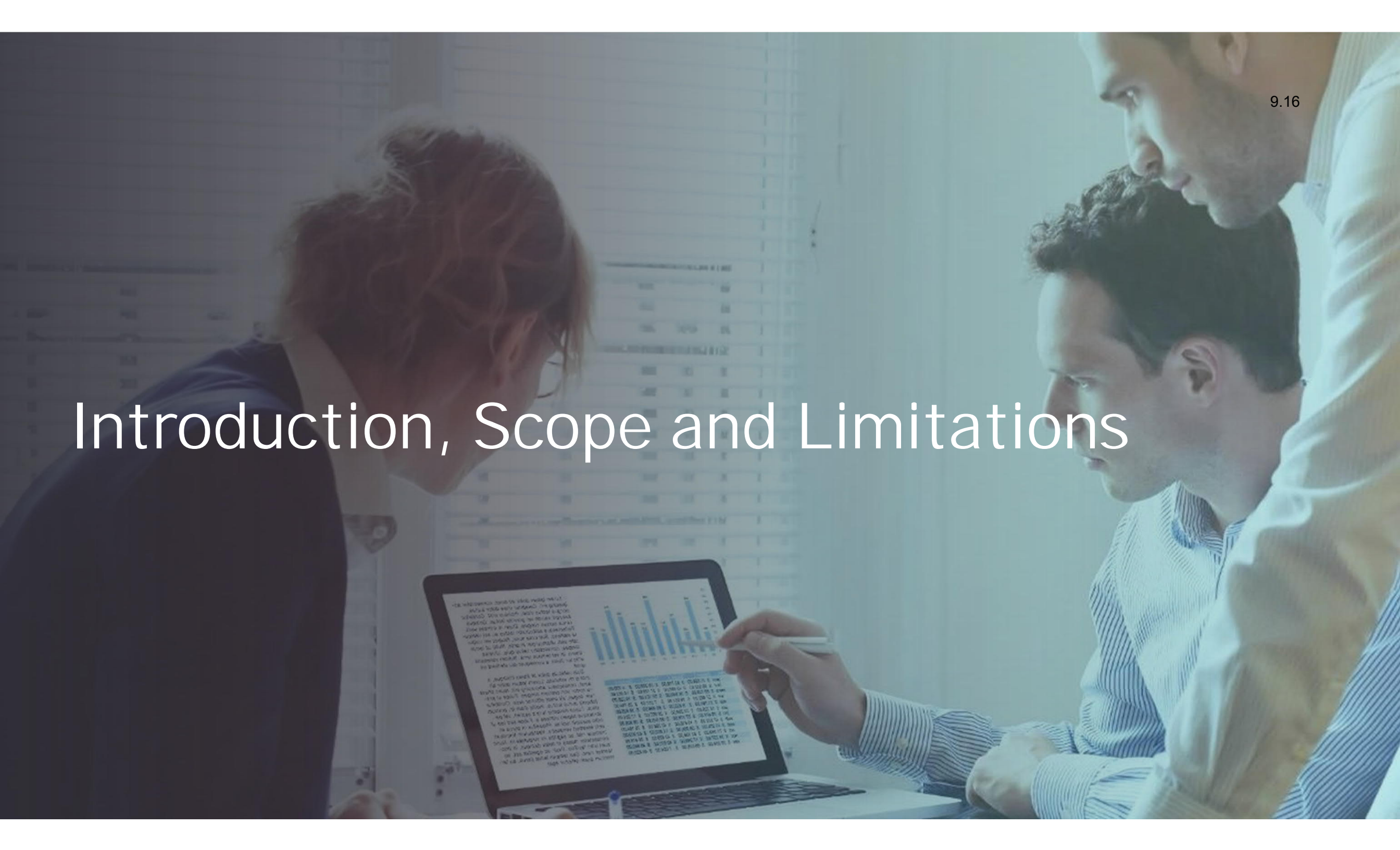
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# Introduction, Scope and Limitations



# Introduction

9.16

- Mississauga is Canada's sixth-largest City and Ontario's third-largest, having tripled in size in the 35 years
  - Population growth is expected to continue and Mississauga is projected to reach a population of just under 1M people by 2051
- This historic and projected growth has put pressures on the City's finances, including:
  - Infrastructure renewal pressures, as the City's asset base ages and serves a larger population
  - Service level pressures as a function of growth and as resident/business expectations change
- Additionally, the City is looking to manage emerging priorities including:
  - Developing a vibrant downtown that is a destination for residents and visitors, while maintaining neighborhood communities
  - Reducing emissions and managing the impacts of climate change
  - Attracting innovative businesses to grow and diversify the employment base
- The ability to raise revenue to meet this set of challenges has not kept up with City's growth and evolution
  - The Municipal Act in Ontario limits the ability of municipalities to raise revenue, with only the City of Toronto having been provided some limited flexibility to use incremental revenue tools
  - The majority of municipal revenue tools in Ontario are not linked to economic growth, while a number of significant cost drivers are
  - As a result, Mississauga is looking to examine potential revenue tools and determine which ones are viable within the current legislative framework and which ones will require advocating for change with other orders of Government

# Scope and Limitations

9.16

- This report focuses on potential revenue tools available to the City of Mississauga and provides first-order estimates of their revenue raising potential and a description of the current barriers to implementation (including legislative)
- Research informing this report was limited to:
  - Reviewing public financial statements and other financial information of the comparator municipalities, and interviewing staff at those municipalities where appropriate
  - Reviewing third-party research including from academics and think tanks
  - Researching revenue tools utilized by other municipalities around the world
- Financial estimates were developed using the following inputs:
  - The structure of revenue tools implemented by other municipalities and the revenue generated as a result
  - Financial, economic and demographic data from and about the City of Mississauga as noted in this report
  - Note that behavioral changes in response to the imposition of new taxes were not considered
- The report does not make any recommendations as to the appropriateness of any of these tools, but seeks to provide City Staff and Council an information base with which to inform decision-making

# Glossary

9.16

Term	Description
Fee	Charges imposed on users of a service to recover the costs of providing that specific service. Under Ontario's current Municipal Act, it is illegal to charge users a fee that exceeds the cost of the service provided.
Direct Tax	Charged to the end user of goods or services or in such a way so as to relate to the per unit cost (e.g. sales tax at retail).
Indirect Tax	Charged at some point in the supply chain, with the collector responsible for submitting to the Government (e.g. Value-Added Taxes, Fuel Taxes). In Canada, only the Federal government can levy indirect taxes.
Special Purpose Levy	A fee collected from a collection of residents that is used to pay for a specific shared expense (e.g. advertising tax paying for arts and culture events within the City, vacant homes tax paying for affordable housing).
Property-Tax Related	A tax collected from property owners, usually as a percentage of total property value (e.g. Speculation tax, encroachment tax, land transfer tax).
Theoretical Tools	A revenue tool that has been proposed, usually in academia, but has not seen real world application yet.



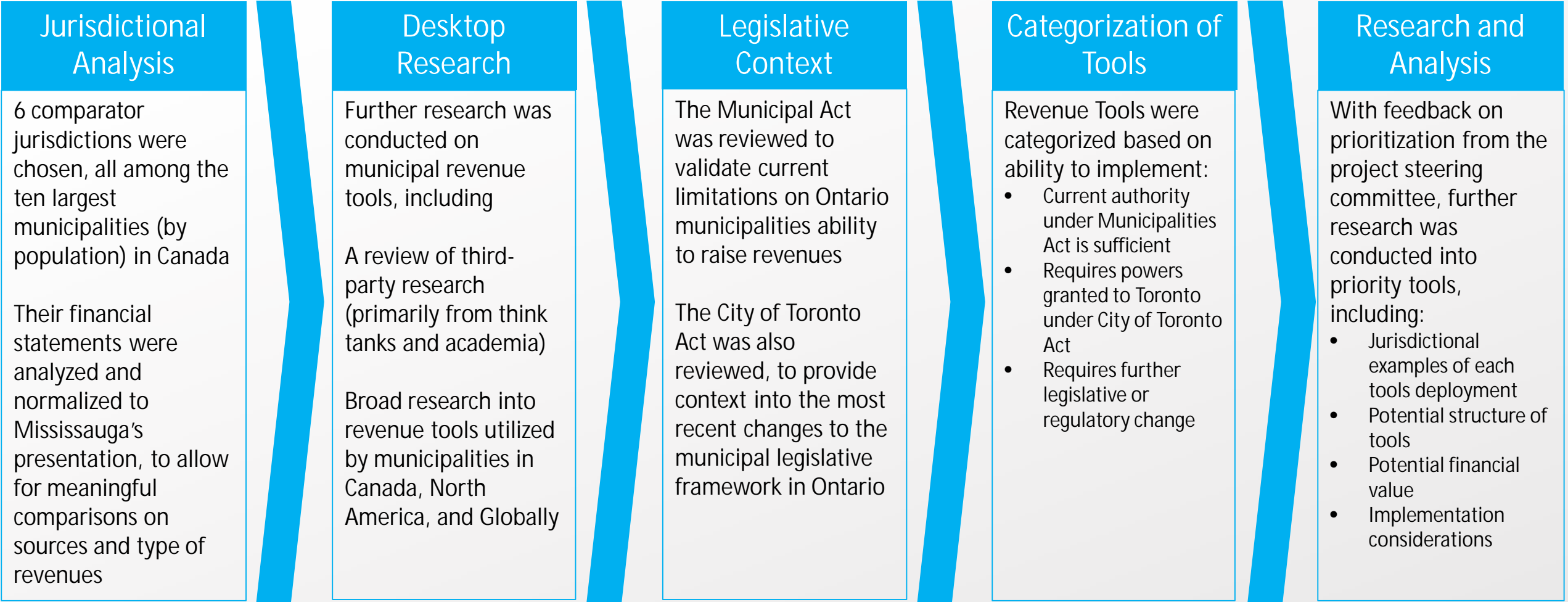
# Approach



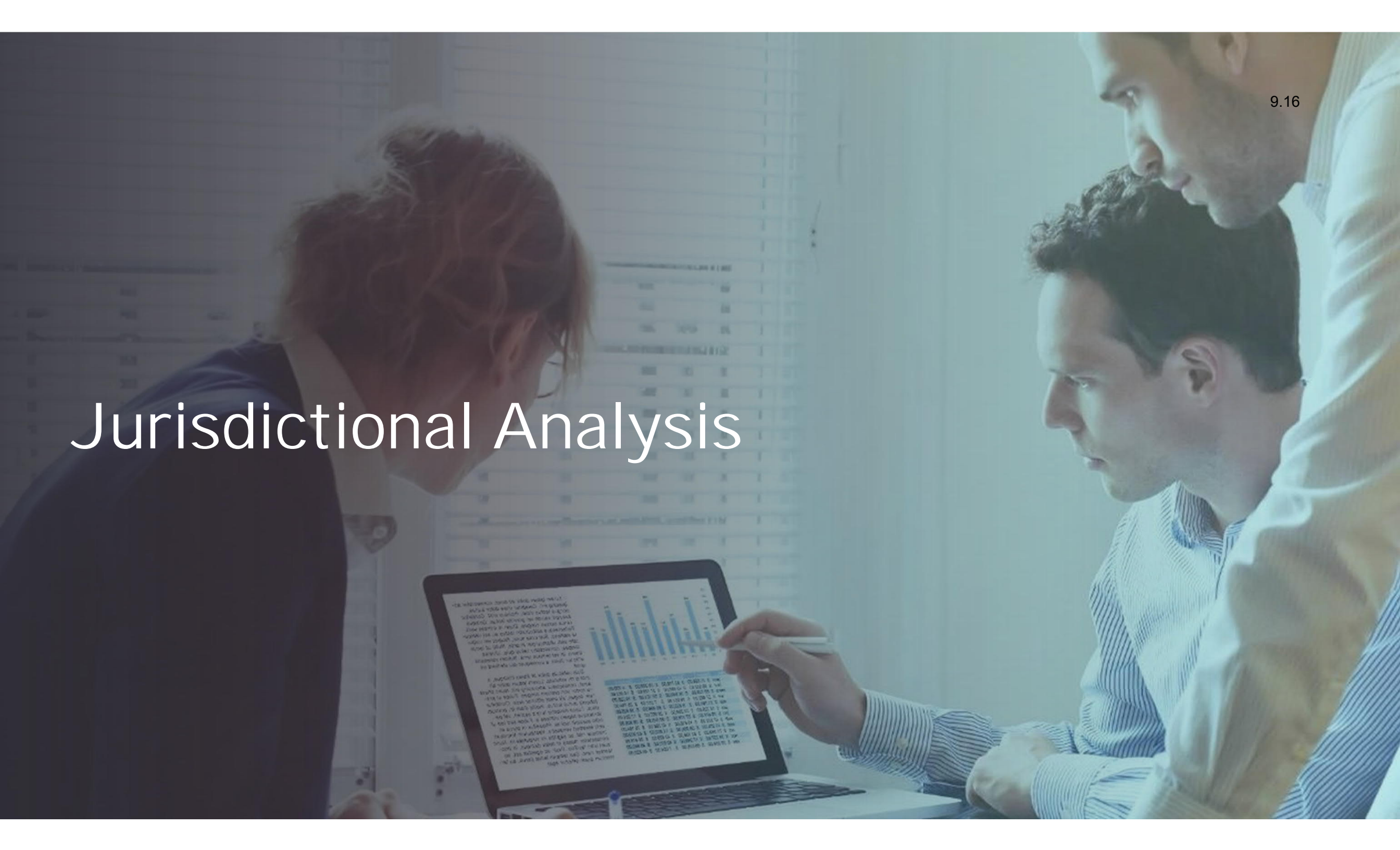
# Approach

9.16

The work underpinning this report was conducted through a multi-stage approach that narrowed the focus to those revenue tools that are implementable under current authority, or would be if Mississauga had the same powers as the City of Toronto.



# Jurisdictional Analysis

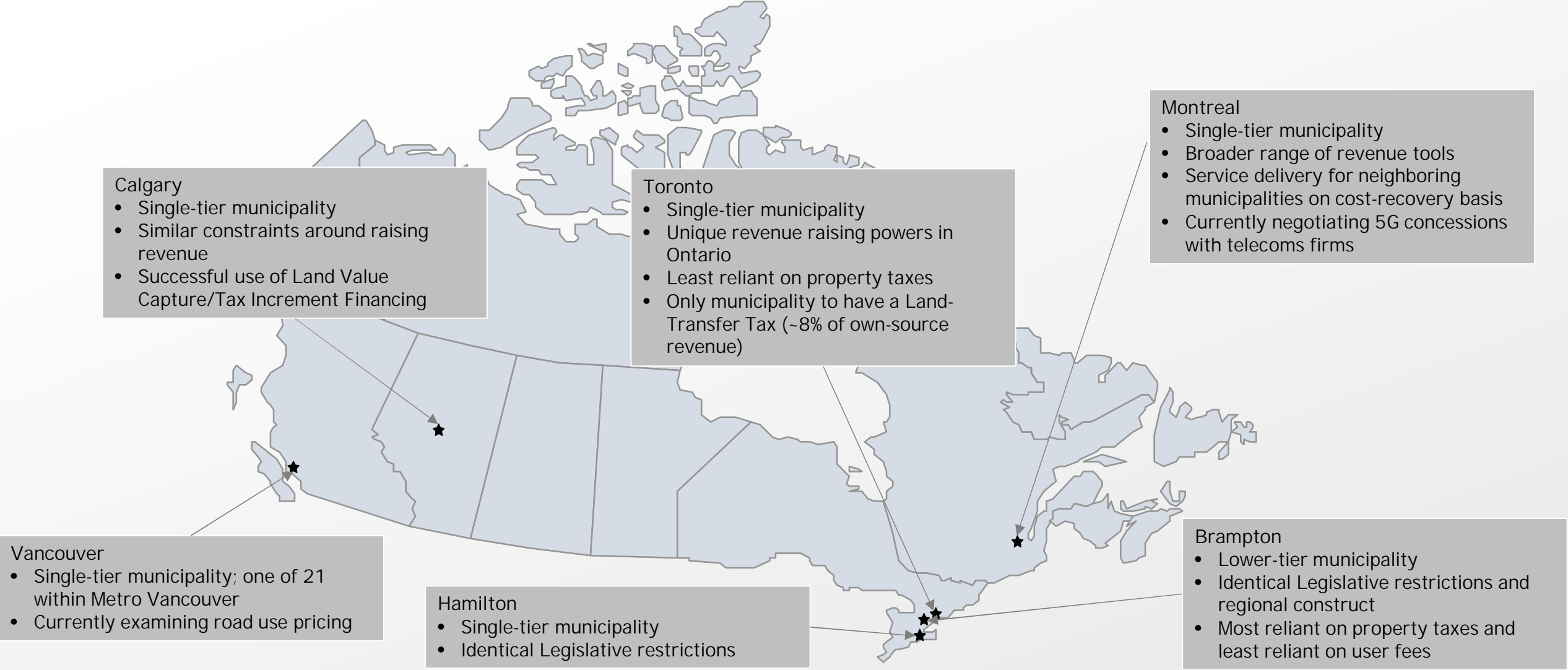




# Jurisdictional Analysis | Approach and Key Findings

9.16

To provide context for the analysis, six jurisdictions were selected for comparison purposes; these comparator jurisdictions are among the ten largest in Canada by population.



# Jurisdictional Analysis | Key Metrics^

9.16

1

Mississauga is generating less revenue per capita when compared to benchmarked municipalities, suggesting that the City has room to grow its total revenue

Category	Mississauga (Rank in brackets)	Toronto	Brampton	Hamilton	Calgary	Montreal	Vancouver	Average	Average Excluding Toronto**
Type of municipality	Lower Tier	Single tier	Lower Tier	Single tier	Single tier	Single tier	Single tier	N/A	N/A
Population	757,787 (4)	2,956,024	643,302	579,000	1,285,711	2,050,053	685,885	1,279,680	1,000,290
Annual Pop. growth rate (2015-19)	0.49% (7)	1.57%	4.67%	1.26%	1.10%	0.65%	1.47%	1.60%	1.61%
Revenue*	\$2,605,340 (4)	\$14,383,000	\$2,281,355	\$1,997,089	\$5,243,892	\$8,090,466	\$1,966,836	\$5,223,996	\$3,697,496
Revenue per Capita*	\$3,205 (6)	\$4,851	\$3,273	\$3,449	\$4,078	\$3,946	\$2,867	\$3,667	\$3,470
Annual Gross Operating Expenditures* <sup>1</sup>	\$2,184,727 (6)	\$13,469,000	\$1,849,841	\$1,808,200	\$4,525,000	\$5,705,100	\$1,851,000	\$4,484,695	\$2,987,311
Debt	\$2,497,172 (6)	\$20,530,000	\$1,849,871	\$1,590,474	\$5,122,483	\$16,758,701	\$2,655,400	\$7,286,300	\$5,079,017
Debt to revenue ratio*	96% (5)	143%	79%	80%	98%	207%	135%	120%	116%

^ All data is from 2019 Annual reports unless otherwise indicated  
\*To enable comparisons, revenue, operating expenses, and debt numbers for Mississauga and Brampton includes Peel Region, allocated to each lower-tier municipality based on population share  
\*\*For Comparison purposes to remove Toronto's outside impact on the average

# Jurisdictional Analysis | Sources of Revenue

- 9.16
- 1
- Jurisdictional comparisons suggest that Mississauga is broadly in line with comparator jurisdictions; however the numbers below do not account for differences in the composition of each City's tax base and as such, should only be used for directional guidance
- 2
- The Municipal Land Transfer Tax generates almost 8.5% of Toronto's own-source revenues, reducing their overall reliance on property taxes

Normalized Own Source Revenue by Category (\$,000)														
Category	Mississauga		Toronto^		Brampton		Hamilton		Calgary		Montreal		Vancouver	
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
Taxation	\$550,983	59.85%	\$4,410,000	46.56%	\$487,002	69.49%	\$917,126	67.78%	\$2,088,755	52.50%	\$3,804,486	60.07%	\$873,498	50.14%
Municipal Accommodation Tax*	\$12,152	1.32%	\$58,000	0.61%	\$-	0.00%	\$-	0.00%	\$-	0.00%	\$-	0.00%	\$-	0.00%
User charges	\$292,332	31.75%	\$3,581,762	37.82%	\$157,360	22.45%	\$357,176	26.40%	\$1,436,265	36.10%	\$2,182,234	34.46%	\$797,519	45.78%
Investment income	\$43,607	4.74%	\$335,000	3.54%	\$27,197	3.88%	\$37,598	2.78%	\$198,927	5.00%	\$167,133	2.64%	\$49,070	2.82%
Penalties and interest on taxes	\$10,806	1.17%	\$218,477	2.31%	\$29,245	4.17%	\$29,938	2.21%	\$98,646	2.48%	\$179,463	2.83%	\$22,152	1.27%
City Share Of Government Enterprise Earnings	\$10,758	1.17%	\$69,000	0.73%	\$-	0.00%	\$11,262	0.83%	\$156,162	3.92%	\$-	0.00%	\$-	0.00%
Municipal Land Transfer Tax	\$-	0.00%	\$799,000	8.44%	\$-	0.00%	\$-	0.00%	\$-	0.00%	\$-	0.00%	\$-	0.00%
Total**	\$920,638		\$9,471,239		\$700,804		\$1,353,100		\$3,978,755		\$6,333,316		\$1,742,239	

\*Brampton is currently preparing for the implementation of a Municipal Accommodation Tax; Hamilton approved a Municipal Accommodation Tax in 2020. Calgary, Montreal and Vancouver all have one but do not report revenue raised separately

\*\*Data presented on this page is own-source revenues only, and differs from the data on the previous slide due to exclusion of Peel Region's revenue for Brampton and Mississauga, and the exclusion of transfers from other levels of government and one-time revenues for all municipalities

^In the absence of the Land Transfer Tax, Toronto would generate 50.8% of its revenue from taxation and 41.3% from User charges



# Analysis of Revenue Tools



# Revenue Tools | Categories of Revenue Tools Under Current Legislation

9.16

The Municipal Act specifically defines the type of revenues that municipal governments in Ontario can raise. In 2006, the Government of Ontario passed the City of Toronto Act, which gave Toronto access to a wider series of Revenue Tools.

Municipal Act	City of Toronto Act
Property Taxes (property classes defined under the Assessment Act)	Tax on admission to a place of amusement
Payments in lieu of taxes	Tax on purchase of liquor for use or consumption
Special area rates	Tax on production of beer or wine at a brew on premise facility for use or consumption
User fees and charges for services; Local improvement charges (sidewalks, etc.)	Tax on purchase of tobacco for use or consumption
Fees for licenses, permits and rents	Motor Vehicle Ownership Tax/ Driver’s License Tax
Fines and penalties	Land Transfer Tax
Development charges (subject to provincial legislation)	Parking Tax (Based on ownership of the parking lot)
Land Value Taxes and Tax Increment Financing	Billboard Tax
Vacant Homes Tax (Requires Provincial Regulation)	

# Revenue Tools | Revenue Tools Considered, Based on Current Legislation

9.16

Of the full suite of revenue tools identified, the following were considered in detail as they are either currently accessible to Mississauga, or there is a rationale to ask the Provincial government to grant them to the City (i.e. parity with Toronto); all other revenue tools were deprioritized for the purpose of this analysis as they will require incremental policy change at the Provincial or Federal level

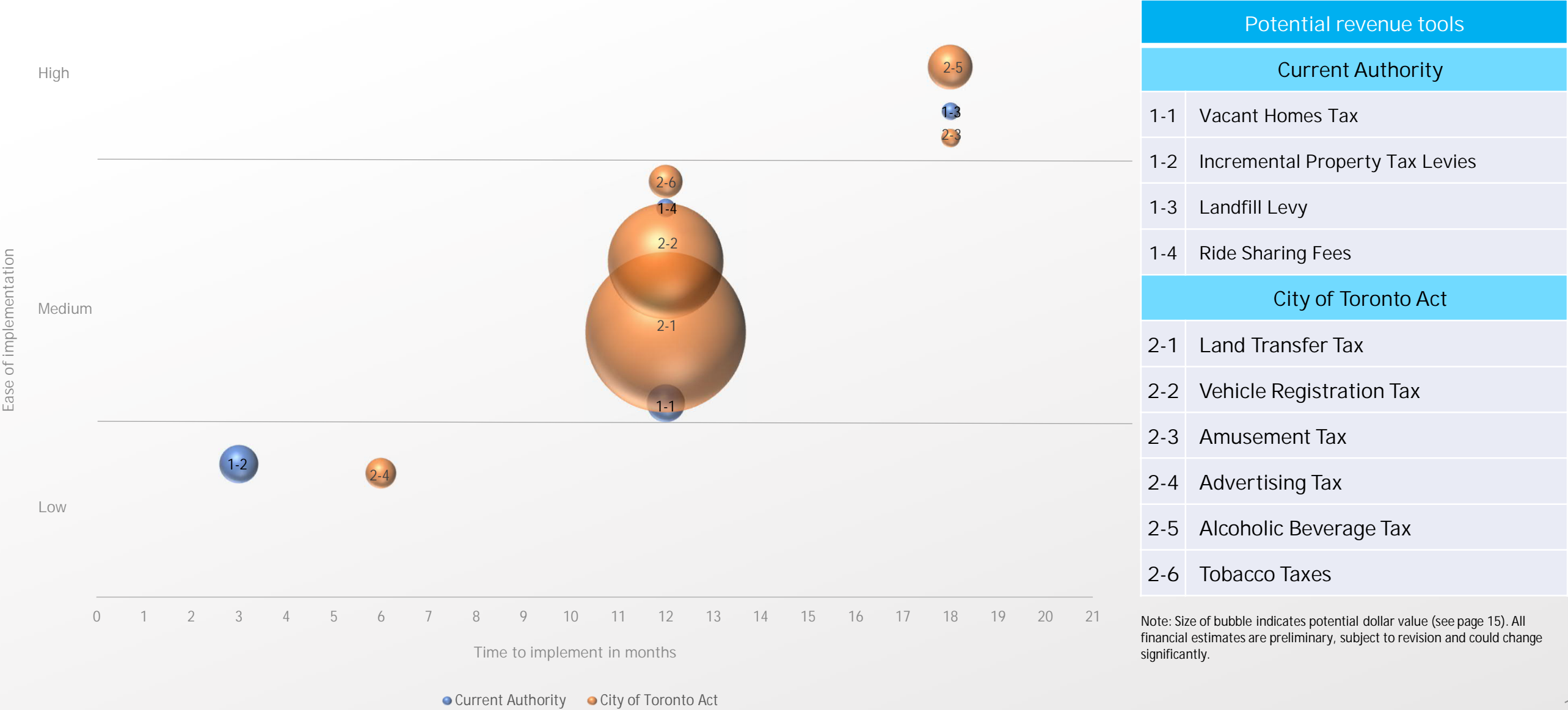
Municipal Act		City of Toronto Act	
1-1	Vacant Homes Tax	2-1	Land Transfer Tax
1-2	Incremental Property Tax Levies	2-2	Vehicle Registration Tax
1-3	Landfill Levy	2-3	Amusement Tax
1-4	Ride Sharing Fees	2-4	Advertising Tax
		2-5	Alcoholic Beverage Tax
		2-6	Tobacco Taxes

- Three other revenue tools were considered but not included in the core of this report for various reasons:
- Land Value Capture/Tax Increment Financing: Primarily a financing tool
  - 5G Concessions: Ability to realize ongoing revenues is uncertain as the technology is still in its infancy
  - Encroachment Tax: Significant effort required to quantify revenue

# High Level View Of Revenue Tools

9.16

Of the revenue tools analyzed, the Land Transfer Tax and Vehicle Registration Tax have the highest potential revenue generating capacity by a significant margin.



# High Level View Of All Tools

9.16

ID	Name Of Tool	Implementation Complexity*	Time To Implement in Months	Can this tax be used for general purposes?	Shared with Region?	Potential Financial Value	Key Assumptions
2-1	Land Transfer Tax	M	12	Y, can be used for general purposes	N	\$76,143,000	Per 1% on all values, exempting first time buyers
2-2	Vehicle Registration Tax	M	12	Y, can be used for general purposes	N	\$39,508,000	\$45 flat fee per vehicle registered
2-5	Alcoholic Beverage Tax	H	18	Y, can be used for general purposes	N	\$5,729,000	Per 1% tax on alcohol at all points of sale
1-1	Vacant Homes Tax	M	12	Y, can be used for general purposes	Y	\$4,216,000	Revenue and ongoing costs shared between City (1/3) and Region (2/3)
1-2	Incremental Property Tax Levies	L	3	N, should be used for a specific special purpose	N	\$4,092,000	Per 1% increase
2-6	Tobacco Taxes	M	12	Y, can be used for general purposes	N	\$3,259,000	Per 1% on each package sold
2-4	Advertising Tax	L	6	Y, can be used for general purposes	N	\$2,600,000	2015 City of Mississauga estimate
1-4	Ride Sharing Fees	L	3	N, should be used for a specific special purpose	N	\$1,000,000	Per \$0.10 per ride increase; estimated revenue is incremental to current ride-sharing fees
2-3	Amusement Tax	H	18	Y, can be used for general purposes	N	\$913,000	Per 1% tax on all amusements
1-3	Landfill Levy	M	12	N, should be used for a specific special purpose	N	\$818,410	Per1% increase

\*Low implementation complexity: use existing collection methods and no negotiation/approval of outside parties required; Medium implementation complexity requires agreement and/or negotiation with a third party; High implementation complexity also requires defining exceptions and/or developing collection/compliance audit mechanism

# Revenue Tools Available under Current Authority



# 1-1 | Vacant Homes Tax

9.16

Description	An incremental charge on homes defined as vacant for a given period of time over the year, based on the appraised home value.		
Authority Required	Ontario Municipalities can implement a Vacant Homes Tax under current authority, but the Provincial government must pass a regulation confirming the parameters of the Tax.		
Jurisdictional Examples	<p>Toronto City Council approved a vacant homes tax in December 2020, set at 1% of a property's assessed value. It is expected to generate between \$55-\$66M annually, on the assumption that 1% of properties in Toronto are vacant. Implementation will take until 2023 as methods to identify vacant homes and ensure compliance need to be developed.</p> <p>Vancouver implemented an empty homes tax in 2018 as part of an effort to motivate owners of empty homes and under-utilized properties to either rent or sell the asset. In 2020, the tax generated \$44.9 Million in revenues at 1.25% of total property value. In 2021, the rate will increase to 3% of total property value. The revenue generated is used to build affordable housing within the City.</p>		
Potential Structure in Mississauga	Exceptions could be included for homes undergoing renovation, homes owned by 'snowbirds,' and homes on the market to be sold/leased.		
Potential Financial Value	For every 1% of homes in Mississauga that are defined as vacant, a 1% tax on value could raise \$4.2 Million in Net Annual Revenue after taking into account revenue sharing with the Region of Peel and annual costs.	Previously Used In Mississauga	No

Implementation Considerations:

Sustainability: The revenue generated from a Vacant Homes Tax would be variable, depending on both the broader real estate market and how owners change their behaviour in response to the tax.

Correlation to economic growth: A vacant homes tax would not be correlated to economic growth.

Socio-economic impacts: None expected; a vacant homes tax would likely only impact investors.

Fairness: Increased property taxes do not result in improved service; this tax could be seen as violating the fairness principle, as vacant homes likely put less of a burden on existing infrastructure and services.

Timeline required after legislative changes:  
12 months

GTHA-Wide Approach: No

Implementation Complexity: Medium

Legislative Change Required

- No; however regulatory approval by the Province will still be required

Existing Collection Method

- These taxes can be collected through the traditional property tax channel

Exemptions/Classes

- There could be exemptions for example: homes listed for sale for a long period of time, properties owned by 'snowbirds,' owners of homes under court-ordered occupancy prohibitions, homes under renovation, and owners in hospital or long-term care

Enforcement

- Enforcement mechanisms are being developed in Toronto, but at minimum will require a homeowners declaration each year. Vancouver also requires an annual declaration

Assessment

- If a more aggressive enforcement mechanism is chosen, there will likely be a need for new staff to assess if a given property is vacant or not

Implementation Barriers

- The City would need to define the term vacant and the various carve-outs to minimized unintended consequences

# 1-2 | Incremental Property Tax Levies

9.16

Description	Special levy on property tax that is used to fund a specific purpose and is presented as a separate line item on the property tax bill. Municipalities including Mississauga (Capital Infrastructure and Debt Repayment Levies) and Toronto (the City Building Fund) have introduced Levies that are directed toward specific purposes, with the funding used to leverage additional borrowing for capital projects.		
Authority Required	Current		
Jurisdictional Examples	<p>Recapitalization Levy: The City of Okotoks, Alberta implemented a recapitalization fee levy which is presented as a separate line item within its citizens' property tax bill. These fees are then put into a reserve fund that can be used in times of emergencies, in 2019, the City's reserves were \$46.9 Million, of which an estimated \$24 Million is garnered from this fee.</p> <p>Park Levy: In 2019, The City of Pittsburgh approved an additional Park Tax charging property owners 50 cents per \$1000 of appraised home value. These funds will go directly into a park trust fund that will be used to improve, maintain, create and operate public parks.</p> <p>Metropolitan Planning Levy: Melbourne has a separate levy to support a metropolitan infrastructure and development plan. The levy must be paid if applicant is applying for a planning permit within the Metropolitan Melbourne area where the cost of the development is higher than the levy threshold (\$1,093M AUS) at the rate of \$1.30 per \$1000 of estimated development value.</p>		
Potential Structure in Mississauga	Additional property tax levies could be implemented in addition to the Debt Repayment Levy. Mississauga would have the option to direct funds to specific purposes and/or to leverage the revenue for additional borrowing.		
Potential Financial Value	Each 1% increase in property taxes generates approximately \$4.1 Million in additional revenues.	Previously Used In Mississauga	Mississauga has a 2% Infrastructure and Debt Repayment Levy, with revenues split between funding capital infrastructure and debt repayment.

# 1-2 | Incremental Property Tax Levies

9.16

## Implementation Considerations:

**Sustainability:** This is a sustainable source of income as it would be part of the City’s collection of property taxes; however, most infrastructure-related levies are time-limited.

**Correlation to economic growth:** Limited correlation to economic growth as it is dependent on house values.

**Socio-economic impacts:** Property taxes and levies are regressive in nature.

**Fairness:** Tying incremental property tax levies to specific uses – especially around infrastructure development and renewal – directly links payment to use.

Timeline required after legislative changes:  
3 months

GTHA-Wide Approach: Yes, changes to property taxes must be considered in the context of affordability and tax burden as compared to neighbouring municipalities

## Implementation Complexity: Low

### Legislative Change Required

- This revenue tool can be implemented with existing jurisdictional authority.

### Existing Collection Method

- Can be collected via the traditional property tax channel of revenue collection.

### Exemptions/Classes

- Potential exemptions for lower income households who may not be able to afford this tax.

### Enforcement

- Can be enforced via the same mechanisms used to collect unpaid property tax revenue.

### Assessment

- Managed with existing resources.

### Implementation Barriers

- N/A

# 1-3 | Landfill Levy

9.16

Description	Levy used to encourage recycling by putting a price for every tonne of waste that dropped off at Community Recycling Centres.		
Authority Required	Current, in concert with the Region of Peel, which is responsible for waste disposal.		
Jurisdictional Examples	Currently Metro Vancouver uses a “generator levy” which is charged as \$42/tonne of waste created and ensures that all generators of Municipal solid waste from residential, commercial, industrial and institutional sources contribute towards the fixed cost of maintaining and creating a regional solid waste system. This fee is built into the Metro Vancouver’s Solid Waste Tipping Fee which is expected to generate more than \$100 Million a year in 2020 and grow to \$130 Million by 2024.		
Potential Structure in Mississauga	Incremental fee on disposal of garbage at Community Recycling Centres for Mississauga Residents.		
Potential Financial Value	A 25% increase in fees applied to Mississauga residents could generate ~\$800,000 annually.	Previously Used In Mississauga	Currently levied by Peel Region, which is responsible for waste collection.

Implementation Considerations:

Sustainability: Landfill levies would be tied directly to the amount of waste generated; as such they would grow with costs.

Correlation to economic growth: Uncorrelated to economic growth.

Socio-economic impacts: N/A

Fairness: Directly ties the levy to use of services; however Peel Region is responsible for waste disposal, so the revenue generated would not be used to offset the cost of service.

Timeline required after legislative changes:  
12 months

GTHA-Wide Approach: Could result in dumping in the region in order to avoid fees. As a result, this levy should be implemented at a regional level to avoid these activities

Implementation Complexity: Medium

Legislative Change Required

- Directly ties the levy to use of services; however Peel Region is responsible for waste disposal, so the revenue generated would not be used to offset the cost of service.

Existing Collection Method

- Peel Region has an existing formalized collection method for this tax, the City can leverage Peel's system for its own use.

Exemptions/Classes

- N/A

Enforcement

- Peel Region has an existing formalized enforcement method for this tax, the City can leverage Peel's system for its own use.

Assessment

- N/A

Implementation Barriers

- Would require co-operation with Peel Region, which would have to create a separate pricing tier for Mississauga residents if the other municipalities in the Region do not also implement the same levies.



# 1-4 | Ride Sharing Fees

9.16

Description	A fee on ride sharing services offered through Transportation Network Companies (TNC) such as Uber and Lyft; either a flat rate per trip or a percentage of the total fare.		
Authority Required	Current		
Jurisdictional Examples	<p>In San Francisco, in addition to charging a \$92 business license for drivers, the City also charges 3.25% on each fare (reduced to 1.5% rate on shared rides).</p> <p>Chicago charges an extra \$1.25-\$3 if the trip begins or ends on a weekday in the downtown area between 6am-10pm. The annual revenue is expected to be approximately \$200M, and will be used to improve City infrastructure and alleviate the social and environmental costs created by the increase in ride-sharing vehicle activity within the City's downtown core.</p> <p>Toronto charges TNC's a fee \$20,400 to apply for a license, a per trip fee of \$0.31, and an Accessibility Fund Program fee of \$0.025 per ride.</p>		
Potential Structure in Mississauga	The City could levy a higher per fare charge or shift to a percentage basis similar to San Francisco.		
Potential Financial Value	For every \$0.10 the ride sharing levy is increased by, Mississauga could realize an additional \$1 Million in revenue	Previously Used In Mississauga	Mississauga currently charges TNCs a yearly rate of \$20,000 and a flat \$0.30 per trip made by a driver originating in Mississauga.

# 1-4 | Ride Sharing Fees

## Implementation Considerations:

Sustainability: A Ride-Sharing tax could be expected to grow with economic activity over time.  
Correlation to economic growth: Revenue would likely be positively correlated with economic growth.  
Socio-economic impacts: This may negatively impact the total user base of TNCs and therefore lower the income of TNC drivers who may be reliant on this occupation as their primary source of income.  
Fairness: Fees paid are directly connected to the service being utilized; fairness could be increased by applying the levies to road repairs and improvement, transit provision, or climate change mitigation measures.

Timeline required after legislative changes:  
3 months

GTHA-Wide Approach: No

## Implementation Complexity: Low

### Legislative Change Required

- No, this tool has already been implemented by Mississauga and can be modified using existing authority.

### Existing Collection Method

- As this tool is already in use by Mississauga, the City can utilize existing collection methods for this tool.

### Exemptions/Classes

- N/A

### Enforcement

- As this tool is already in use by Mississauga, the City can utilize existing enforcement methods for this tool.

### Assessment

- As this tool is already in use by Mississauga, the City can utilize existing assessment methods for this tool.

### Implementation Barriers

- N/A

# Revenue Tools Available under City of Toronto Act

# 2-1 | Land Transfer Tax

9.16

Description	Taxes payable on transfers of land ownership (i.e. when houses are bought and sold).		
Authority Required	Equivalent to the City of Toronto Act		
Jurisdictional Examples	<p>The City of Toronto charges a Land Transfer Tax, starting at 0.5% for homes valued under \$55,000 up to 2.5% on those valued over \$2M</p> <p>Los Angeles implements a high value property tax at \$6 per \$1000 (0.6%) of the property value on assets over \$5 Million in value. Anything below that \$5 Million threshold is charged at a rate of \$3 per \$1000 (0.3% of property value.</p>		
Potential Structure in Mississauga	A Land Transfer Tax in Mississauga could be a flat fee on per unit or per transaction basis, or it could progressive based on home values similar to Toronto and Los Angeles.		
Potential Financial Value	An estimated \$76 Million on 1% of all values, exempting first time home buyers.	Previously Used In Mississauga	No

# 2-1 | Land Transfer Tax

9.16

## Implementation Considerations:

Sustainability: Would likely grow over time, with some year-to-year variability.  
Correlation to economic growth: Highly correlated to economic growth.  
Socio-economic impacts: Dependent on structure.  
Fairness: N/A

Timeline required after legislative changes:  
12 months

GTHA-Wide Approach: No

## Implementation Complexity: Medium

### Legislative Change Required

- This tax would require the Province to provide Mississauga with the same jurisdictional authority as Toronto.

### Existing Collection Method

- Mississauga would require a new collection method if the Province would not allow the City to use their existing mechanism.

### Exemptions/Classes

- There could be different classes of land transfer taxes as in transfers on commercial, residential and/or industrial units. Additionally, there may be exemptions to this tax such as through inheritances and transfers to and from trusts.

### Enforcement

- The Provincial government already has a Land Transfer Tax; pending approval from and negotiation with the Provincial government, the City could use the same mechanism.

### Assessment

- N/A

### Implementation Barriers

- In addition to Provincial approval, a Land Transfer Tax requires the development of a rate structure and an a collection, enforcement and compliance approach.

# 2-1 | Land Transfer Tax Case Study and Data

9.16

## Toronto's Experience

In February 2008, The City of Toronto implemented a Municipal Land Transfer Tax (MLTT) on real estate transactions within its borders. During the first year of taxation, the MLTT generated \$150 Million for the City growing to just under \$800 Million in 2020. While annual revenues have grown steadily, monthly revenues are more variable. Since launching the MLTT, the City's average home value has increased 140%.

The largest category driving revenue is single family residential homes which now represents almost three quarters of MLTT revenue. Non-residential transactions are more variable, as a small number of outsized transactions (\$40M+) contribute a significant amount of revenue.

## Third-Party Research

According a 2016 study by the Munk School of Government at the University of Toronto:

1. More people moved out of Toronto and into surrounding suburbs as suburban houses were seen as good substitutes to Toronto houses. The implementation of the MLTT also increased the popularity of Condominiums over freehold houses as they are cheaper in nature and therefore subject to less MLTT fees.
2. The negative impact of the tax on housing sales was statistically insignificant.
3. No data to show that the implementation of the LTT caused people to "move-up" their purchases to avoid this tax.

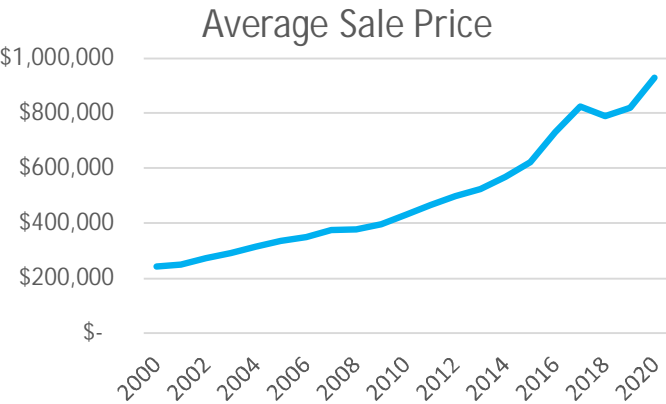
A separate 2014 study by Ryerson University came to the same broad conclusions as the Munk School study

However, a 2014 report from the Ontario Real Estate Association looked at economic activity (as opposed to homes sales) and suggests that the City of Toronto lost \$2.3 Billion in economic activity and almost 15,000 jobs due to the implementation of the Municipal Land Transfer Tax.



# 2-1 | Land Transfer Tax Case Study and Data

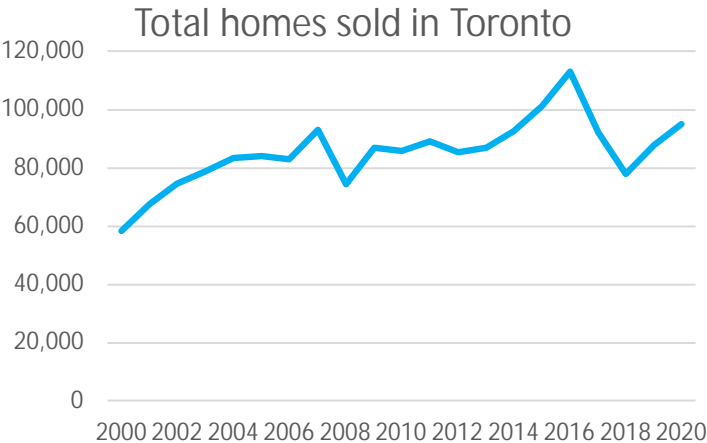
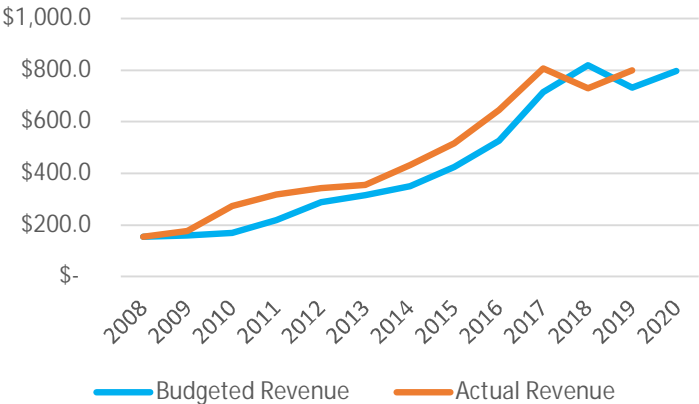
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Home prices have steadily increased in Toronto over the last twenty years. There was a brief flattening in prices after the introduction of the Land Transfer Tax and a drop in prices as a result of the Provincial Government announcing and implementing the Non-Resident Speculation Tax (NRST) of 15% across the Greater Golden Horseshoe Region in 2017.

Actual revenues has exceeded budget projections in Toronto in every year except for 2017 when the NRST was implemented. The Compound Annual Growth Rate (CAGR) between 2008 and 2020 was 14.6% for actual revenues and 13.8% for budget projections. Actual revenue exceeded the expectations of City councillors every year and on aggregate except for 2017.

Budgeted Vs. Actual MLTT Revenue (in Millions)\*



After the implementation of the Municipal Land Transfer Tax, the total volume of houses sold decreased and did not return to 2007 levels until 2014. The total volume of houses sold peaked in 2016 and then decreased by 18% following the implementation of the NRST.

\*Data for the budgeted and actual until 2016 is sourced from a 2017 City of Toronto Municipal Land Transfer Tax Briefing note, 2017 onwards data were found in the City’s budget and financial report

## 2-2 | Vehicle Registration Tax

9.16

Description	A fee charged on the registration of a vehicle within a jurisdiction, usually in addition to a similar fee at the Provincial level.		
Authority Required	Equivalent to the City of Toronto Act		
Jurisdictional Examples	In 2008, the City of Toronto imposed a \$60 passenger vehicle and a \$30 motorcycle fee that was expected to bring \$20 Million a year. This fee was repealed in 2010 due to its unpopularity. Before being repealed, the tax added \$56 Million to City coffers in 2009. In early 2019 Toronto Council reconsidered a vehicle registration tax that would generate \$55 Million in annual revenue, which would be dedicated to transit and road safety and maintenance. However, when it came to vote, City Councillors promptly voted against it 18-8.		
Potential Structure in Mississauga	The City could choose to implement a flat fee based on a per car basis, or can be a percentage base on the sale value of the vehicle.		
Potential Financial Value	A \$45 dollar flat fee is estimated to generate \$39.5 Million every year.	Previously Used In Mississauga	No.

# 2-2 | Vehicle Registration Tax

9.16

## Implementation Considerations:

Sustainability: Would likely grow over time.  
Correlation to economic growth: Positively correlated to economic growth.  
Socio-economic impacts: A flat tax rate would be regressive.  
Fairness: N/A

Timeline required after legislative changes:  
12 months

GTHA-Wide Approach: No

## Implementation Complexity: Medium

### Legislative Change Required

- This tax would require the Province to provide Mississauga with the same jurisdictional authority as Toronto.

### Existing Collection Method

- Would require Provincial government co-operation.

### Exemptions/Classes

- There can be different classes of vehicles (passenger, commercial, motorcycles) that get charged different rates.

### Enforcement

- The Provincial government already charges a Vehicle Registration Tax; the City could request the province collect the tax on its behalf. Failing this, a new mechanism would have to be established.

### Assessment

- N/A

### Implementation Barriers

- N/A

# 2-3 | Amusement Tax

9.16

Description	Implementation of a levy on the sale of all tickets to entertainment facilities over a certain number of seats and for-profit cinemas. This could also be applied to any sort of amusement related facilities or events such as annual exhibitions, amusement rides, sideshows, etc.		
Authority Required	Equivalent to the City of Toronto Act		
Jurisdictional Examples	<p>The City of Winnipeg currently implements a 10% levy on all tickets being sold on tickets \$5 or more at movie theaters and entertainment facilities with a total fixed seating capacity of over 5,000 people. Revenue generated from this tax has been entirely funneled towards supporting arts and culture within the City.</p> <p>The City of Regina has had an amusement tax for over 80 years, charging a 10% tax on all amusement and entertainment tax, with 10% of the revenue being retained by the facility as an administration fee In 2015, Regina collected over \$700,000 from this tax.</p>		
Potential Structure in Mississauga	A flat fee or percentage based tax on each ticket sold, potentially limited to large facilities or facilities operated by large companies (e.g. movie theater chains). Revenue could be directed to arts and culture.		
Potential Financial Value	Each 1% could generate ~\$900,000 annually. This may be offset if the City allows facilities to keep a portion of revenue as an administration fee.	Previously Used In Mississauga	No.

## Implementation Considerations:

Sustainability: Would likely grow over time.  
Correlation to economic growth: Amusement taxes are highly correlated to economic growth, and revenues could be expected to decrease during recessions.  
Socio-economic impacts: As a consumption tax, the impact of an Amusement Tax would be regressive.  
Fairness: This can be seen as a fair tax as only the user of the entertainment facility would pay this tax.

Timeline required after legislative changes:  
18 months

GTHA-Wide Approach: Yes, If Mississauga implemented an Amusement Tax, individuals could avoid it by shifting activity to neighbouring cities.

## Implementation Complexity: High

### Legislative Change Required

- This tax would require the Province to provide Mississauga with the same jurisdictional authority as Toronto.

### Existing Collection Method

- Mississauga would require a new collection method unless an agreements to leverage the Provincial sales tax collection method could be negotiated.

### Exemptions/Classes

- There could be different rates for different types of amusement facilities.

### Enforcement

- There are currently no enforcement mechanisms for this tax; this could require additional investment.

### Assessment

- There are currently no assessment tools or methods for this tax used by the City.

### Implementation Barriers

- Would require the development of a collection mechanism, likely through amusement sector businesses or the Provincial Sales Tax administration; would also require the development of a monitoring and compliance system.

# 2-4 | Advertising Tax

9.16

Description	Sales tax on outdoor advertisements that are within City limits such as Billboards.		
Authority Required	Equivalent to the City of Toronto Act		
Jurisdictional Examples	The City of Toronto, through the powers given to them under the City of Toronto Act are able to tax owners of billboards within Toronto with a Third Party Sign Tax (TPST). Depending on the classification of the billboard (there are six classes of sign, primarily based on size and location) the fee could range from \$1335 - \$44,247 a year. In 2019, the TPST in 2019 raised \$10 Million, which is used to fund arts and culture programs within the City.		
Potential Structure in Mississauga	Mississauga could implement a tax on outdoor advertising structures within City limits. The tax would be collected from the owner of the structure (not the advertiser) and would be in addition to the current one-time sign permit.		
Potential Financial Value	Estimated net revenues of \$2.6M based on an internal City of Mississauga analysis.	Previously Used In Mississauga	No.



## Implementation Considerations:

Sustainability: Advertising Tax revenue should be steady or grow over time.  
Correlation to economic growth: Positively correlated to economic performance.  
Socio-economic impacts: N/A  
Fairness: N/A

Timeline required after legislative changes:  
6 months

GTHA-Wide Approach: No

## Implementation Complexity: Low

### Legislative Change Required

- Yes, this tax would require the Province to provide Mississauga with the same revenue raising authority as the City of Toronto.

### Existing Collection Method

- Mississauga would require a new collection method.

### Exemptions/Classes

- Similar to Toronto, there may be different classes of advertising which ranges from billboards to outdoor televisions.

### Enforcement

- There are currently no enforcement branches or methods for this tax, and this could require additional investment.

### Assessment

- N/A

### Implementation Barriers

- City would have to decided on classes and rates, and develop an assessment and collection method.

# 2-5 | Alcoholic Beverage Tax

9.16

Description	A tax that would be added on-top of all alcohol sales within the City limits, can be imposed at a retail, and/or at establishments licensed by Ontario's liquor board.		
Authority Required	Equivalent to the City of Toronto Act		
Jurisdictional Examples	Chicago currently taxes beer, wine and spirits at rates ranging from 7.7 cents per liter of beer to 72 cents per liter of spirits coming into the City. Taxes are collected from businesses that sell alcohol, with religious organizations using alcohol for religious purposes being exempt from this tax. It is estimated that this tax brings in more than \$31 Million a year in revenue for the City.		
Potential Structure in Mississauga	The City could either tax all sales of alcohol within City limits including at retail locations like grocery stores, the Beer store, craft breweries, LCBO or just tax all alcohol sales within establishments that are licensed to sell alcohol.		
Potential Financial Value	Each 1% could generate an estimated \$5.7 Million a year.	Previously Used In Mississauga	No.

# 2-5 | Alcoholic Beverage Tax

9.16

## Implementation Considerations:

Sustainability: Revenue will likely grow over time.  
Correlation to economic growth: Highly correlated to growth.  
Socio-economic impacts: As a consumption tax, an alcoholic beverage tax would be regressive.  
Fairness: N/A

Timeline required after legislative changes:  
18 months

GTHA-Wide Approach: Yes, residents can shift their alcohol purchases and consumption outside the City

## Implementation Complexity: High

### Legislative Change Required

- This tax would require the Province to provide Mississauga with the same jurisdictional authority as Toronto.

### Existing Collection Method

- Mississauga would require a new collection method.

### Exemptions/Classes

- Similar to Chicago, Mississauga could levy different rates on each type of alcohol being liquor, beer and wine.

### Enforcement

- N/A

### Assessment

- N/A

### Implementation Barriers

- Rate schedule will have to be developed, collection, enforcement and compliance methods will also be required.

# 2-6 | Tobacco Taxes

9.16

Description	A tax on all tobacco related items being sold within City limits, collected at point of sale.		
Authority Required	Equivalent to the City of Toronto Act		
Jurisdictional Examples	The City of Philadelphia imposes a \$2-per-pack of cigarette fee on all cigarettes and little cigars sold within the City limits. These funds are used to fund schools within the City. Additionally, the City charges a 40% premium on all electronic and smokeless tobacco products such as e-cigarettes and vaping apparatuses. This smokeless tobacco tax alone has generated Philadelphia \$957,000 in 2019 alone.		
Potential Structure in Mississauga	The City could impose either a flat fee or a percentage based on total price of the tobacco product and would most likely be collected at the point of sale by local retailers and then remitted to the City at a specified interval.		
Potential Financial Value	Each one percent could generate an estimated \$3.2 Million; as the tax increases, total revenue would reduce as behavior changes.	Previously Used In Mississauga	No.

## Implementation Considerations:

Sustainability: Will likely decrease over time as smoking rates continue to fall.  
Correlation to economic growth: Tobacco sales are negatively correlated to economic growth.  
Socio-economic impacts: Regressive, as smoking rates are higher in low-income communities.  
Fairness: N/A

Timeline required after legislative changes:  
12 months

GTHA-Wide Approach: Yes, if Mississauga implemented a Tobacco Tax, individuals could avoid it by buying their tobacco products in neighbouring municipalities.

## Implementation Complexity: Medium

### Legislative Change Required

- This tax would require the Province to provide Mississauga with the same jurisdictional authority as Toronto.

### Existing Collection Method

- Mississauga would require a new collection method.

### Exemptions/Classes

- Mississauga could differentiate between the sales of cigarettes, cigars, other traditional tobacco and smokeless tobacco products.

### Enforcement

- There are currently no enforcement branches or mechanisms for this tax, which could require additional investment.

### Assessment

- There are currently no assessment tools or methods at the City, which could require additional investment.

### Implementation Barriers

- Potential creation of a rate schedule for different products, and a collection, enforcement and compliance mechanism.

## Additional Tools Considered



# Land Value Capture and Tax Increment Financing

9.16

Description	Land Value Capture is the capturing of increased valuations as a result of municipal infrastructure investments, usually through one-time or annual special assessments. Tax Increment Financing takes this one step further and borrows against future value increases to build the infrastructure that will generate the increase in value.
Authority Required	Current
Jurisdictional Examples	The City of Calgary implemented a Land Value Capture/Tax Increment Financing plan for the Rivers district, where \$396M in infrastructure investment attracted \$3B in private capital investment, increasing residential property assessments in the District from \$328M to \$1.2B and non-residential assessments from \$647M to \$1.8B.
Potential Structure in Mississauga	The City can decide on where and for how long to apply Land Value Capture taxes. Additionally, the City would most likely need to assess the total economic impact a public infrastructure investment has in the local area to determine the total tax to be levied. Mississauga also need to determine when the tax is to be levied, either in advance of the project start, during or upon completion when the benefits are realized.
Previously Used In Mississauga	No.

# Land Value Capture and Tax Increment Financing

9.16

## Implementation Considerations:

Sustainability: Contingent on development/redevelopment in the City, however Land Value Capture is a specialized tool and revenue generated will not be steady or predictable over the long run.

Correlation to economic growth: This tool is very reliant on economic growth and positively correlated to it.

Socio-economic impacts: Like all property taxes, it will be regressive.

Fairness: This is a fair method of taxation as it directly ties increased property taxes to improved infrastructure

Timeline required after legislative changes:  
18 months

GTHA-Wide Approach: No

## Implementation Complexity: High

### Legislative Change Required

- No legislative changes required.

### Existing Collection Method

- This tax can be collected via the traditional property tax channel of revenue collection.

### Exemptions/Classes

- There are no classes/exemptions.

### Enforcement

- No Enforcement mechanism will need to be developed.

### Assessment

Y, there will need to be a new mechanism and team at the City level to assess where to use Land Value Capture/Tax Increment Financing and the structure to use in each instance. If the tool is used frequently, the City will likely to need supplement existing staff expertise.

### Implementation Barriers

- Land Value Capture and Tax Increment Financing can be complex, and have to be considered in the context of overall property tax rates and planning strategies.

# Land Value Capture and Tax Increment Financing

9.16

## Jurisdictional Examples

In 2007, Calgary’s City Council approved the Rivers District Community Revitalization Plan which was intended to create a vibrant community within the heart of the City. The 18 year revitalization plan would include the areas occupied by the Calgary Zoo, Calgary Exhibition & Stampede, Fort Calgary and other notable areas and is set to be completed by 2025. To fund this \$3 Billion project, the City has approved a Community Revitalization Levy, which annually assess the value of homes in the areas that benefit from this revitalization plan until 2029. By the end of 2029, this annual assessment is expected to add approximately \$8.4 Billion in residential assessment value and an additional \$3.8 Billion in non-residential value, which will be subject to property taxes and other levies to help support the project’s development and growth.

Portland has added more than 7,000 new residential units, plus offices and stores in the past decade through its Tony Pearl District project since launching in 2006. The City sets aside 40% of revenue generated by the TIF that is used to subsidize affordable housing within Portland’s urban core to combat the gentrification that often happens as a result of TIF projects. To date, Portland has supported the construction of 2,200 units interspersed with the market rate units with the \$250 Million it set aside from TIF related revenues.

Denver has used TIFs to build the Pepsi Center, Elitch Gardens, and rejuvenate some neighbourhoods. Within the City, the 16 TIF project areas saw an increase of 241% in total property values from to 2013, compared to a 37% increase in non-TIF funded neighbourhoods in the same timeframe. In particular, Denver invested \$4 Million through TIFs and was able to revitalize Denver’s version of “Skid Row”.

## Third Party Research

A 2016 Paper from the Institute on Municipal Finance and Governance at the University of Toronto found that there are common elements to successful uses of Tax Increment Financing:

- Mixed land use developments often met their intended TIF objectives.
- The timing of TIF implementation mattered; TIFs initiated during recessions met with limited success.
- Smaller TIFs were more successful in meeting revenue targets than larger ones.

Another report from the University of Illinois at Chicago found that:

- TIF’s change the location and timing of development, but do not broadly increase the amount or value of it.
- It is difficult to identify what increases in value are attributable to the investments made and what increases are a result of natural value appreciation.
- Once TIF’s are implemented, there needs to be a concerted focus on transparency and accountability to ensure that money is spent according to the original parameters laid out.

# Encroachment Tax

9.16

Description	Property situated on land or water belonging to the City (ex. Café terrace on City land) are subject to a tax on a per m <sup>2</sup> per year basis.
Authority Required	Current
Jurisdictional Examples	The City of Montreal charges a “permanent occupancy of public property tax” that is billed through the municipal tax account and can be applied to balconies, staircases or any part of a building that protrudes onto City land.
Potential Structure in Mississauga	In addition to a property tax, if the citizen erects a building that encroaches on public land, Mississauga can bill the perpetrator directly via their property taxes, as if they were renting the space out to them.
Previously Used In Mississauga	Although the City does have encroachment related fines, the City does not currently implement a percentage based rate on encroachments.

# Encroachment Tax

9.16

## Implementation Considerations:

- Sustainability: Primarily a tool to encourage behaviour change; as a result, value would likely decrease over time.
- Correlation to economic growth: Not correlated to growth.
- Socio-economic impacts: N/A
- Fairness: Directly ties fees to the unapproved usage of public space.

Timeline required after legislative changes:  
12 months

GTHA-Wide Approach: No

## Implementation Complexity: High

### Legislative Change Required

- No additional legislative changes required.

### Existing Collection Method

- Mississauga could collect this tax from encroachers via the traditional property tax bill.

### Exemptions/Classes

- There may exist different levels of encroachment defined by the length of time and land encroached upon.

### Enforcement

- Mississauga would likely need to increase bylaw enforcement capacity to successfully monitor encroachments.

### Assessment

- If a more aggressive enforcement mechanism is chosen, there will likely be a need for new staff to assess if a given property is encroached upon or not.

### Implementation Barriers

- A billing and enforcement mechanism would have to be developed, potentially requiring an increase in capacity in by-law enforcement. There could exist a privacy concern as to how the City identified if there was any encroachment, as an example, a by-law officer stepping into private property to collect evidence of encroachment.

# 5G Concessions

9.16

Description	Telecoms firms provide annual payments in exchange for placing 5G antennas on municipal infrastructure.		
Authority Required	Current; requires negotiation with telecoms firms.		
Jurisdictional Examples	<p>New York – the City has leveraged its control over city-owned assets to ensure 5G services also reach poorer parts of the city. It does this by charging variable rates on small cell installation fees that range from \$144 per antenna in underserved neighborhoods to \$5,100 in the richest parts of Manhattan.</p> <p>Montreal – currently negotiating a 5G concession with telecoms firms, after studying the revenue potential and launched a pilot project in 2019 and 2020.</p>		
Potential Structure in Mississauga	The City could choose to charge on a one-time fee per antenna basis and/or choose a re-occurring “lease” fee that would bring in a stable and predictable revenue source.		
Potential Financial Value	TBC, likely one-time	Previously Used In Mississauga	The City has had preliminary conversations with telecoms firms on this subject



# 5G Concessions

9.16

## Implementation Considerations:

Sustainability: A per-antenna concession could be designed to be steady or grow over time.  
Correlation to economic growth: Concession fees would not be correlated to economic growth.  
Socio-economic impacts: N/A  
Fairness: This is a fair tax as this would be charged to telecom companies who would like to install this 5G infrastructure within the City.

Timeline required after legislative changes:  
18 months

GTHA-Wide Approach: No

## Implementation Complexity: High

### Legislative Change Required

- No legislative changes required.

### Existing Collection Method

- N/A

### Exemptions/Classes

- N/A

### Enforcement

- N/A

### Assessment

- N/A

### Implementation Barriers

- Negotiation with telecoms firms could be time-consuming.

# Appendix A: Detailed Jurisdictional Scan

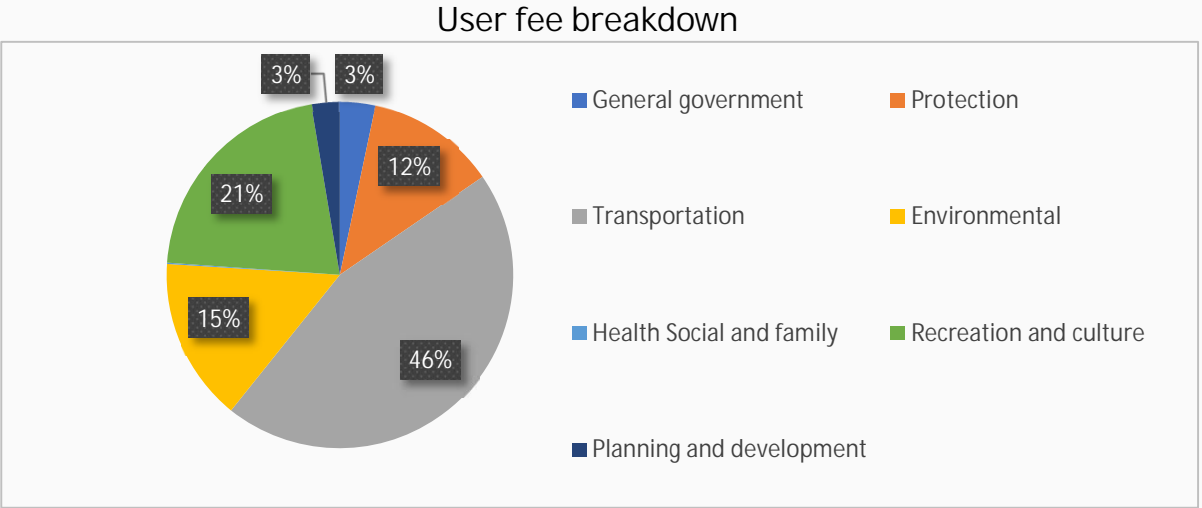
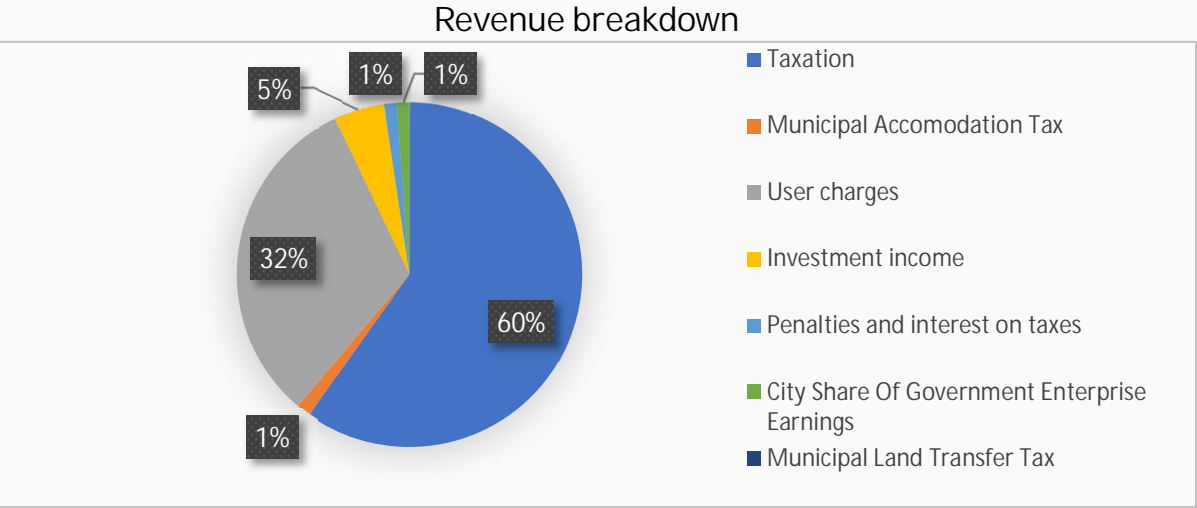


# Analysis | Detailed Findings Dashboard

## Mississauga

9.16

Mississauga is Canada's 6<sup>th</sup> largest City with a population of just under 780,000 people, growing at an annualized rate of 0.5% in the period 2014-19. From its population, the City is able to generate over \$1 Billion in revenue a year, and if Peel's revenue is included, the City generated \$2.6 Billion in 2019.



Key Jurisdictional elements	Mississauga operates as a lower-tier City to the Region of Peel. As a result, the City has a limited tool box when it comes to increasing revenue streams when compared to single-tiered cities such as Hamilton and Toronto.	When comparing Mississauga within its peer group, the City is slightly more reliant on their user fees revenue with 32% of total revenue coming from this source. Of these, 46% of total user fees are generated from the transportation department.	To fairly compare Mississauga's revenue generating capacity to peer municipalities, Peel's revenue was included on a proportional basis. As a result, Mississauga has the 2 <sup>nd</sup> lowest revenue on a per capita basis in the peer group.
Potential Considerations	The two-tier nature of Peel Region means that many revenue tools will have to be considered and implemented in concert with the Regional Government.	Mississauga's full-cost recovery policy aims to ensure that fees charged for accessing services are sufficient to cover costs. However, a reliance on fees charged for services means that events like COVID-19 have an outsized impact on revenue.	If Mississauga were to move to the average revenue generation of the six cities considered, that would represent an incremental \$420M annually.

# Analysis | Comprehensive List of Revenue Tools

Mississauga\*

Revenue Tool	Description	Revenue Generated in Dollars	Revenue Generated As Percentage of Total Revenue	Impacts and Considerations
Taxation	The revenue that comes from the City's Property taxes, and payments in lieu of taxes	\$550,983	50%	Mississauga is much more reliant on this income stream when compared to its peers.
Municipal Accommodation Tax	Revenue earned from the City's Municipal Accommodation Tax	\$12,152	1.1%	The City currently leverages a 4% Municipal Accommodation Tax similar to Toronto.
User charges	Revenue from program fees, license and development fees & cost recoveries, grants and donations & parking fees	\$292,332	27%	Mississauga's user fees represent 4% more than the average of its peers.
Funding transfers from other governments	Revenue from services that are shared with the Provincial government: i.e. traffic fines, excise taxes, natural gas tax, etc..	\$14,086	1%	As a result of Mississauga being under a two-tiered municipal structure, most of the government transfers go directly to Peel Region.
Development and other contributions applied	Developer contributions to offset capital infrastructure costs	\$90,407	8%	With Mississauga rapidly expanding, the City is able to generate from development levies; as expansion slows, so will development charge revenue (and associated expense).
Investment income	Interest income earned from operating and reserve funds	\$43,607	4%	
Penalties and interest on taxes	Revenue earned from fines and penalties imposed by the City	\$10,806	1%	
Contributed assets	Assets assumed by the City through developer agreements.	\$62,392	6%	
Other	Miscellaneous and one-time revenues received by the City	\$5,604	1%	
City Share Of Government Enterprise Earnings	Revenue earned from fines and penalties imposed by the City	\$10,758	1%	
Municipal Land Transfer Tax	An additional tax on all properties being sold within the City limits	\$-	0%	The City currently does not have a Municipal land transfer tax.

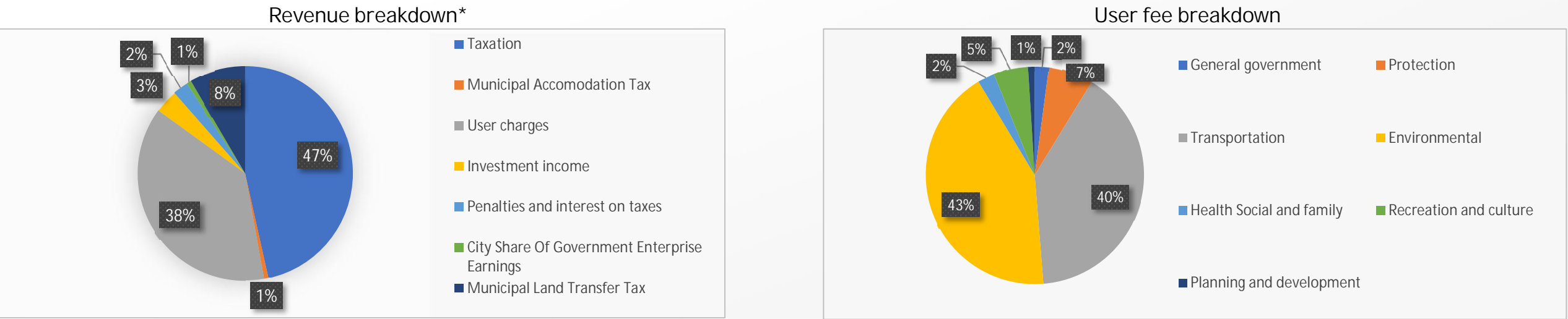
\*Excludes Gain on Acquisition of Living Arts Centre and City Share of Dilution Gain Recognized on Alectra's Amalgamation with Guelph Hydro Electric Systems.

# Analysis | Detailed Findings Dashboard

Toronto

9.16

Toronto is Canada’s largest City by population, having almost 3 million people and has grown at an annualized rate of 1.57% since 2015. The City generates over \$14.3 Billion dollars in revenue annually.



Key Jurisdictional elements	Toronto has a Municipal Land Transfer Tax (MLTT) that earns the City over \$800 Million a year, or 6% of the City’s total revenue (8% of own-source revenues).	The City of Toronto earns a significant amount of revenue from their environmental user charges (43% of all user fees). These charges include a \$200 Live Green Toronto Program fee which is an clean up fee charged to vendor booths within festivals. This also includes revenue from the City’s waste management department.	In 2016, the City of Toronto moved to toll the Gardiner Expressway and the Don Valley Parkway (DVP), with expected revenues of \$200 Million a year. However, the Provincial government would not give Toronto permission to move forward.
Potential Considerations	A Municipal Land Transfer Tax is potentially the largest source of revenue available to Mississauga within the tools considered in this report. A legislative change will be required.	Waste-related fees are a potential avenue to explore, however the two-tier nature of Peel Region, with the Regional Government being responsible for waste, is an added layer of complexity that single-tier municipalities do no have to manage.	The Province is reluctant to provide municipalities permission to pursue additional revenue tools. The likelihood of success in seeking provincial approval is a key consideration for Mississauga as the City looks to expand its access to revenue tools.

\*Presented is normalized data to match with Mississauga

# Analysis | Comprehensive List of Revenue Tools

Toronto

9.16

Tool name	Description	Revenue Generated in Dollars*	Revenue Generated As Percentage of Total Revenue	Impacts and Considerations
Taxation	The revenue that comes from the City's Property taxes, and payments in lieu of taxes	\$4,410,000	31%	Toronto is less reliant on property taxes than any other government considered.
Municipal Accommodation Tax	Revenue earned from the City's Municipal Accommodation Tax	\$58,000	0%	Toronto also leverages a 4% Municipal Accommodation Tax similar to Mississauga.
User charges	Revenue from program fees, license and development fees & cost recoveries, grants and donations & parking fees	\$3,691,000	26%	User fee revenue in Toronto is primarily driven by the TTC, the largest municipal transit system in Canada.
Funding transfers from other governments	Revenue from services that are shared with the Provincial government: i.e. traffic fines, excise taxes, natural gas tax, etc..	\$3,493,000	24%	Toronto relies 2x more on government transfers than its peers making transfers one of the City's three main sources of income.
Development and other contributions applied	Developer contributions to offset capital infrastructure costs	\$398,000	3%	
Investment income	Interest income earned from operating and reserve funds	\$335,000	2%	
Penalties and interest on taxes	Revenue earned from fines and penalties imposed by the City	\$-	0%	
Contributed assets	Assets assumed by the City through developer agreements.	\$-	0%	
Other	Miscellaneous and one-time revenues received by the City	\$1,130,000	8%	Sources of revenue here include pension surplus revenue, sale of recycled materials, utilities cut and revenue from rent and concessions.
City Share Of Government Enterprise Earnings	Revenue earned from fines and penalties imposed by the City	\$69,000	0%	
Municipal Land Transfer Tax	An additional tax on all properties being sold within the City limits	\$799,000	6%	The Municipal Land Transfer Tax has come to generate a significant portion of Toronto's revenue (6% of total revenue; 8% of own-source revenue).

\*Presented is the non-normalized numbers shown in the Annual reports with names normalized to match Mississauga's reporting structure

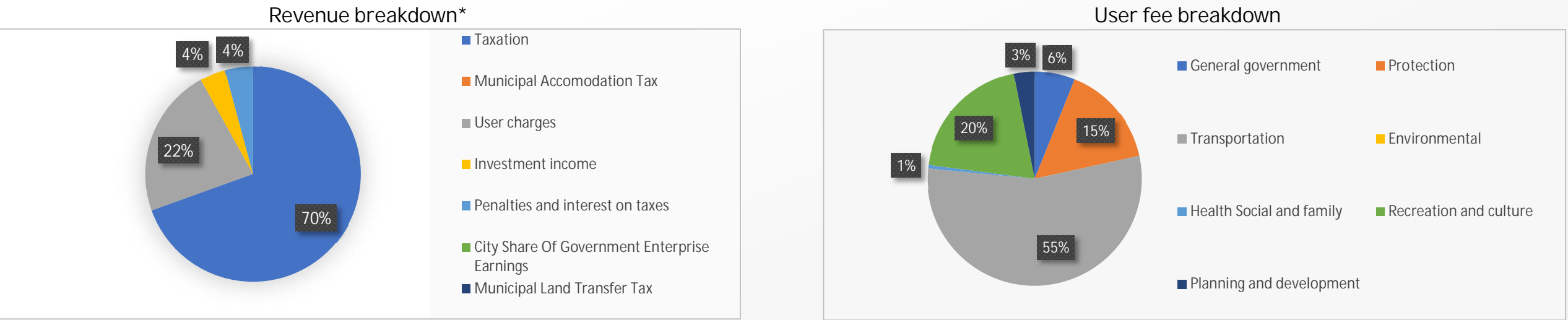


# Analysis | Detailed Findings Dashboard

## Brampton

9.16

In 2019, Brampton is Canada's 9<sup>th</sup> largest City with a population of just under 700,000 people. An annualize growth rate of 4.67% since 2015 makes Brampton the fastest growing City among those considered. Including a proportional share of Peel Region's revenue, Brampton residents generate \$2.2B annually.



Key Jurisdictional elements	<p>Brampton is the only City among the peer group who does not generate any revenue from environmental related activities. They are also the only ones who do not own/operate their own utility company and as a result relies on the Mississauga owned Alectra Utilities for their energy needs.</p>	<p>Brampton is the most reliant on their Transportation department's user fee revenue stream representing 9% of total City revenues. This makes Brampton more vulnerable to events such as COVID-19 as they saw a 43.29% reduction of total rides in 2020 vs. 2019.</p>	<p>Similar to Mississauga, Brampton operates as a lower-tier City to the Region of Peel. As a result, Brampton and Mississauga have a more limited tool box when it comes to increasing revenue streams when compared to single-tiered cities such as Hamilton and Toronto.</p>
Potential Considerations	<p>By owning/operating their own energy production infrastructure, Mississauga is able to generate an increased amount of revenue from a larger pool of residents.</p>	<p>While COVID was an outlier event, it has demonstrated the necessity of municipal governments having a broad range of revenues that are independent of each other, especially as municipalities cannot run operating deficits.</p>	<p>Any sort of new taxes could go through an increased amount of scrutiny to ensure the Mississauga and Brampton have the power to implement the new tool. Otherwise, both Cities would need to work with the Peel Region, and/or Provincial authorities in new revenue tool implementations.</p>

\*Presented is normalized data to match with Mississauga

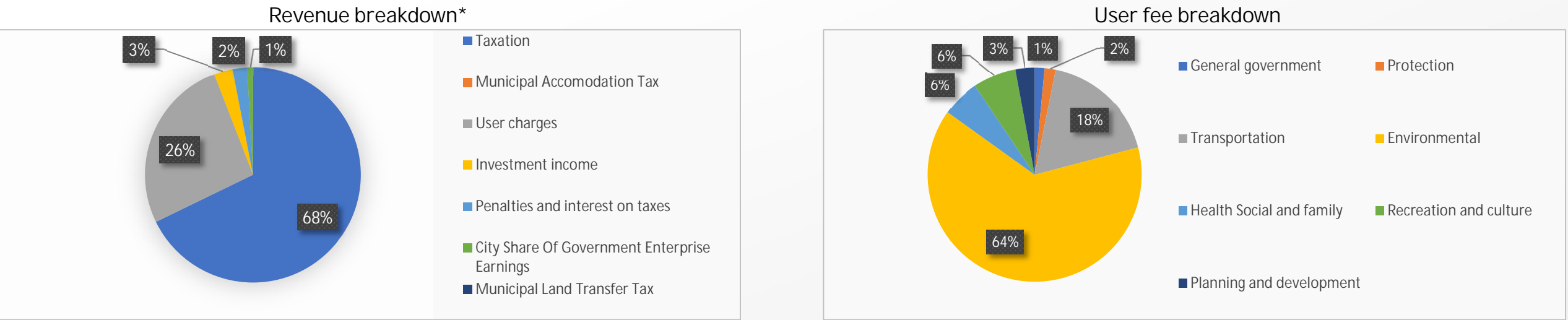
# Analysis | Comprehensive List of Revenue Tools

Brampton

Tool name	Description	Revenue Generated in Dollars*	Revenue Generated As Percentage of Total Revenue	Impacts and Considerations
Taxation	The revenue that comes from the City's Property taxes, and payments in lieu of taxes	\$482,955	52%	Brampton has the highest dependency on property taxes among its peers
Municipal Accommodation Tax	Revenue earned from the City's Municipal Accommodation Tax	\$-	0%	Brampton is currently developing a plan to implement a 4% MAT Tax
User charges	Revenue from program fees, license and development fees & cost recoveries, grants and donations & parking fees	\$157,360	17%	User fees represent 17% of all revenue, which is higher than the peer group average of 11.34%, but lower than its provincial peer group average of 21%. This is in part because of the City's mandate for full-cost recovery on services.
Funding transfers from other governments	Revenue from services that are shared with the Provincial government: i.e. traffic fines, excise taxes, natural gas tax, etc..	\$25,188	3%	As a result of Brampton being under a two-tiered municipal structure, most of the government transfers go directly to Peel Region.
Development and other contributions applied	Developer contributions to offset capital infrastructure costs	\$88,023	9%	With Brampton's population growing 20% in the past 5 years, the City has been able to grow its development levy revenue.
Investment income	Interest income earned from operating and reserve funds	\$27,197	3%	
Penalties and interest on taxes	Revenue earned from fines and penalties imposed by the City	\$29,245	3%	Brampton earns 3x more revenue from penalties, fines and interest than its peer group average of 1%.
Contributed assets	Assets assumed by the City through developer agreements.	\$114,149	12%	
Other	Miscellaneous and one-time revenues received by the City	\$6,914	1%	A combination of other revenue streams that do not fit into the categories above, are recorded here.
City Share Of Government Enterprise Earnings	Revenue earned from fines and penalties imposed by the City	\$-	0%	Brampton does not own its own utilities company and receives its power supply from the Mississauga owned Alectra Utilities.
Municipal Land Transfer Tax	An additional tax on all properties being sold within the City limits	\$-	0%	The City currently does not have a Municipal land transfer tax.

\*Presented is the non-normalized numbers shown in the Annual reports with names normalized to match Mississauga's reporting structure

Hamilton has a population of 579,000, and has grown at a 1.26% annualized rate since 2015. Hamilton generates \$2B in revenue annually.



Key Jurisdictional elements	<p>The City of Hamilton has a specialized revenue generation unit called the strategic partnerships &amp; revenue generation team. This team is responsible for leveraging the City’s assets and programs to develop strategic and sustainable private partnerships to generate additional non-tax levy related revenue streams. In the past 3 years, this team acquired 45 new clients and added \$1.2M in revenue to City.</p>	<p>The City has formally evaluated the merits of adding a 1-2% sales tax on goods, that was projected to earn Hamilton up to \$500 Million-\$1 Billion a year. This has also been supported by the Association for Municipalities Ontario (AMO) which has been collectively advocating the provincial government, on behalf of Ontario municipalities, to implement this solution.</p>	<p>64% of the City’s user fees are generated by its environmental department which includes unique fees such as charging couples for wedding photos in greenhouses and other environmental related permit fees.</p>
Potential Considerations	<p>Mississauga could look to implement a similar team that will be dedicated to identifying innovative ways to generate revenue from Mississauga’s diverse portfolio of assets and programs, however the size of potential revenue should be evaluated against the effort required.</p>	<p>While an additional sales tax could be a significant revenue generator for all municipalities in Ontario, the potential revenue has to be weighed against the likelihood of securing federal and provincial approval and co-operation in order to successfully implement a sales tax.</p>	<p>User fees tend to be both a well-used tool and one that has potential for expansion, as long as municipalities can tie them back to the cost of providing services.</p>

\*Presented is normalized data to match with Mississauga

# Analysis | Comprehensive List of Revenue Tools

## Hamilton

Tool name	Description	Revenue Generated in Dollars*	Revenue Generated As Percentage of Total Revenue	Impacts and Considerations
Taxation	The revenue that comes from the City's Property taxes, and payments in lieu of taxes	\$917,126	46%	
Municipal Accommodation Tax	Revenue earned from the City's Municipal Accommodation Tax	\$-	0%	Hamilton currently does not have a Municipal Accommodation Tax, however, in a 2020 study, the City found that a 4% fee could bring the City an additional \$3 Million in revenue annually.
User charges	Revenue from program fees, license and development fees & cost recoveries, grants and donations & parking fees	\$372,145	19%	User charges drive almost a fifth of the City's revenue which is primarily driven by its environmental revenue streams, representing 64% of the total user charges, or 12.16% of total revenue.
Funding transfers from other governments	Revenue from services that are shared with the Provincial government: i.e. traffic fines, excise taxes, natural gas tax, etc..	\$447,833	22%	As Hamilton is a single-tier City, the City is able to get direct support from the Provincial and Federal governments through government transfers, which represent 22% of the City's revenue.
Development and other contributions applied	Developer contributions to offset capital infrastructure costs	\$60,646	3%	
Investment income	Interest income earned from operating and reserve funds	\$37,598	2%	
Penalties and interest on taxes	Revenue earned from fines and penalties imposed by the City	\$-	0%	
Contributed assets	Assets assumed by the City through developer agreements.	\$21,715	1%	
Other	Miscellaneous and one-time revenues received by the City	\$128,764	6%	
City Share Of Government Enterprise Earnings	Revenue earned from fines and penalties imposed by the City	\$11,262	1%	The City has three primary businesses, of which Hamilton Utilities Corporation (H.U.C) and Hamilton Enterprises Holding Corporation (H.E.H.C.O). are subsidizing the losses of Hamilton Renewables Power Inc (H.R.P.I).
Municipal Land Transfer Tax	An additional tax on all properties being sold within the City limits	\$-	0%	The City currently does not have a Municipal land transfer tax.

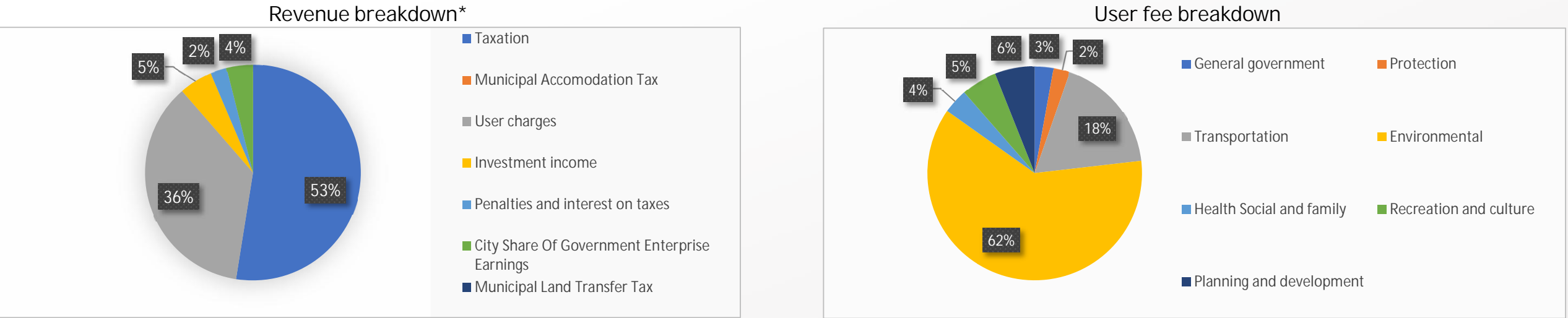
\*Presented is the non-normalized numbers shown in the Annual reports with names normalized to match Mississauga’s reporting structure

# Analysis | Detailed Findings Dashboard

## Calgary

9.16

Calgary is the fourth-largest City in Canada with 1.3 Million people. The City has seen 1.09% annualized population growth since 2015, and generates more than \$5.2 Billion in revenue a year.



Key Jurisdictional elements	Attainable Homes Calgary Corporation, a City-owned entity, helps Calgarians make their initial down payments on a home. The prospective homeowner pays \$2,000 and the City lends them the remainder of the down payment. There is no interest on the loan, however, the City keeps a portion of the eventual sales price as a return on investment. They also partner with private companies to build 1,000 entry level homes within City limits.	Calgary makes the most profit per capita when compared to the peer group at 2x more than average, \$1,056 vs. \$532 respectively. This is mainly driven by the sales of goods and services such as sale of water, land, waste collection and revenues generated from programs such as the Attainable Homes Calgary Corporation.	In 2017 the Province of Alberta implemented a \$20 fee per tonne of carbon dioxide being emitted from the burning of fossil fuels. In 2018, this \$20 fee was raised to \$30 and applies to all utility bills within the province. For an average home in the City, this translates to \$105 additional fees a year and will generate the province \$3.9 Billion annually. In 2021, a total of \$254 Million was remitted back to Municipalities and assigned on a per capita basis.
Potential Considerations	This program doubles as an investment into its Citizens and reduces the strain on social housing systems and is an example of a creative enterprise that municipalities are turning to that both address a public policy problem and generate revenue.	As Peel is responsible for these services, the City may have to work in conjunction with the region for implementation of similar measures.	Mississauga could attempt to negotiate with the Province of Ontario to get a share of the carbon tax that is already implemented in the Province.

\*Presented is normalized data to match with Mississauga

Analysis | Comprehensive List of Revenue Tools

Calgary

Tool name	Description	Revenue Generated in Dollars*	Revenue Generated As Percentage of Total Revenue	Impacts and Considerations
Taxation	The revenue that comes from the City’s Property taxes, and payments in lieu of taxes	\$2,088,755	40%	Despite being the largest revenue stream for the City, and Calgary having the 2nd highest property tax rate
Municipal Accommodation Tax	Revenue earned from the City’s Municipal Accommodation Tax	\$-	0%	The Government of Alberta extended the 4% Hotel Accommodation to Short-Term Accommodations starting April 1, 2021. Figures are not yet available for revenue generated by this change.
User charges	Revenue from program fees, license and development fees & cost recoveries, grants and donations & parking fees	\$1,436,265	27%	
Funding transfers from other governments	Revenue from services that are shared with the Provincial government: i.e. traffic fines, excise taxes, natural gas tax, etc..	\$804,353	15%	
Development and other contributions applied	Developer contributions to offset capital infrastructure costs	\$124,988	2%	
Investment income	Interest income earned from operating and reserve funds	\$198,927	4%	
Penalties and interest on taxes	Revenue earned from fines and penalties imposed by the City	\$98,646	2%	
Contributed assets	Assets assumed by the City through developer agreements.	\$323,067	6%	
Other	Miscellaneous and one-time revenues received by the City	\$40,542	1%	
City Share Of Government Enterprise Earnings	Revenue earned from fines and penalties imposed by the City	\$156,162	3%	Revenue earned from ENMAX, a wholly owned utilities subsidiary of the City of Calgary.
Municipal Land Transfer Tax	An additional tax on all properties being sold within the City limits	\$-	0%	The City currently does not have a Municipal land transfer tax.

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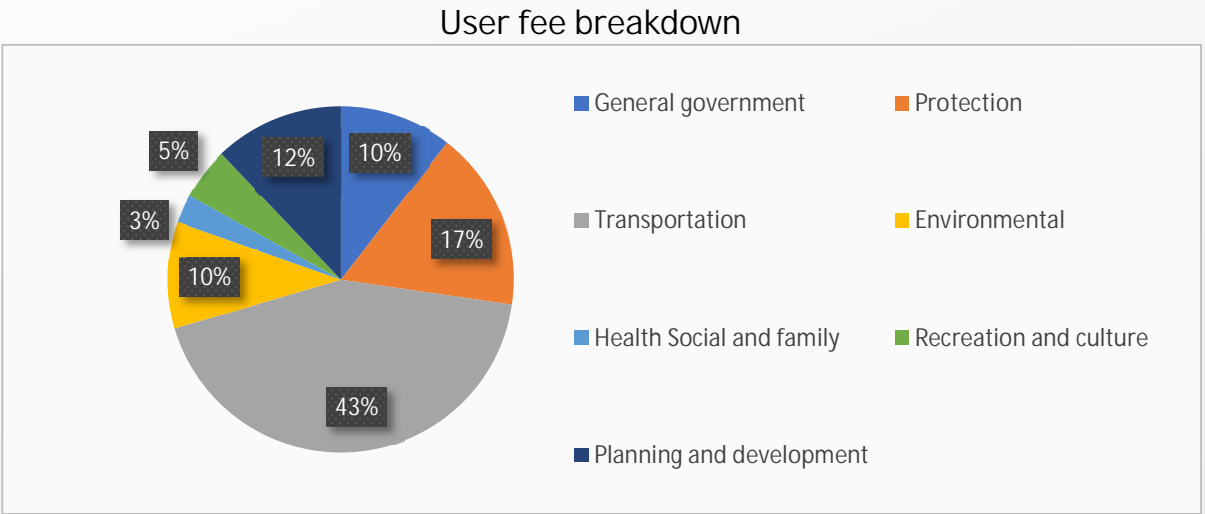
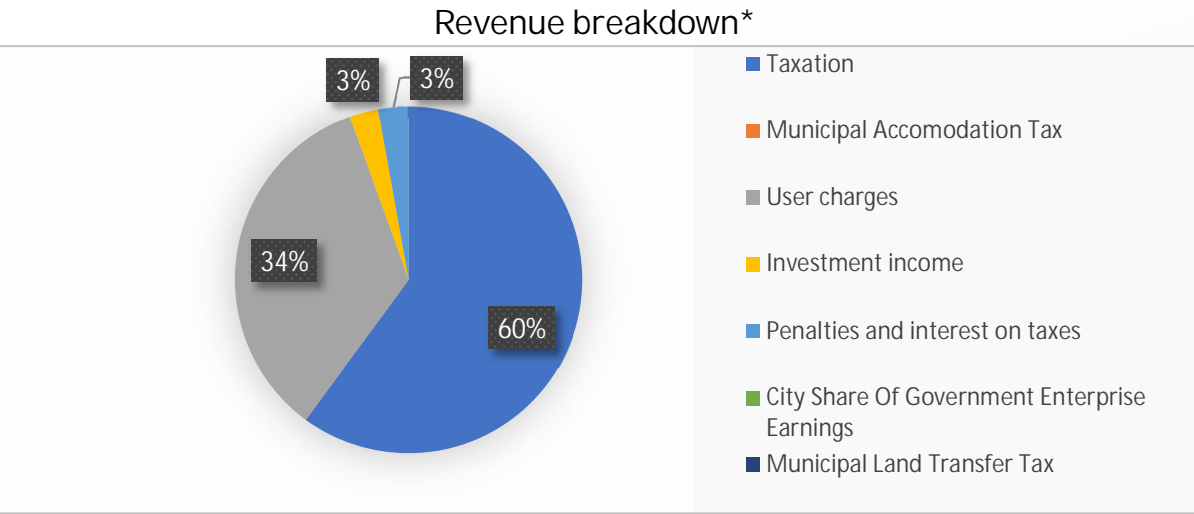


# Analysis | Detailed Findings Dashboard

Montreal

9.16

Montreal is the 2<sup>nd</sup> largest City in Canada, with just over 2 Million people and a five-year population growth rate of 2.62%. The City generates more than \$8B in revenue annually.



Key Jurisdictional elements	The City shares a lot of the responsibilities such as water services, drinking water supply, Quebec gas tax, public safety, tourism services, waste management and others with surrounding municipalities allowing the City to increase revenues through quota shares and decrease costs.	Since 2015, Montreal has created a Task Force on Climate-Related Financial Disclosures that is tasked with identifying potential climate change related threats, foster an efficient allocation of capital to fund low-carbon projects and build public awareness of the impacts of climate change. The team has been instrumental in obtaining financing from the federal government to build a permanent pumping station and water retention ponds to prevent sewer back ups.	Two unique taxes that Montreal has included in their finances include an Encroachment tax and un-serviced vacant lots tax.
Potential Considerations	A shared-services approach, beyond what the Region of Peel is responsible for could be a future consideration to lower cost of service.	Mississauga can create their own climate related task force to evaluate how the City can use available tools to reduce/mitigate potential climate change impacts.	These two types of taxes can be considered by Mississauga. Hamilton also charges an encroachment tax which range from 0% for outdoor cafés to 5% of total market value on top of the application fee of \$1,560.85.

\*Presented is normalized data to match with Mississauga

Analysis | Comprehensive List of Revenue Tools

Montreal

Tool name	Description	Revenue Generated in Dollars*	Revenue Generated As Percentage of Total Revenue	Impacts and Considerations
Taxation	The revenue that comes from the City's Property taxes, and payments in lieu of taxes	\$3,804,486	47%	Being the primary source of revenue for the City, Montreal, like its peers are reliant on property taxes to fund their services.
Municipal Accommodation Tax	Revenue earned from the City's Municipal Accommodation Tax	\$-	0%	Montreal charges a 3.5% tax on hotels and short-term accommodation but does not break out the revenue separately.
User charges	Revenue from program fees, license and development fees & cost recoveries, grants and donations & parking fees	\$2,182,234	27%	Revenues earned from the Quebec equivalent of the Land Transfer Tax and overdue property taxes are shown here.
Funding transfers from other governments	Revenue from services that are shared with the Provincial government: i.e. traffic fines, excise taxes, natural gas tax, etc..	\$1,659,558	21%	Funding transfers from other governments includes 'quota shares' (cost recovery from other municipal governments for services provided by Montreal).
Development and other contributions applied	Developer contributions to offset capital infrastructure costs	\$-	0%	
Investment income	Interest income earned from operating and reserve funds	\$167,133	2%	
Penalties and interest on taxes	Revenue earned from fines and penalties imposed by the City	\$179,463	2%	
Contributed assets	Assets assumed by the City through developer agreements.	\$-	0%	
Other	Miscellaneous and one-time revenues received by the City	\$97,592	1%	
City Share Of Government Enterprise Earnings	Revenue earned from fines and penalties imposed by the City	\$-	0%	
Municipal Land Transfer Tax	An additional tax on all properties being sold within the City limits	\$-	0%	

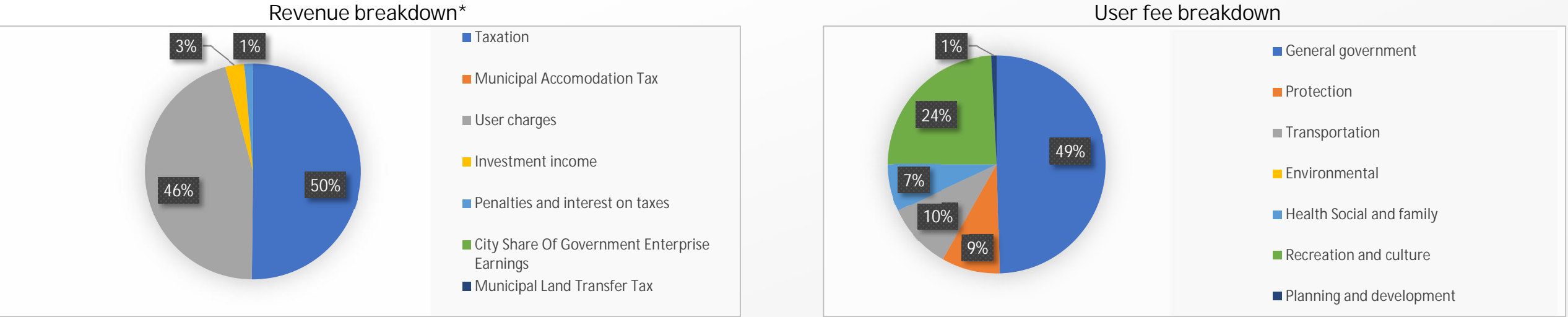
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# Analysis | Detailed Findings Dashboard

Vancouver

9.16

Vancouver is British Columbia's largest City housing over 685,900 people within its metropolitan border, and a 1.47% annualized five-year growth rate. Vancouver generates \$1.9 Billion a year in revenue.



Key Jurisdictional elements	Vancouver has been advocating for a municipal cannabis tax which would help alleviate the economic pressures put on municipal budgets.	The City currently leases real estate property to commercial, affordable housing and not-for-profit organizations as a source of income. This allows the City to maximize income earning potential on City-owned assets.	The City recently implemented an empty home tax of 1.25% which generated \$44.9 Million in 2020. The goal of the tax is to bring down the soaring property prices in Vancouver and increase the supply of affordable rentals to citizens of Vancouver.
Potential Considerations	According to the Union of B.C. Municipalities, municipalities want 25% of all tax revenue gained from the Provincial Cannabis tax.	Looking at leveraging currently underutilized assets to drive revenue is a potential future avenue for Mississauga.	With an imminent housing crisis faced by the Mississauga, fueled by increasing home prices and staggered wage increases, the City can use this tool as a way of not only increasing the revenue streams but also combat a social issue that is plaguing the City.

\*Presented is normalized data to match with Mississauga

Analysis | Comprehensive List of Revenue Tools

Vancouver

Tool name	Description	Revenue Generated in Dollars*	Revenue Generated As Percentage of Total Revenue	Impacts and Considerations
Taxation	The revenue that comes from the City's Property taxes, and payments in lieu of taxes	\$873,498	44%	
Municipal Accommodation Tax	Revenue earned from the City's Municipal Accommodation Tax	\$-	0%	Vancouver charges a 3% Municipal and Regional District Tax on short-term accommodation but does not break out the revenue separately.
User charges	Revenue from program fees, license and development fees & cost recoveries, grants and donations & parking fees	\$498,108	25%	The City has a small portion of overall revenue generated from program fees.
Funding transfers from other governments	Revenue from services that are shared with the Provincial government: i.e. traffic fines, excise taxes, natural gas tax, etc..	\$20,970	1%	Revenue earned from programs that work in conjunction with the Provincial government are recorded here.
Development and other contributions applied	Developer contributions to offset capital infrastructure costs	\$125,638	6%	Since Vancouver is growing exponentially, the City is able to generate a significant amount of revenue from developers.
Investment income	Interest income earned from operating and reserve funds	\$49,070	2%	
Penalties and interest on taxes	Revenue earned from fines and penalties imposed by the City	\$22,152	1%	
Contributed assets	Assets assumed by the City through developer agreements.	\$-	0%	
Other	Miscellaneous and one-time revenues received by the City	\$77,989	4%	
City Share Of Government Enterprise Earnings	Revenue earned from fines and penalties imposed by the City	\$299,411	15%	Vancouver's utility revenue is the highest among the peer group.
Municipal Land Transfer Tax	An additional tax on all properties being sold within the City limits	\$-	0%	The City currently does not have a Municipal land transfer tax.

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# Appendix B: Revenue Tools Requiring Additional Legislative Change



# Fuel Tax

9.16

Description	A tax on fuel, gasoline and diesel, for motor vehicle usages.
Authority Required	Under current legislation, Municipalities in Ontario cannot levy this tax. Mississauga would need to ask the Province, and potentially the federal government, for new legislated powers.
Jurisdictional Examples	<p>Currently, there is a dedicated 18.5 cent/litre TransLink Tax in Vancouver (partially offset by a lower Provincial Excise Tax within the City) and a dedicated 5.5 cent/litre Transit Tax in Victoria. These dedicated taxes are over and above the provincial excise tax, a provincial carbon tax, and federal excise and sales taxes. Vancouver and Victoria’s additional fuel taxes are used to fund their transportation systems.</p> <p>In 2020, \$311.8M from the dedicated fuel tax in Vancouver was used to fund the TransLink project and \$11.4M from the tax in Victoria was used to fund local transit needs.</p>
Potential Structure in Mississauga	Mississauga could add a fixed price per litre of fuel as a tax or add a variable rate on top of the total fuel amount.
Previously Used In Mississauga	The Province of Ontario currently distributes two cents per litre of the provincial gas tax to municipalities. In 2020-21, Mississauga’s allocation was \$18.9M, out of a total of approximately \$365M distributed to municipalities across the Province. The City could consider requesting an incremental share of the provincial gas tax rather than permission to levy their own similar to Victoria and Vancouver.



# Non-Resident Speculation Tax (Foreign Buyers Fee)

9.16

Description	Taxes on the purchase or acquisition of an interest in residential property by individuals who are not citizens, permanent residents of Canada, foreign corporations/foreign entities and taxable trustees.
Authority Required	Under current legislation, Municipalities in Ontario cannot levy this tax. Mississauga would need to ask the Province for new legislative powers.
Jurisdictional Examples	<p>In 2017, the Province of Ontario imposed a 15% tax on foreign buyers who purchase homes in the Greater Golden Horseshoe Region.</p> <p>The Government of New South Wales in Australia applies a surcharge to foreign buyers consisting of a purchaser duty (essentially a land transfer tax) and a 2% surcharge on property taxes.</p>
Potential Structure in Mississauga	The City could levy a percentage based fee on the agreed upon price of the unit or can decide to levy a flat fee regardless of the unit selling price, in addition to the provincial.
Previously Used In Mississauga	No; applies to homes in Mississauga but revenue generated flows to the Provincial government

# Sales Taxes

9.16

Description	Sales taxes, levied either broadly across goods and services, or narrowly on specific categories only.
Authority Required	Neither the Municipal Act nor the City of Toronto Act provide the authority to levy sales taxes; New authority would be required.
Jurisdictional Examples	<p>Health and Social Services Tax: California imposes a 0.5% sales tax on all purchases made within the State. In 2019, \$3B was generated for the State's Revenue Fund to support local health and social services programs</p> <p>Plastic Water Bottle Tax: The City of Chicago imposes a 5-cent tax on all water bottles sold in the City</p> <p>Sugary Drink Tax: The City of Seattle charge a sugary drinks tax of 1.75 cents per fluid ounce with revenues (approximately \$22M in 2018) used to fund health and education programs within City limits.</p> <p>Meal Tax: Portsmouth, Virginia charges an additional 7.5% tax on all food establishments including restaurants, bars, grills, coffee shops, and convenience stores, generating \$8M in 2020, or approximately 4% of the City's total tax revenue.</p> <p>Cannabis Tax: Massachusetts allows municipalities to charge up to 3% on recreational marijuana, on top of the 6.25% state sales tax and the 10.75% state tax.</p> <p>Amusement Adjustment Tax: Pittsburgh charges a 10% tax on the total amount paid for food and drink for amusement venues that do not charge for admission.</p> <p>Adult Entertainment Tax: Illinois allows for an annual surcharge on operators of live adult entertainment facilities, with revenues used to fund a sexual assault services and prevention fund.</p>
Potential Structure in Mississauga	<p>Provincially administered: An incremental sales tax (or dedicating a portion of the existing sales taxes to municipalities) to be shared by municipalities across Ontario.</p> <p>Locally administered: An incremental sales tax within municipal borders, either on all goods and services, or specific categories (see jurisdictional examples) with revenues dedicated to specific priorities.</p>
Previously Used In Mississauga	N/A

# Climate Mitigation Tax

9.16

Description	An excise tax on non-renewable energy use.
Authority Required	Mississauga would need to ask the Provincial government for additional jurisdiction if the City wants to levy this type of tax.
Jurisdictional Examples	Boulder Colorado collects an excise tax from residential, commercial and industrial electricity customers for the purpose of funding a climate action plan to reduce greenhouse gas emissions.
Potential Structure in Mississauga	The City would need to identify a metric that can be easily tracked such as total usage of non-renewable greenhouses gasses, total green house gasses emitted by the user through the use of non-renewable and also identify the tax rate that would be used to calculate the total sum owed to the City by the energy user.
Previously Used In Mississauga	N/A

# Road Use Pricing

9.16

Description	Imposing tolls on the usage of a portion or all roads within the City.
Authority Required	Under current legislation, Municipalities in Ontario cannot levy this tax. Mississauga would need to ask the Province for new legislated powers.
Jurisdictional Examples	<p>Vancouver is currently exploring mobility pricing, having set aside \$1.5M for studies in the 2020 budget, with a plan to report back by 2022, with a full scheme to be in place by 2022.</p> <p>Montreal charges drivers tolls on the A25 bridge during peak traffic crossings, operated by a private consortium at an agreed-upon rate.</p> <p>In July 2021, Ontario is piloting a High-Occupancy Toll (HOT) Lanes on the Queen Elizabeth Way (QEW). There will be a total of 1,000 permits per each 3 month term costing users \$60 per month. This revenue tool is expected to generate \$180,000 for the Province.</p> <p>A number of municipalities in the US including Houston and Minneapolis-St Paul use high-occupancy toll lanes, where highway lanes are set aside for cars with multiple passengers or willing to pay a toll.</p>
Potential Structure in Mississauga	The City could choose to levy a per km rate or a flat fee for usages of the roads.
Previously Used In Mississauga	N/A

# Gaming Revenues

9.16

Description	Revenues from gaming facilities can be shared with host municipalities; in Ontario, OLG provides approximately \$100M annually to 25 host communities.
Authority Required	Can be pursued under existing authority; requires negotiation with OLG and private sector operators that are within City limits.
Jurisdictional Examples	<p>Since opening a casino in February 2006, Ajax has received more than \$93 Million in non-tax gaming revenues that have been used by the City to boost the City's infrastructure maintenance and rehabilitation, replacing vehicles and equipment, building new infrastructure and reduce the overall City's debt.</p> <p>In 2020, North Bay council voted to approve a new revenue-sharing agreement with the OLG at 5.25% of the first \$65 Million of revenue generated from electronic gaming, slots and 4% on live gaming tables. North Bay expects this new form of revenue to generate between \$1-2 Million in revenue every year in addition to the expected property tax of \$500-800 thousand.</p>
Potential Structure in Mississauga	Mississauga can potentially partner with OLG to identify potential new revenue streams that are mutually beneficial.
Previously Used In Mississauga	N/A

# Renewable Energy Mitigation Program

9.16

Description	Mandating renewable energy for new construction or remodelling projects or the payment of a fee.
Authority Required	Mississauga would need to ask the Provincial government for additional jurisdiction if the City wants to levy this type of tax.
Jurisdictional Examples	In Aspen and Pike, Colorado, all new construction/large remodels that will install energy using systems (ex. Pools, spas) have the option of installing a renewable energy system on site or chose a mitigation payment fee option instead. Fees are then used to fund projects that eliminate twice as much pollution as the homeowner's proposed energy product during its useful life.
Potential Structure in Mississauga	This can be a flat fee, or a percentage based fee on the total estimated gross value or total estimated cost of the operation. This can be applied to small, medium and/or large scale renovations and/or the construction of new units entirely.
Previously Used In Mississauga	N/A



# Poll Tax

9.16

Description	Also known as a head tax, a poll tax is levied on individuals who live in a given area and do not pay property taxes. This tax would be charged when the citizen goes to participate in an election; citizens can be charged a flat fee or a progressive one depending on income, or other wealth identifying metrics.
Authority Required	Mississauga would need to ask the Provincial government for additional jurisdiction if the City wants to levy this type of tax.
Jurisdictional Examples	<p>Newfoundland and Labrador and Saskatchewan are the only provinces to allow municipalities to levy a poll tax. In 2012, 132 municipalities in Newfoundland and Labrador levied a poll tax which range between \$100-200 a person. However, this tax is seen to be a tax on the poor as it only applies to the people who do not pay property tax (renters) and has exceptions for certain groups of people such as students. With that in mind, many municipalities within the province have been slowly phasing out this unpopular tax.</p> <p>Although Saskatchewanian municipalities have the authority to levy this tax, there are no municipalities who do so.</p>
Potential Structure in Mississauga	The City could charge a flat fee for each person who does not pay property taxes at the poll. This fee can be levied during a combination or all of the elections (municipal, provincial and federal).
Previously Used In Mississauga	N/A

# Municipal Income Tax

9.16

Description	A tax on incomes earned by individuals living within City limits.
Authority Required	Mississauga would need to ask the Provincial and Federal governments for additional jurisdiction to levy a Municipal Income Tax.
Jurisdictional Examples	<p>Municipalities in Ohio have the ability to levy their own municipal income tax which range from 1% - 3%, of the employees gross salary, depending on where the person lives. Of the 938 municipalities in Ohio, the most common municipal income tax rate is 2%. In 2019, the City of Cleveland was able to generate more than \$487 Million from the Municipal income tax rate of 2.5%, representing almost 20% of the City's total income. However, this tax has been controversial as the Columbus based Buckeye Institute filed suit against the state of Ohio and the City of Columbus stating this municipal income tax is unconstitutional.</p> <p>San Francisco employs a CEO tax in which for every 100 times the CEO makes more than the average workers pay, the company must pay an extra 0.1% on annual business taxes. Example: if the CEO makes 200 times the average worker, they would pay an additional 0.2% on annual taxes.</p>
Potential Structure in Mississauga	Mississauga could levy a percentage based tax, paid by the employee on their total gross salary. The rate would need to be determined by the City council if the City decides to move forward with this idea. The Provincial and Federal governments assistance would be required to administer and collect the tax.
Previously Used In Mississauga	N/A

# Payroll Tax

9.16

Description	Employers to collect a surtax for each employee.
Authority Required	Similar to the Municipal Income Tax, Mississauga would need to ask the Provincial government and/or the Federal for additional jurisdiction to levy a payroll tax.
Jurisdictional Examples	<p>The City of Dayton, Ohio currently levies a combined form of payroll and municipal income tax in which both the employee and employer are each individually responsible for paying a portion of the tax. In 2019, the City made more than \$130 Million, representing 68% of the City's total revenue from a 2.25% levy on all incomes made within the City.</p> <p>Washington state imposes a mandatory tax that will fund a short-term care benefit through a 0.58% tax on all wages and remunerations.</p>
Potential Structure in Mississauga	A surtax, calculated on the total aggregate hours worked by employees or a flat fee based on number of employees, to be collected by the employer and remitted to the City as an additional revenue stream.
Previously Used In Mississauga	N/A

# Parking Taxes

9.16

Description	A tax imposed on parking lots or parking transactions within the City limits.
Authority Required	<p>Neither the Municipal Act nor the City of Toronto Act provide the authority to levy a parking tax. New authority, given by the Province, would be required to implement a parking tax.</p> <p>A flat rate imposed on parking spaces/lots may be permissible within existing authority.</p>
Jurisdictional Examples	In 2010, the City of Vancouver put a 24% levy on parking spots within the City which generates an estimated \$85 Million a year for 10 years. The revenue generated from this parking tax is being used to fund the City's share of the \$17.64 Billion 10-year investment plan that is co-funded by the Provincial government.
Potential Structure in Mississauga	A fixed fee for each space in a parking lot or the against the size of the lot, or a per-transaction tax. In either case, revenue generated could be used to subsidize transit or road maintenance.
Previously Used In Mississauga	TBC

# Food-Waste Tax

9.16

Description	A tax on all edible food that is being sent to landfills/thrown away instead of being sold.
Authority Required	This tax would most likely require Mississauga to ask the provincial government for additional authority to levy.
Jurisdictional Examples	There are no municipalities in the world that have implemented this tool as a form of deterrence against food waste. However, in 2016, France has legislated that large grocery chains must donate all unsold edible products to local charities/food banks. If the store is caught throwing away edible food, they are subject to a financial penalty of \$4,500 per infraction. It is estimated that each grocery store loads up almost \$340 worth of food each day, that is close to expiration, preventing items such as berries, vegetables, bread and other perishable items from entering landfills and increasing local welfare of the homeless and food insecure population.
Potential Structure in Mississauga	Mississauga could legislate, with the additional powers given to them by the Province, a tax on all edible food being wasted by all or combination of retailers, restaurants, and food distributors. This tax can be based on weight, per unit, and/or other factors that can be easily calculable. To avoid this tax, the retailer could donate the unsold/almost expired food to local charities/food banks similarly to French grocers.
Previously Used In Mississauga	N/A

# Package Size Tax

9.16

Description	A tax that kicks-in after certain edible food items exceed a certain size, limit on calories, sugar levels, or other metrics.
Authority Required	This tax would most likely require Mississauga to ask the provincial government for additional authority to levy.
Jurisdictional Examples	This type of tax has not been implemented in any municipality around the world and is theoretical in nature. However, variations of this tax that have the same intention as this tax, has been seen such as sugary drinks tax in Seattle and Chicago or the junk food tax in Mexico and Hungary. The theory behind this is to limit and/or reduce the total amount of negative food options that a consumer can choose and influence food manufacturers to create healthier alternatives.
Potential Structure in Mississauga	This tax would require an immense investment from the Municipal government to enforce as the City would most likely require an enforcement branch that can test food items to determine if the manufacturer have exceeded the metric. The City would also need to determine the potential consequences if the food does not meet the certain threshold that is determined by the City.
Previously Used In Mississauga	N/A



# Animal Based Protein Tax

9.16

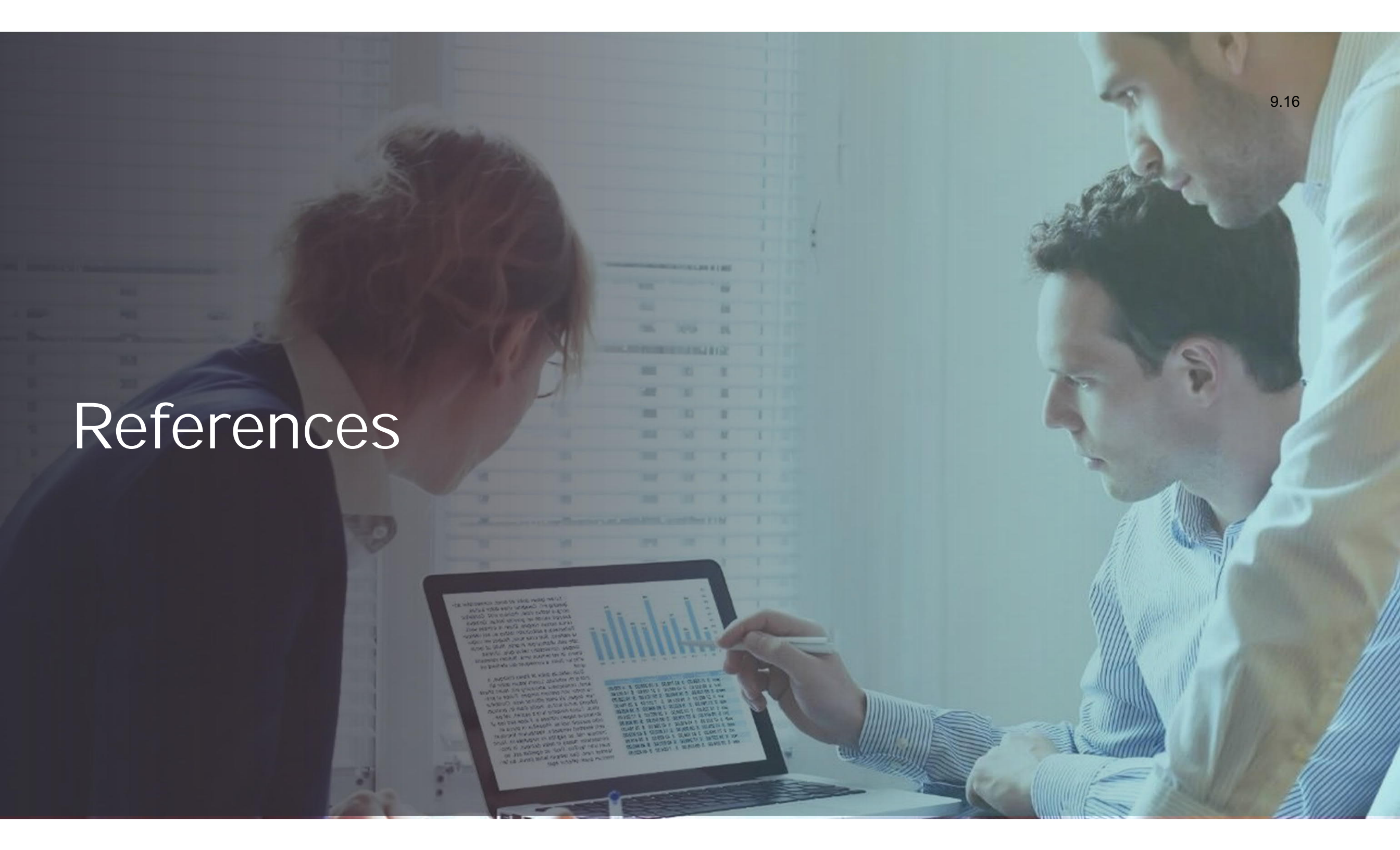
Description	A tax on all animal based protein, as Livestock contributes to 18% of total global green house gasses emissions globally.
Authority Required	This tax would most likely require Mississauga to ask the provincial government for additional authority to levy.
Jurisdictional Examples	There are no known municipalities who have implemented an animal based protein tax. This being said, a 2016 study by French researches, concluded a tax on animal-based proteins does reduce the green house gas emissions, but will do little in helping entice households to transition from Animal-based proteins to plant-based ones.
Potential Structure in Mississauga	The City can choose to either tax a flat fee per unit, a percentage based fee based on weight, a percentage based fee on gross value of the Animal Based Protein, or other forms of taxation metrics. The City would also most likely need to decide if this tax will be applied at restaurants/other food establishments and/or just grocery stores.
Previously Used In Mississauga	N/A

# Single Use Plastics Tax

9.16

Description	A tax on single use plastic products applied at the point-of-sale.
Authority Required	This tax would most likely require Mississauga to ask the provincial government for additional authority to levy.
Jurisdictional Examples	<p>No municipalities have imposed taxes on single use plastics as a broad category.</p> <p>Toronto imposed a 5 cent/bag fee on plastic grocery bags between 2009 and 2012. Revenues from the tax were collected by retailers who were allowed to keep the money (many opted to donate it to environmental charities). The tax achieved its desired effect as landfills saw a 53% decline in plastic bag waste when the tax was active.</p>
Potential Structure in Mississauga	The City could, similar to Toronto collect a form of single use plastics tax that can be collected at the retailer level. Mississauga could also choose to have the store keep the funds, as Toronto allowed the 5 cents to be retained by the store owner, or could legislate that either a portion or all of the tax be diverted to the City as a new revenue stream.
Previously Used In Mississauga	N/A

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# City of Mississauga Corporate Report



<p>Date: June 11, 2021</p> <p>To: Chair and Members of General Committee</p> <p>From: Shari Lichterman, CPA, CMA, Commissioner of Corporate Services and Chief Financial Officer</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: June 23, 2021</p>
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## Subject

**Bill 177, Stronger, Fairer Ontario Act (Schedule 35) impact on Provincial Courts**

## Recommendation

1. That the report entitled, "Bill 177, *Stronger, Fairer Ontario Act* (Schedule 35) Impact on Provincial Offences Courts", from the Commissioner of Corporate Services and Chief Financial Officer, dated, June 11, 2021, be received.
2. That the Attorney General of Ontario be requested to halt the proclamation of the Early Resolution reforms included in Bill 177, *Stronger, and Fairer Ontario Act*.
3. That the Attorney General of Ontario be requested to review the Early Resolution provisions of the *Provincial Offences Act* and take action to streamline and modernize this section with a view to making it easier for the public and prosecutors to engage in resolution discussions, and to administer early resolution proceedings in Provincial Offences Court.
4. That the Attorney General of Ontario be requested to enact changes to the *Provincial Offences Act* and any related regulations, to permit the prosecutor and defendant or legal representative to agree, at any stage of a proceeding, to a resolution in writing for proceedings commenced under Part I of the *Provincial Offences Act* and to permit the Clerk of the Court to register the court outcome immediately upon receipt of the written agreement without requiring an appearance before a Justice of the Peace.
5. That the Attorney General of Ontario be requested to allocate additional judicial resources to Mississauga.
6. That the Attorney General of Ontario be requested to make regulatory changes to allow camera-based offences to be administered through the administrative penalty system.



7. That the Attorney General of Ontario and the Ministry of Transportation be requested to make amendments to increase administrative fees under O.Reg. 945 and improve the collection mechanisms related to POA fines.
8. That this resolution be circulated to the Premier, Attorney General, Local MPP's, AMO and all local municipalities with Provincial Offences Courts.

## Executive Summary

- The proposed Early Resolution reforms in Bill 177, *Stronger, Fairer Ontario Act* do not fully support the objectives of the Ministry of the Attorney General pertaining to creating a modernized and efficient justice system
- The changes create procedural barriers that prevent reasonable and effective access to court procedures by replacing a simplified process currently in place with a complex lengthy process
- Limited judicial resources continue to impact the workload of the Provincial Offences Court
- Camera related charges such as red-light camera, automatic speed enforcement and proposed school bus camera stop arm charges should be legislated through the Administrative Penalty System to streamline the system and free up much needed court time for other matters.

## Background

The Provincial Offences Act Courts (POA) have long advocated for legislative reforms to streamline and modernize Provincial Offences Act Courts supporting equitable and timely access to justice. Immediate regulatory and legislative changes are critical to delivering services to the public by putting in place the most modern, efficient and effective justice system attainable.

Throughout 2020, due to the pandemic, the Chief Justice of Ontario and the Province of Ontario issued orders adjourning all court matters, suspending all POA timelines and later extending these timelines into 2021. These orders have significantly affected court service operations for over one year. As part of the court recovery, the Chief Justice advised that non-trial matters could proceed by audio proceedings. Mississauga's Provincial Offences Court commenced with remote audio proceedings in August 2020 for early resolution courts and in February 2021 for case management courts. Virtual trial proceedings are scheduled to commence in August 2021 based on regional and local judicial approval and court readiness. Due to court closures and limited judicial resources, the backlog of court matters has intensified. Court revenues have also been impacted by the extension of the time in which to pay a fine. It is important to note that this is considered deferred revenue, as all outstanding fines are debt to the Crown owed in

perpetuity and never forgiven. The ability to collect on debt diminishes, however, the older a fine becomes.

Bill 177, *Stronger, Fairer Ontario Act*, Schedule 35 proposes amendments to the *Provincial Offences Act*. The amendments include reforming the Early Resolution process, improving the collection of default fines and expanding the powers of the clerk of the court. In December 2019, the Ministry of the Attorney General advised that it intended to implement Bill 177 through a phased approach. To date, only one section of the Bill related to the POA has been proclaimed and implemented. The balance of the Bill 177 amendments are scheduled to be proclaimed later in 2021. Based on a detailed review, the proposed Early Resolution reforms in Bill 177 will replace a simplified process currently in place, with a process that is complex and less efficient.

There are multiple levels of courts operating in Ontario and the Provincial Offences courts are not given priority status. As such, these courts are directly impacted by the shortage of judicial resources. At the same time, increased dispute rates are the driving need to schedule more trials. Given the extended court closures over the period of the pandemic the impact will be long lasting and needs to be addressed.

The Ministry of Transportation has not enacted a regulation pursuant to s. 21.1 of the *Highway Traffic Act (HTA)* to support an administrative monetary penalty system for HTA camera-based offences such as automated speed enforcement, red-light camera offences and proposed school bus camera stop arm offences. The addition of these new charges to the POA system will further exacerbate the backlog of matters before the courts.

## Comments

### Bill 177, *Stronger, Fairer Ontario Act* (Schedule 35)

Early Resolution (ER) is an optional program offered by Provincial Offences Courts to allow defendants an opportunity to request a meeting with a prosecutor to resolve the charges prior to a trial. In August 2020, ER matters were the first POA proceedings to resume in the City during the pandemic. The resolution rate for ER is approximately 75% of charges for which this option is selected. Prior to the pandemic, ER accounted for the resolution of approximately 20% of all Part I charges filed. The high rate of participation by the public in the ER process is a clear indication that the existing process provides an easy-to-understand and effective way to resolve minor offences.

The amendments proposed in Bill 177 will create a more complicated legislative framework with an approximate 60% increase in the number of rules that apply to the process. Under the proposed legislation, the Province has added multiple complex time periods and additional rules to navigate. The proposed changes will make it more difficult for the public to understand what is expected of them and complicate the administration of the courts. The proposed new ER

process involves different processes that are dependent on the nature of the resolution reached with the prosecutor. In some cases, the defendant has to appear before a Justice of the Peace to register the conviction and there are potential additional appearances required by the defendant and the prosecutor. In other cases, an appearance before a Justice of the Peace is not required; however, there is a new abandonment period before an outcome is registered. The inclusion of this abandonment period is not necessary, as there are existing remedies in the POA, including a right to appeal conviction or sentence.

Staff have conducted a review of the impact the proposed changes will have on administrative processes and City resources. The Bill 177 changes to the Early Resolution section of the POA will increase processing steps from the existing 15 administrative processes to over 70 processes. This represents an increase in processes of over 400%. Although City staff have digitized a number of existing early resolution processes to allow a defendant to file their request electronically, the City must use and rely on the Province's antiquated adjudicative case management system. Given the lack of a modern adjudicative case management system and the additional complex legislative processes under the proposed changes to the Early Resolution section of the POA, the Court Administration office will require an additional full time Court Clerk with an impact to the divisional staffing budget to administer the proposed lengthy and complex early resolution process upon proclamation. Implementation of the proposed new early resolution process will also affect the Legal Services Division. Prosecutors will have to be scheduled for multiple appearance dates after the original meeting with the defendant. The prosecutions section will also need to devote additional resources to tracking abandonment periods. A modern, efficient and effective justice system requires convenience and ease of access for the public, and simplified, efficient processes that provide proportionate options to the public for minor offences under Part I of the POA. To ensure a simplified and efficient ER process, the POA must be amended to provide that any resolution meeting between the defendant and the prosecutor can be held in writing and that all written agreements reached between the prosecutor and defendant can be filed with the Clerk of the Court.

### Judicial Resources

In addition to the changes proposed through Bill 177, it is critical that additional judicial resources be provided to Mississauga. The court closures noted earlier have put significant pressures on already reduced judicial resources. Because of the pandemic, the City of Mississauga faces a significant POA backlog of early resolution and trial cases. This backlog cannot be addressed without more judicial resources. Consequently, we request the support of the Ministry of the Attorney General in ensuring sufficient judicial resources are made available to the City of Mississauga for this purpose.

### Camera Related Charges and the Administrative Penalty System

A number of additional charges are coming forward that are currently dealt with through the POA system, including Automated Speed Enforcement (ASE), Red Light Camera (RLC) and

School Bus Camera Stop Arm. Given the tremendous backlog of items before the courts, it is recommended that these matters be dealt with more efficiently and effectively through the Administrative Penalty System (APS). Including these types of offences in the POA court will only add pressure on an already overburdened system and increase delays. The APS is administered and adjudicated by City of Mississauga staff, allowing the City to provide additional resources when required through the revenues generated by the offences. It is expected that thousands of charges will be laid by the ASE program. Mississauga has a very high rate of charge dispute that could be better managed outside of the POA system given the limited access to judicial resources.

### Declining Fine Revenue

The City's ability to recover cost of operating through fine revenue is diminishing due to increasing operational costs (e.g. investing in new technology, increasing request for disclosure and trials, etc.). The transfer of Part III prosecutions to municipalities will result in an additional increase in operating costs. Finally, the City is limited in the tools available to pursue fine collection. To address these issues, the ability to increase administrative fees under O.Reg. 945 and improve the collection mechanisms related to POA fines would improve our ability to collect revenues and continue to modernize the POA system.

## **Financial Impact**

There are no financial impacts resulting from the recommendations in this report.

## **Conclusion**

In August 2020, the Provincial Offences Courthouse reopened to provide administrative services. In addition, non-trial audio proceedings including early resolution began. However, the extension of POA timelines along with limited judicial resources has significantly added to the Court scheduling backlog.

The Early Resolution process could aid in municipal POA court recovery if amendments are made to make it easy and convenient for the public and prosecutors to engage in resolution discussions.

Additional judicial resources are critical to address outstanding and incoming matters before the courts. Without the resources, the backlog will continue to grow and adversely affect timely access to justice.

By expanding the Administrative Penalty System to include camera related charges, scarce judicial resources can be allocated to deal with POA matters and ensure the camera related matters are dealt with in a timely manner.

To ensure a modern, streamlines POA Court that is efficient, effective equitable providing timely access to justice, the comments outlined in this report should be addressed by the Attorney General of Ontario and the Ministry of Transportation.

## Attachments

N/A



Shari Lichterman, CPA, CMA, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Diana Rusnov, Director of Legislative Services and City Clerk

# City of Mississauga Corporate Report



<p>Date: June 15, 2021</p> <p>To: Chair and Members of General Committee</p> <p>From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: June 23, 2021</p>
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## Subject

2021 Traffic Signal Supply, Installation and Modernization Program

## Recommendation

That the 2021 Traffic Signal Supply, Installation and Modernization Program as outlined in the report from the Commissioner of Transportation and Works, dated June 15, 2021 and entitled "2021 Traffic Signal Supply, Installation and Modernization Program", be approved.

## Background

The 2021 capital budget provides funds for the Supply, Installation and Modernization of Traffic Control Signals throughout the City. Typically, intersections are signalized upon realization of technical warrants, or in response to anticipated development. Existing Traffic Control Signals are modernized when the age of equipment and infrastructure, as well as anticipated increased maintenance costs, indicate that upgrades and/or replacements are required.

In consultation with the local Ward Councillors, and based on a prioritized warranted list provided by Road Safety staff, locations within Ward 1 and 9 were identified where Special Project funding could be utilized. The following intersections were identified as locations that would benefit from the installation of Traffic Control Signals:

- Ward 1 - Lakeshore Road West and Front Street – (Appendix 1)
- Ward 9 - Aquitaine Ave, west of Montevideo Road (Mid-block) – (Appendix 4)

## Comments

The need for the supply and installation of a new Traffic Control Signal is indicated when signal warrant criteria are satisfied, when traffic conditions have changed significantly rendering the existing form of traffic control inefficient and/or when imminent adjacent development indicates that signalization will be required.



The recommended new Traffic Control Signal installation locations for 2021 under these criteria are listed below and illustrated in the attached appendices. The below list also includes the two above mentioned locations where Special Project funding will be utilized for the implementation of Traffic Control Signals.

- Lakeshore Road West and Front Street – Ward 1 Funded (refer to Appendix 1)
- Rathburn Road East, west of Golden Orchard Drive (Mid-block) - Ward 3 (refer to Appendix 2)
- Bristol Road West and Whitehorn Avenue - Ward 6 (refer to Appendix 3)
- Aquitaine Ave, west of Montevideo Road (Mid-block) - Ward 9 Funded (refer to Appendix 4)
- Queen Street North and Matlock Avenue - Ward 11 (refer to Appendix 5)

The recommended Traffic Control Signal modernization locations for 2021 are listed below and illustrated in the attached appendices:

- Bloor Street and Mississauga Valley Boulevard - Ward 4 (refer to Appendix 6)
- Goreway Drive and Joliffe Avenue - Ward 5 (refer to Appendix 7)
- Tomken Road and Meyerside Drive – Ward 5 (refer to Appendix 8)
- Burnhamthorpe Road West and Mississauga Road - Ward 8 (refer to Appendix 9)
- Winston Churchill Boulevard and Tours Road - Ward 9 (refer to Appendix 10)

## Financial Impact

As per the 2021 capital budget, an amount of \$1,070,000 is approved for the supply and installation of new Traffic Control Signals (PN 21198) and an amount of \$1,200,000 is approved for the modernization of existing Traffic Control Signals (PN 21177). The estimated supply and installation cost for a new Full Traffic Control Signal and a Mid-block Pedestrian Signal is approximately \$180,000/\$115,000 respectively, and the estimated cost for the modernization of an existing Traffic Control Signal is approximately \$240,000. It is recommended that five new Traffic Control Signals be installed at a total cost of \$900,000 and the modernization of five existing Traffic Control Signals for a total cost of \$1,200,000. Any residual surplus funds from the new Traffic Control Signals budget amount will be allocated to Phase Updates and any related modifications to existing Traffic Control Signals.

On May 22nd, 2019 a motion was passed by Council to establish capital projects up to a total amount of \$2 million per ward, to be used at the discretion of each local Councillor for infrastructure projects.

The following new Traffic Control Signal projects are not funded. Funding for these projects will be provided through councillor's special gas tax funding and requested with the June 2021 WIP corporate report:

Project	Estimate	PN#
Ward 1 - Lakeshore Road West and Front Street	\$180,000	A21198
Ward 9 - Aquitaine Ave, west of Montevideo Road (Mid-block)	\$115,000	B21198

## Conclusion

As part of the 2021 Traffic Signal Supply, Installation and Modernization Program, staff recommend the supply and installation of five new Traffic Control Signals for a total capital cost of \$900,000 and the modernization of five existing Traffic Control Signals for a cost of \$1,200,000. Sufficient Capital Budget exists for the supply and installation of these Traffic Control Signals.

There is sufficient interest from local area residents, as well as support from the Local Ward Councillors, for the implementation of Traffic Control Signals at the intersections of Lakeshore Road West at Front Street and Aquitaine Ave, west of Montevideo Road (Mid-block).

## Attachments

- Appendix 1: Proposed New Traffic Control Signal - Lakeshore Road West and Front Street (Ward 1)
- Appendix 2: Proposed New Traffic Control Signal - Rathburn Road East, west of Golden Orchard Drive (Mid-block) (Ward 3)
- Appendix 3: Proposed New Traffic Control Signal - Bristol Road West and Whitehorn Avenue (Ward 6)
- Appendix 4: Proposed New Traffic Control Signal - Aquitaine Ave, west of Montevideo Road (Mid-block) (Ward 9)
- Appendix 5: Proposed New Traffic Control Signal - Queen Street North and Matlock Avenue (Mid-block) (Ward 11)
- Appendix 6: Proposed Traffic Control Signal Modernization - Bloor Street and Mississauga Valley Boulevard (Ward 4)
- Appendix 7: Proposed Traffic Control Signal Modernization - Goreway Drive and Joliffe Avenue (Ward 5)
- Appendix 8: Proposed Traffic Control Signal Modernization - Tomken Road and Meyerside Drive (Ward 5)
- Appendix 9: Proposed Traffic Control Signal Modernization - Burnhamthorpe Road West and Mississauga Road (Ward 8)
- Appendix 10: Proposed Traffic Control Signal Modernization - Winston Churchill Boulevard and Tours Road (Ward 9)



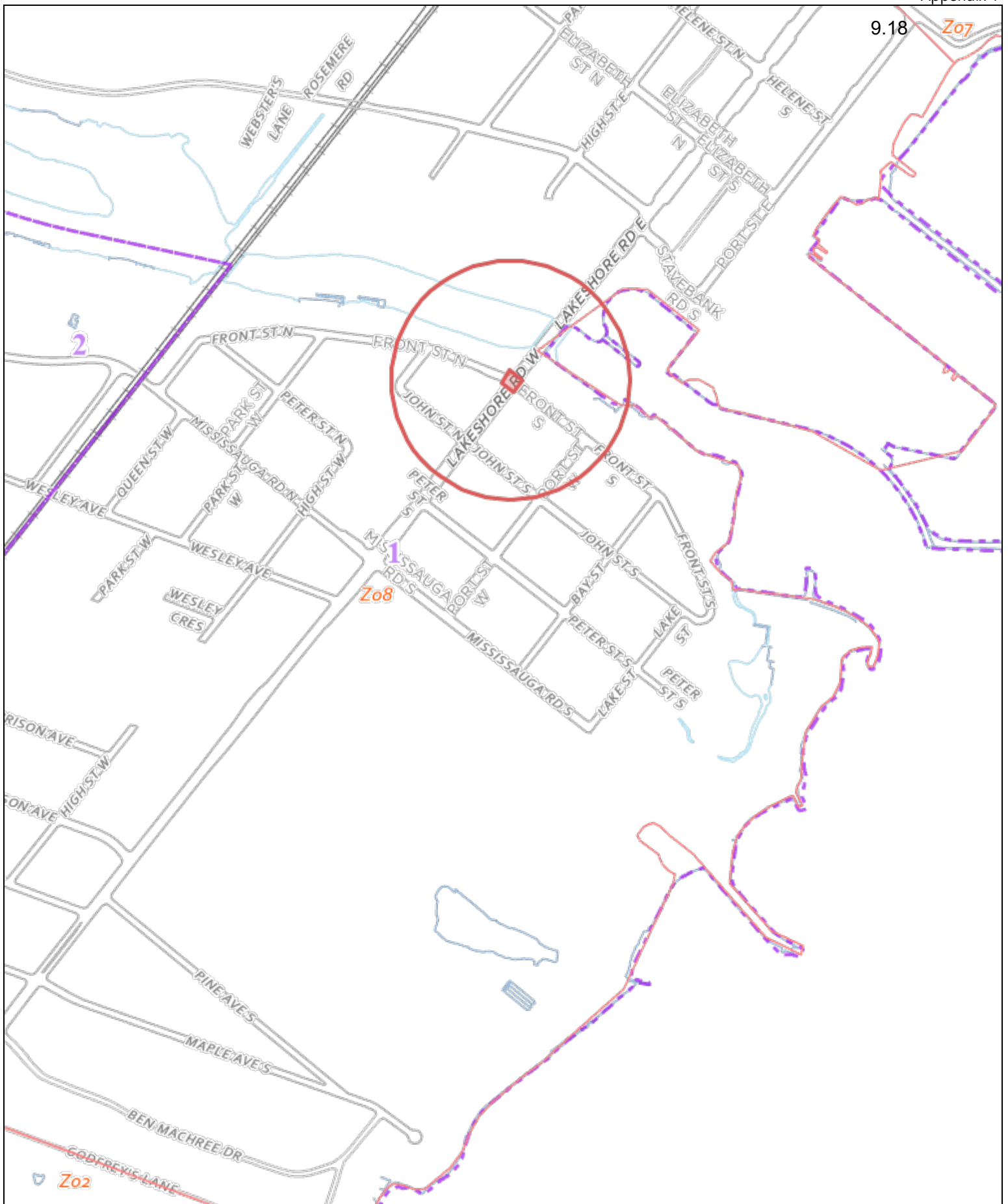
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Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works

Prepared by: Darek Koziol, Traffic Signals Contract Coordinator

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Transportation and Works  
 Traffic Mgmt & Municipal Parking  
 Proposed New Traffic Control Signal  
 Lakeshore Rd W & Front St - Ward 1

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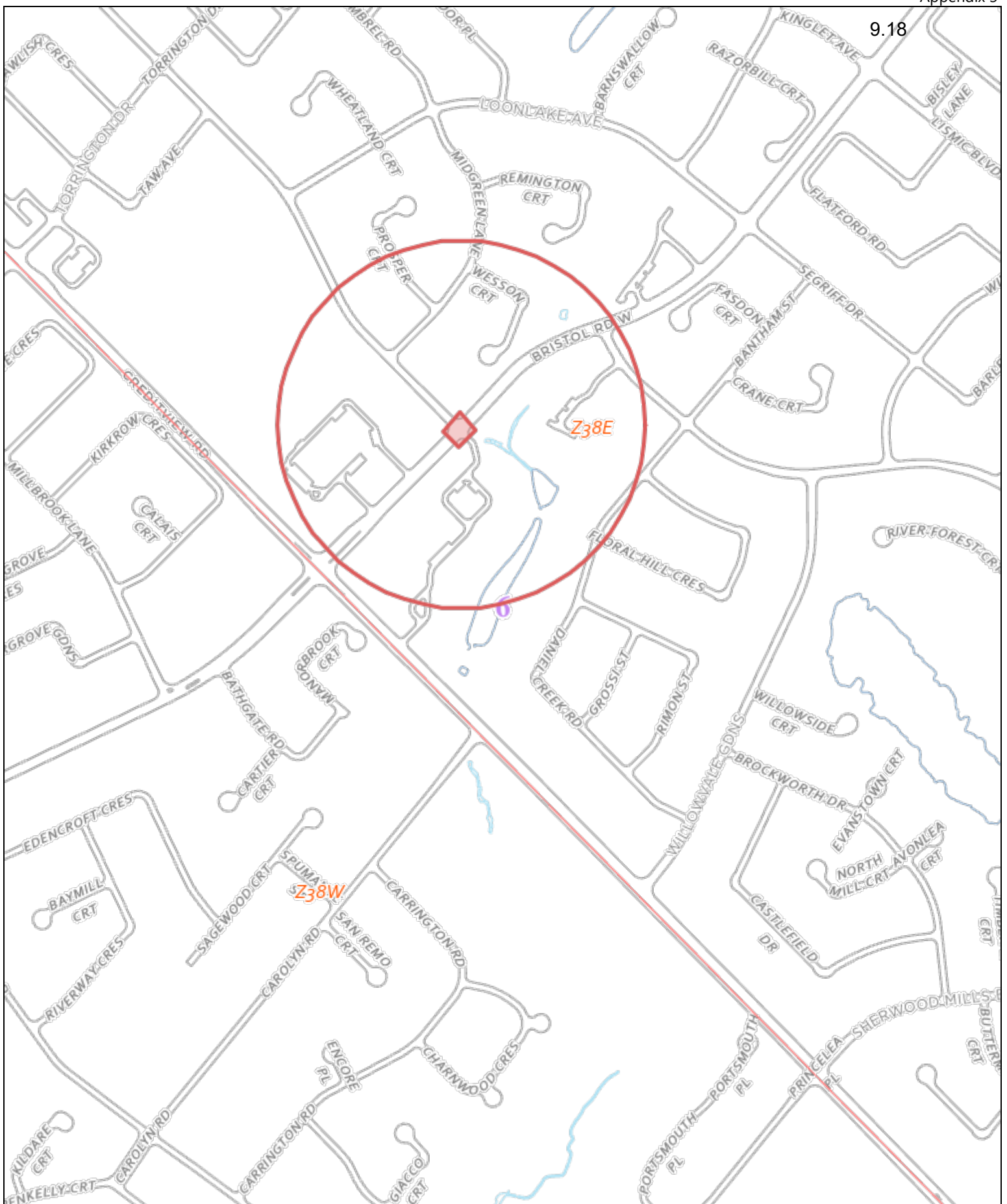
Transportation and Works  
 Traffic Mgmt & Municipal Parking  
 Proposed New Traffic Control Signal  
 Rathburn Rd E, west of Golden Orchard

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MISSISSAUGA



Transportation and Works  
 Traffic Mgmt & Municipal Parking  
 Proposed New Traffic Control Signal  
 Bristol Rd W & Whitehorn Ave - Ward 6

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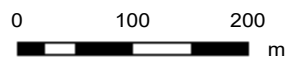
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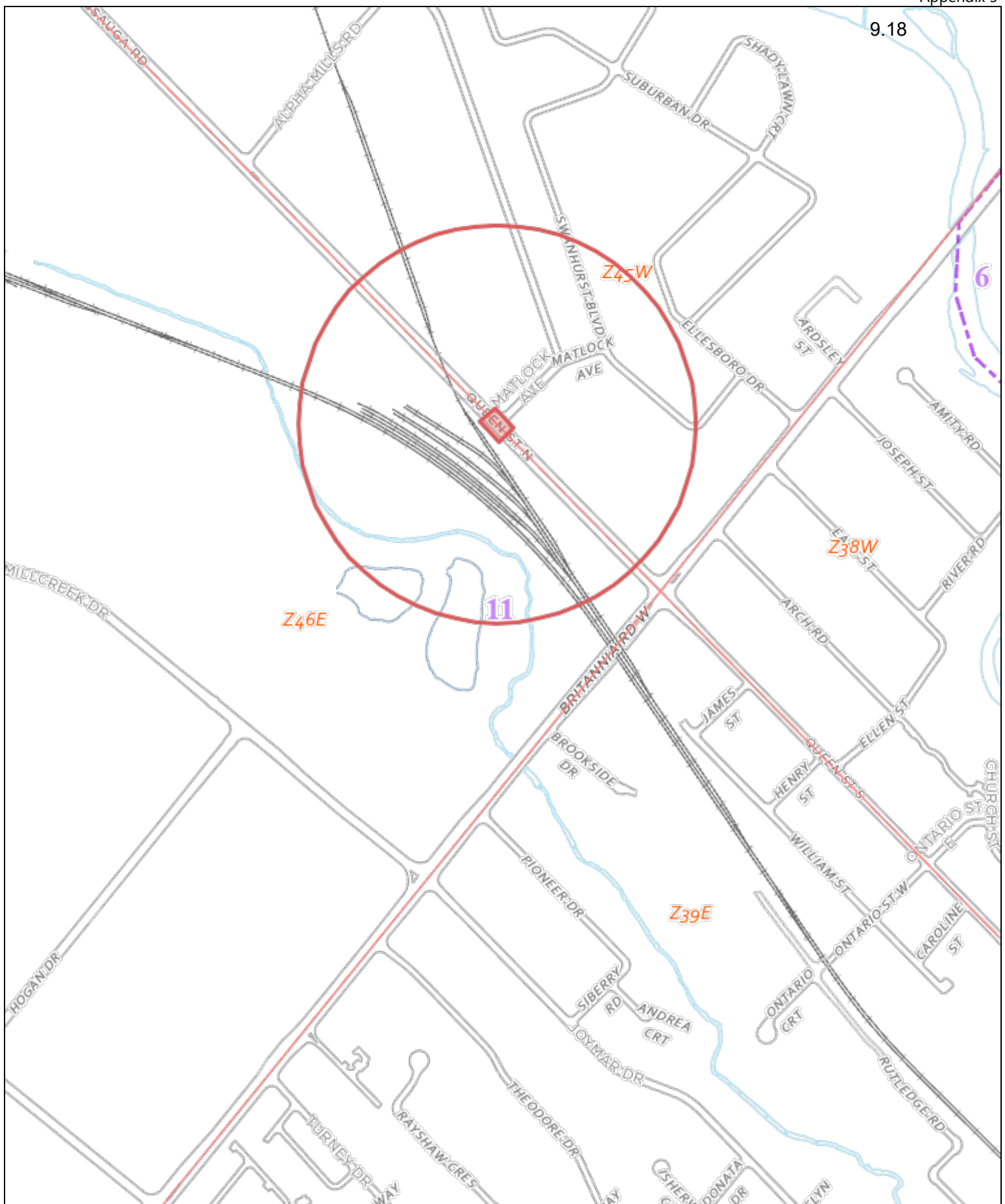
Transportation and Works  
Traffic Mgmt & Municipal Parking  
Proposed New Traffic Control Signal  
Aquitaine Ave, west of Montevideo Rd



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Transportation and Works  
 Traffic Mgmt & Municipal Parking  
 Proposed New Traffic Control Signal  
 Queen St N & Matlock Ave - Ward 11

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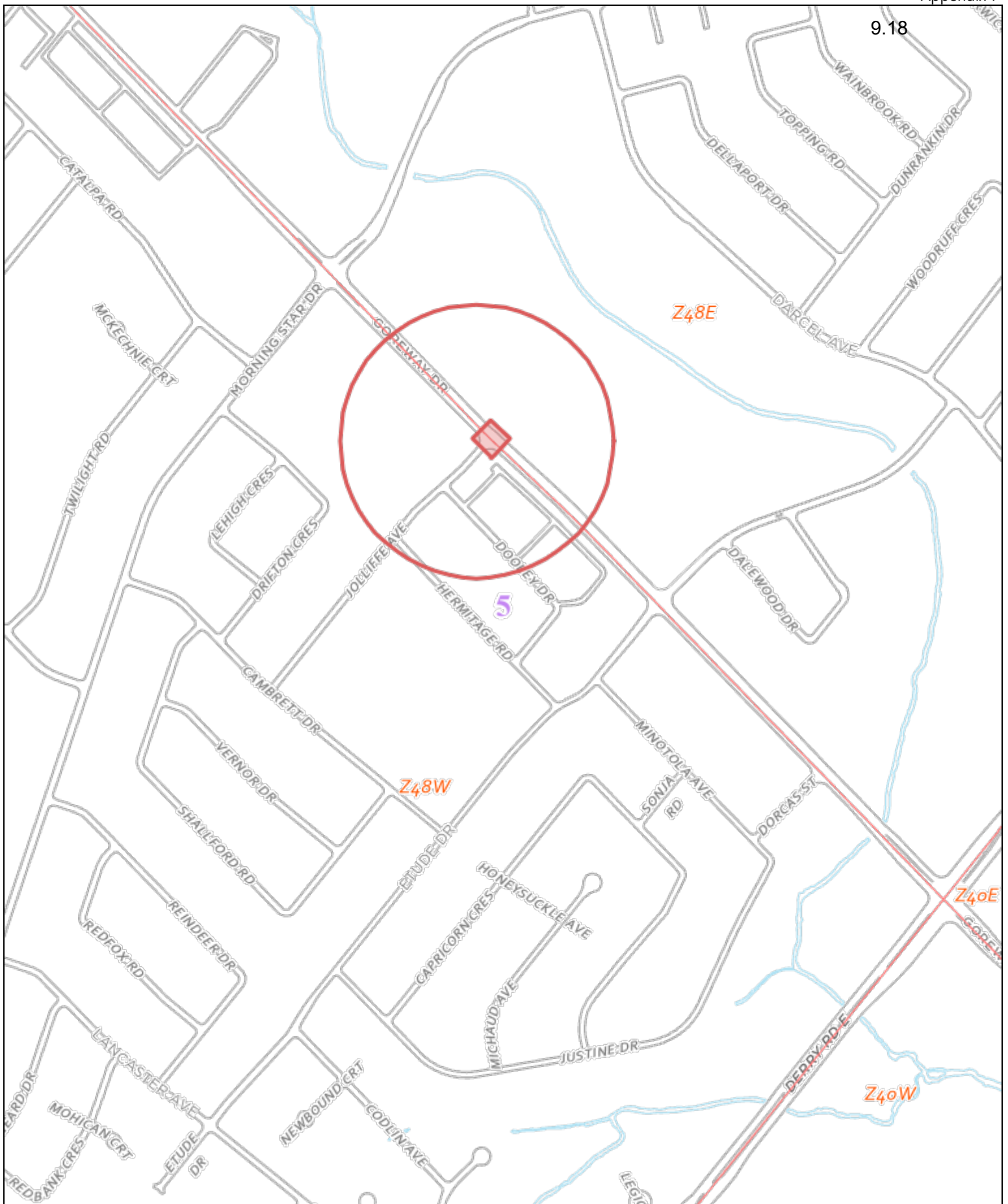
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Transportation and Works  
 Traffic Mgmt & Municipal Parking  
 Proposed Traffic Signal Modernization  
 Goreway Dr & Joliffe Ave - Ward 5

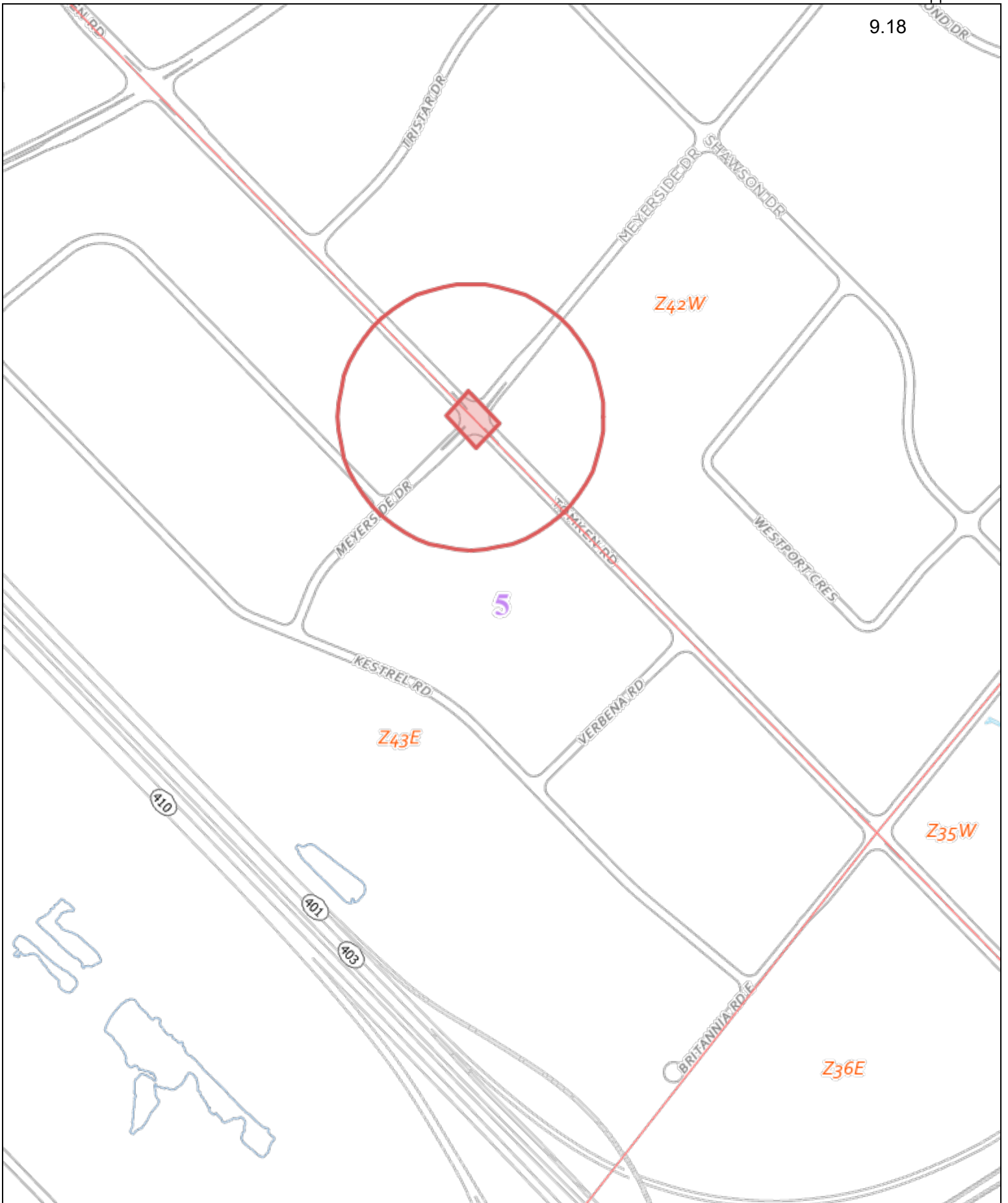
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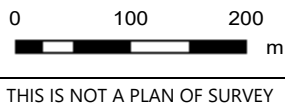


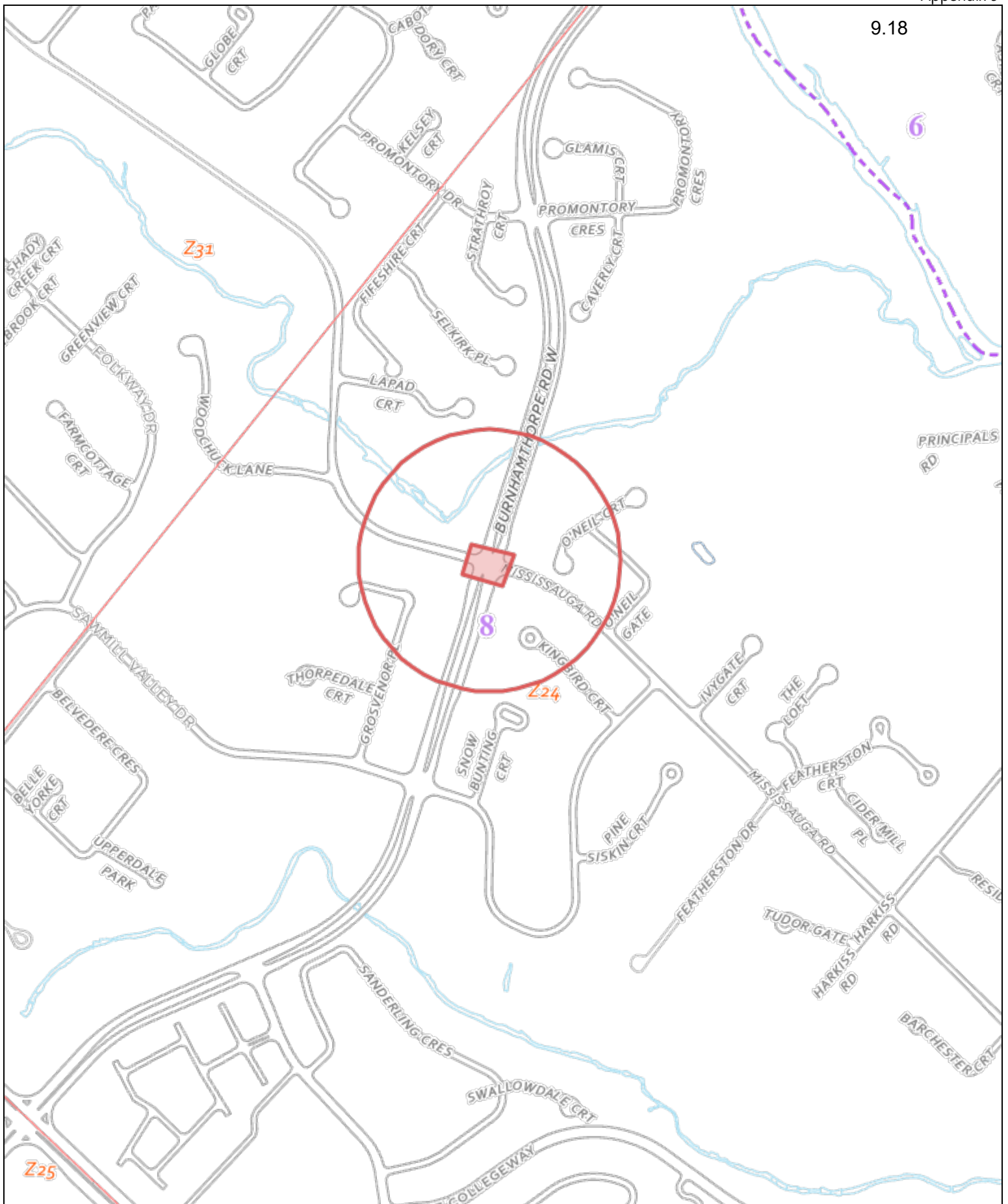
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Transportation and Works  
Traffic Mgmt & Municipal Parking  
Proposed Traffic Signal Modernization  
Tomken Rd & Meyerside Dr - Ward 5





Transportation and Works  
 Traffic Mgmt & Municipal Parking  
 Proposed Traffic Signal Modernization  
 Burnhamthorpe Rd & Mississauga Rd

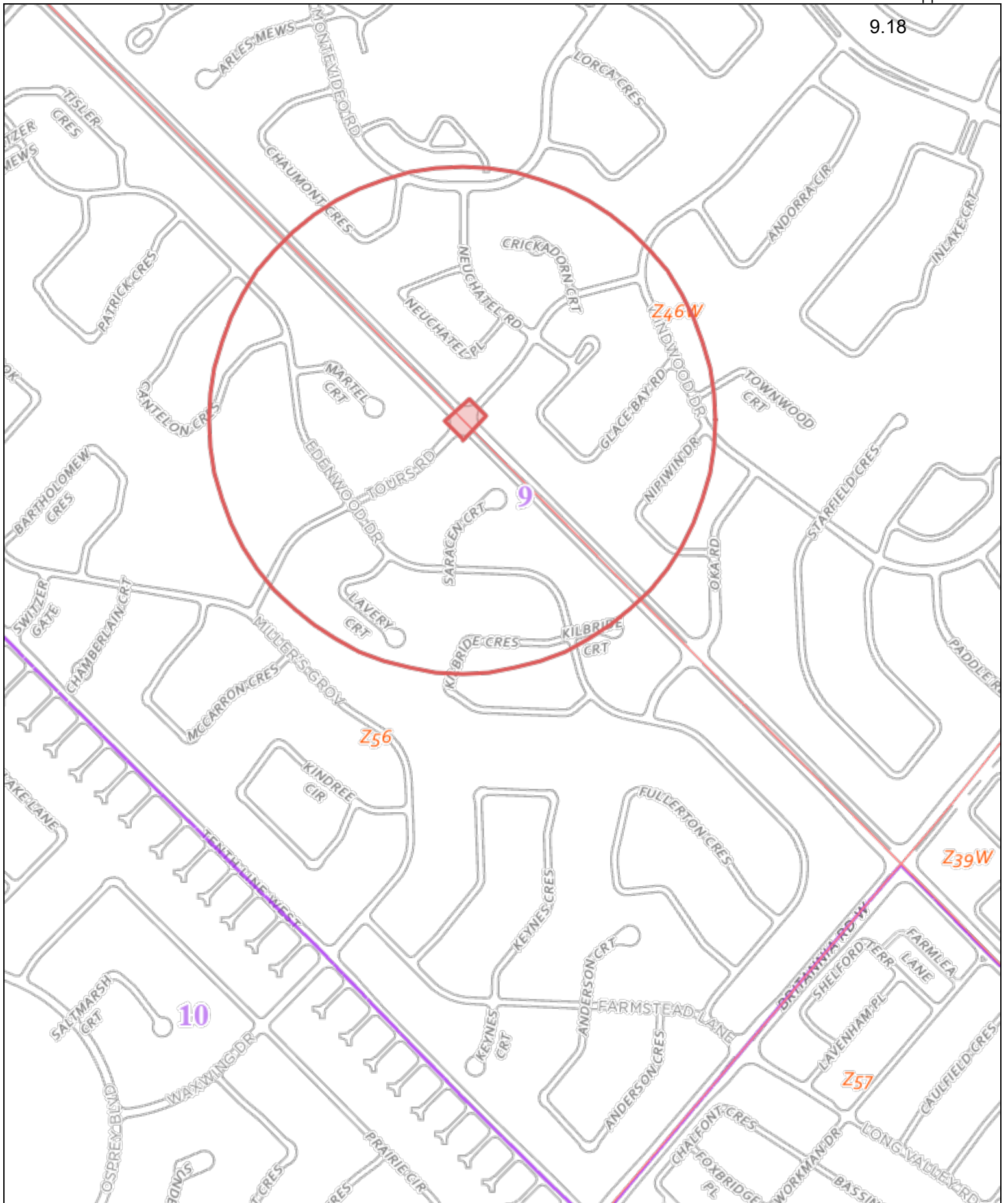
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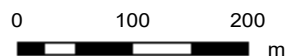


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Transportation and Works  
 Traffic Mgmt & Municipal Parking  
 Proposed Traffic Signal Modernization  
 Winston Churchill Blvd & Tours Rd - Ward 9



THIS IS NOT A PLAN OF SURVEY



## **REPORT 6- 2021**

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Heritage Advisory Committee presents its sixth report for 2021 and recommends:

HAC-0035-2021

That the request to replace the rear shed at 26 John Street South, as per the Corporate Report from the Commissioner of Community Services dated May 25, 2021, be approved.

(HAC-0035-2021)

(Ward 1)

HAC-0036-2021

That the request to erect a two car garage at 24 John Street South, as per the Corporate Report from the Commissioner of Community Services dated May 12, 2021, be approved.

(HAC-0036-2021)

(Ward 1)

HAC-0037-2021

That the request to install a ramp and replace doors and windows at 11 Peter Street South, as per the Corporate Report from the Commissioner of Community Services dated May 13, 2021, be approved.

(HAC-0037-2021)

(Ward 1)

HAC-0038-2021

That the property at 306 King Street East, which is listed on the City's Heritage Register, is 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 May 25, 2021.

(HAC-0038-2021)

(Ward 7)

## HAC-0039-2021

That the property at 2439 Mississauga Road, which is listed on the City's Heritage Register, is 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 May 12, 2021.

(HAC-0039-2021)

(Ward 8)

## HAC-0040-2021

1. That the Corporate Report entitled "2021 Designated Heritage Property Grant Allocations" dated May 26, 2021 from the Commissioner of Community Services be approved.
2. That the Heritage Advisory Committee support a recommendation to Council to transfer \$40,000 from the Arts Reserve to fund an additional three applications as part of the Designated Heritage Property Grant program.
3. That the Designated Heritage Property Grant pilot program be extended for an additional two years.

(HAC-0040-2021)

## HAC-0041-2021

That the request to alter the heritage designated property at 1700 Sherway Drive, as per the Corporate Report from the Commissioner of Community Services dated May 25, 2021, be approved.

(HAC-0041-2021)

(Ward 1)

## HAC-0042-2021

That the request to alter the heritage designated property at 264 Queen Street South as per the Corporate Report from the Commissioner of Community Services dated May 25, 2021, be approved on condition that the two front windows installed in the second storey balcony be replaced with the previously approved four windows.

(HAC-0042-2021)

(Ward 11)

## HAC-0043-2021

That the request to alter the heritage designated property at 850 Enola Avenue, as per the Corporate Report from the Commissioner of Community Services dated May 25, 2021, be approved on condition that the internal murals located within the barn are conserved and reinstalled in their current position.

(HAC-0043-2021)

(Ward 1)

## HAC-0044-2021

That the request to alter the heritage designated property at 7564 Tenth Line, as per the Corporate Report from the Commissioner of Community Services dated May 25, 2021, be approved.

(HAC-0044-2021)

(Ward 9)

## HAC-0045-2021

1. That the City Clerk be directed to refer the proposed heritage designation of the two structures known as the Owner's Residence and the Foreman's Residence at 1200 Old Derry Road to the Conservation Review Board, as required by the *Ontario Heritage Act*.
2. That the City Solicitor or her designate, together with any required staff or consultants be directed to attend any Conservation Review Board proceedings in support of Council's decision on the designation of the Owner's Residence and the Foreman's Cottage at 1200 Old Derry Road, but should a proposed settlement be reached that a report be brought back to Council.

(HAC-0045-2021)

(Ward 11)

## HAC-0046-2021

1. That an interpretation and commemoration plan be added as a condition to the demolition permit, as a requirement on any future development application for the property.
2. The owner's request to demolish proceeds through the applicable process with the conditions discussed below as per the Corporate Report from the Commissioner of Community Services May 25, 2021.

(HAC-0046-2021)

(Ward 11)

## **REPORT 6 - 2021**

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Mississauga Cycling Advisory Committee presents its sixth report for 2021 and recommends:

MCAC-0044-2021

That the deputation by Max Gill, Supervisor, Traffic Operations regarding proposed changes to the City's All-way Stop Policy be received.

(MCAC-0044-2021)

MCAC-0045-2021

That the deputation from Alex Legrain, Project Leader, Transportation Planning regarding Changing Lanes Project Update be received.

(MCAC-0045-2021)

MCAC-0046-2021

That the Network and Technical Subcommittee Update from Kris Hammel, Citizen Member be received.

(MCAC-0046-2021)

MCAC-0047-2021

That the Communications and Promotions Subcommittee Update from Paulina Pedziwiatr, Citizen Member be received.

(MCAC-0047-2021)

MCAC-0048-2021

That the verbal update from Mattea Turco, Active Transportation Coordinator regarding the Share the Trail Signage Pilot be received.

(MCAC-0048-2021)

MCAC-0049-2021

That the Mississauga Cycling Advisory Committee 2021 Action List be approved.

(MCAC-0049-2021)

## **REPORT 1 - 2021**

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Public Vehicle Advisory Committee presents its first report for 2021 and recommends:

PVAC-0001-2021

1. That the deputation from Michael Foley, Manager, Mobile Licensing Enforcement Regarding Proposed Changes to the Fare Model be received.
2. That the Public Vehicle Advisory Committee support Approach 1 to keep the current meter rate and through consultation with the industry, determine when adjustments are needed to reflect significant changes in operating costs.
3. That the Fare Model Review be deferred to a future Public Vehicle Advisory Committee meeting date Post COVID-19 Pandemic.

(PVAC-0001-2021)

PVAC-0002-2021

That the 2018-2022 Public Vehicle Advisory Committee Work Plan be approved.

(PVAC-0002-2021)

PVAC-0003-2021

1. That the email dated February 16, 2021, from Harsimar Singh Sethi, Citizen Member with respect to his resignation from the Public Vehicle Advisory Committee received.
2. That due to the resignation of Harsimar Singh Sethi, a vacancy exists on the Public Vehicle Advisory Committee, and that the City Clerk be directed to fill the vacancy in accordance with the Corporate Policy #02-01-01 on Citizen Appointments to Committees, Boards and Authorities.

(PVAC-0003-2021)

PVAC-0004-2021

That the email dated June 7, 2021 from Peter Pelier, Resident regarding A New Mobile Licensing Model be received.

(PVAC-0004-2021)

PVAC-0005-2021

That the email dated May 28, 2021 from Shari Khairallah, Resident regarding Taxi Regulations and Licensing Fees in the City of Mississauga be received.

(PVAC-0005-2021)