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## ADDITIONAL AGENDA

### Budget Committee

**Date:** November 22, 2021

**Time:** Please Note: this Agenda is for November 22, 23 and 29, 2021 Budget Committee Meetings commencing at 9:30AM

**Location:** Council Chambers, Civic Centre, 2nd Floor  
300 City Centre Drive, Mississauga, Ontario, L5B 3C1  
And Online Video Conference

#### Members

Mayor Bonnie Crombie	Chair
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
Councillor Pat Saito	Ward 9
Councillor Sue McFadden	Ward 10
Councillor George Carlson	Ward 11

#### Participate Virtually, Telephone OR In-Person

Advance registration is required to participate and/or make a comment in the meeting. **To attend the meeting in-person proof of identification and being fully vaccinated against COVID-19 at point of entry to the Council Chamber is required. Questions for Public Question Period should be provided to Clerk's staff at least 24 hours in an advance of the meeting.** Comments submitted will be considered as public information and entered into public record.

To register, please email [dayna.obaseki@mississauga.ca](mailto:dayna.obaseki@mississauga.ca) and for Residents without access to the internet via computer, smartphone or tablet, can register by calling Dayna Obaseki at 905-615-3200 ext. 5425 **no later than Thursday, November 25, 2021 before 4:00PM.** You will be provided with directions on how to participate from Clerks' staff.

#### Contact

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

**6.            DEPUTATIONS**

- \*6.7.            Item 9.8 - Tanya Burkart and Jeanette Loretta, Peel ACORN Members
- \*6.8.            Item 9.8 - Robin Vanderfleet, Resident
- \*6.9.            Item 9.8 - Janice McNamee, Resident
- \*6.10.           Item 9.8 - Lisa Brown, Resident
- \*6.11.           Item 9.8 - Nikolina Conteh, Resident
- \*6.12.           Item 9.8 - Daryl Chong, President & CEO, Greater Toronto Apartment Association

**9.            MATTERS TO BE CONSIDERED**

- \*9.9.            Facilities Infrastructure - Maintaining Our Assets
- \*9.10.           Deliberations on the 2022 Budget Recommendations

**\*10.        CORRESPONDENCE**

- \*10.1.           A Letter dated November 25, 2021 from Bahar Shadpour, Manager of Policy, Communications and Engagement, Centre for Equality Rights in Accommodation (CERA) regarding Apartment Building Standards and Maintenance Pilot Program  
  
                  **(Item 9.8)**
- \*10.2.           A Letter dated November 25, 2021 from Daphna Nussbaum, Project Coordinator and Analyst, Peel Alliance to End Homelessness regarding Apartment Building Standards and Maintenance Pilot Program  
  
                  **(Item 9.8)**
- \*10.3.           A Letter dated November 29, 2021 from Daryl Chong, President & CEO, Greater Toronto Apartment Association regarding Apartment Building Standards and Maintenance Pilot Program  
  
                  **(Items 6.12 and 9.8)**

# City of Mississauga Corporate Report



9.9

Date: November 16, 2021

To: Chair and Members of Budget Committee

From: Shari Lichterman, CPA, CMA, Commissioner of  
Corporate Services and Chief Financial Officer

Originator's files:

Meeting date:  
November 29, 2021

## Subject

**Facilities Infrastructure - Maintaining Our Assets**

## Recommendation

That the report dated November 16, 2021 from the Commissioner of Corporate Services and Chief Financial Officer entitled "Facilities Infrastructure – Maintaining Our Assets" be received for information.

## Executive Summary

- More than half of the City's buildings are over 30 years old and the portfolio size has increased by more than 25% since 2000, totalling close to 6 million square feet.
- Over the past 20 years, through the support of Council, via the annual Budget Committee approval process, the Facilities & Property Management (F&PM) capital budget has steadily increased to ensure building assets are kept in a state of good repair.
- F&PM staff leverage Building Facility Condition Index (FCI) data, internal expertise and in some cases third-party vendors to make informed decisions on the City's facilities asset management program.
- The F&PM capital budget is expected to average \$43 million per year over the next 10 years. This average annual spend is approximately 2% of the portfolio's \$2 billion replacement value and aligns with industry best practices for maintaining facility assets in good to fair condition.
- Council's commitment to the annual 2% Infrastructure Levy is instrumental in ensuring all City assets (roads, bridges, parks, buildings, etc.) is well maintained and kept in serviceable condition for the public to use.

## Background

The City's Facilities and Property Management (F&PM) portfolio includes 380 buildings, 330 paved parking lots, 360 park electrical assets and over 30,000 facility systems. F&PM is responsible for maintaining aging buildings and site infrastructure in a state of good repair through its asset management, facility maintenance and capital projects teams.

## Present Status

More than half of the City's current building portfolio is over 30 years old and the portfolio size has increased by more than 25% since 2000, totalling close to 6 million square feet of space.

The City leverages Facility Condition Index (FCI) data, internal expertise and in some cases third-party engineering vendors to make informed decisions on the City's asset management program. The FCI is defined as follows:

$$\text{Facility Condition Index (FCI)} = \frac{\text{Total Cost of Deferred Maintenance}}{\text{Current Replacement Value}}$$

This industry standard 5-point rating system is classified as follows:

- 0.0 to 0.1 = Very Good
- 0.1 to 0.2 = Good
- 0.2 to 0.3 = Fair
- 0.3 to 0.5 = Poor
- 0.5 to 1.0 = Very Poor

The lower the FCI, the better condition rating of the building systems. The average FCI for the City building portfolio is currently sitting at 0.18, putting it in the "Good" rating across all building assets.

## Comments

F&PM utilizes in house expertise to validate the condition of its assets based on a building specific FCI rating system. At times, staff have used outside engineering vendors to validate the condition of specific buildings, including the Garry W Morden Centre as referenced in a recent media report. Where a third-party report flags issues, staff visit sites and revalidate the identified assets as necessary to ensure all buildings are kept in a state of good repair.

The F&PM capital budget is expected to average \$43 million per year over the next 10 years. The annual average is approximately 2% of the portfolio's \$2 billion replacement value, aligning with asset best practices, and is the industry benchmark for maintaining facility assets in good to fair condition.

Through the F&PM asset management software and FCI rating systems, staff continue to prioritize building repairs through a ranking and prioritization strategy. Facility assets including roofs, building envelope and mechanical and electrical systems are ranked higher and are repaired sooner, subject to budget approvals, when they are due for replacement. Typically, building finishes (floors, walls and ceilings) are ranked lower but are replaced in a timely manner when signs of wear are visible.

It is important to note that Council's commitment to the annual 2% Infrastructure Levy is instrumental in ensuring all City assets (roads, bridges, parks, buildings, etc.) is well maintained and kept in serviceable condition for the public to use. The levy helps to ensure there is enough funding available to maintain and replace City infrastructure and uses a combination of this levy and funding from federal and provincial government partners to manage costs to maintain our corporate assets.

## Financial Impact

There are no financial impacts related to this report. F&PM have requested \$33.9 million as part of the 2022 capital budget approval process to maintain building assets. This funding request ensures building assets will be kept in a state of good repair as per the facility asset management plan.

## Conclusion

F&PM continues to implement a robust asset management strategy and with Council's commitment over the past 20 years, the F&PM capital budget has steadily increased to support building lifecycle repairs. With continued investment in buildings totalling over \$400 million within the next 10 years, buildings will be well maintained and kept in a state of good repair.



Shari Lichterman, CPA, CMA, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Raj Sheth, Director Facilities & Property Management

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## 2022 Budget Recommendations

1. That Council approve the 2022 Budget as set out in:
  - a) 2022-2025 Business Plan & 2022 Budget Sections B through S and V which include the following tables/appendices:
    - i) Section B: Appendix 2D Listing of Projects for Multi-Year Funding, Appendix 2E Listing of Multi-year Projects with Funding Changes
    - ii) Section B: Appendix 3A 2022 Summary of FTE Adjustments by Service Area and as outlined in section V-20 for Storm Water service
    - iii) Sections C-R: Proposed Cost Increase Required to Maintain Current Service Levels
    - iv) Sections C-R: Proposed New Initiatives and New Revenues
    - v) Sections C-R: Proposed 2022 Capital Budget Detail
    - vi) Section S: Appendix 3 Reserves and Reserve Funds Transfers and Appendix 4 Debt-Funded Projects;
2. That Council approve any necessary 2022 budget re-allocations of service initiatives to ensure that costs are allocated to the appropriate service area with no net change to the 2022 property tax levy;
3. That the 2022 property tax levy be approved at \$581,102,654 including:
  - a) Infrastructure and Debt Repayment Levy increase in the amount of \$11,100,000
  - b) Emerald Ash Borer Levy, included in the base budget, in the amount of \$4,600,000
  - c) Public Safety Fire Program levy, included in the base budget, in the amount of \$5,550,504;
4. That the budget be adjusted subsequent to approval for any difference in assessment growth as calculated on the 2021 assessment roll returned by the Municipal Property Assessment Corporation for purposes of 2022 taxation; the difference will be adjusted against the capital reserve fund.
5. That the 2022 Stormwater Charge for the 2022 budget year be approved at \$113.40 per Stormwater billing unit, effective April 1, 2022;
6. That the 2022 Business Improvement Area Budgets presented in corporate report item 9.4 dated November 05, 2021 be approved in the amount of \$2,329,384. Payments to be made for the full amount in January 2022. The total amount includes the following:
  - i) Clarkson Business Improvement Area in the amount of \$102,000
  - ii) Port Credit Business Improvement Area in the amount of \$1,105,200
  - iii) Streetsville Business Improvement Area in the amount of \$481,950
  - iv) Malton Business Improvement Area in the amount of \$213,144
  - v) Cooksville Business Improvement Area in the amount of \$427,090
7. That all necessary by-laws be enacted.



Centre for Equality Rights in Accommodation  
Centre pour les droits à l'égalité au logement

November 25, 2021

Dayna Obaseki, Legislative Coordinator, Legislative Services  
300 City Centre Drive  
Mississauga, ON L5B 3C1

Dear Mayor Crombie and members of the Budget Committee,

**Re: Budget Committee Agenda Item 9.8 - Apartment Building Standards and Maintenance Pilot Program**

I am writing on behalf of the Centre for Equality Rights in Accommodation (CERA), a non-profit organization working to advance the right to adequate housing. For over thirty years, we have worked tirelessly at the intersection of human rights and housing. CERA advances the right to adequate housing by providing free services to renters facing evictions and human rights violations to remain housed, by providing education and training about housing rights across Canada, and by advancing rights-based housing policy through research and policy advocacy.

We are pleased that the Apartment Building Standards and Maintenance Pilot Program has been expanded to encompass 337 buildings representative of 30,322 units, which will help to improve the living conditions of tenants and preserve Mississauga's rental housing stock. This is an important initiative and we hope it will be approved by the Budget Committee.

The program's objectives will go a long way to ensure that existing housing stock in the city is preserved, particularly affordable rental units that are so desperately needed by those living on low- and moderate-incomes. Preserving the city's apartment rental stock is an effective strategy to meet the housing needs of Mississauga's growing population and should be considered as important as increasing the rental housing stock through new developments.

It is also promising that the program has been costed out to be sustainable, proving that it can be achieved at minimal cost to the City while having significant positive impacts for residents. In particular, the enforcement of consistent property standards will promote tenants' health, safety and well-being. We hope that staffing levels needed to enforce these standards will fulfill the program objectives.

If approved, these new by-laws and changes should be communicated with tenants through engagement programs that raise awareness of their rights and communicates the processes through which complaints can be made and actions taken.

When people live in safe, adequate and affordable homes, they are better able to meaningfully participate in their communities, cities and the economy. Where there is limited affordable

housing options, a city runs the risk of the loss of community vibrance and inclusivity which compromises the economic dynamism of the city and region.

We believe that the efforts being taken in the Apartment Building Standards and Maintenance Pilot Program are a good starting point to ensuring safe, affordable and adequate rental housing choices for Mississauga residents. We look forward to seeing the pilot program expanded and its implementation in the coming year.

Sincerely,

A handwritten signature in cursive script that reads "B. Shadpour".

Bahar Shadpour  
Manager of Policy, Communications and Engagement  
Centre for Equality Rights in Accommodation (CERA)

192 Spadina Avenue, Suite 427  
Toronto, ON M5T 2C7  
Tel: 416-944-0087 | 1-800-263-1139  
Email: [cera@equalityrights.org](mailto:cera@equalityrights.org)  
Website: [www.equalityrights.org](http://www.equalityrights.org)



**TO:** The Chair and Members of Mississauga Budget Committee

**FROM:** Peel Alliance to End Homelessness

**RE:** Support for proposed Mississauga Apartment Building Standards and Maintenance Pilot Program

**DATE:** November 25, 2021

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The Peel Alliance to End Homelessness (PAEH) is providing this letter of support for the proposed Apartment Building Standards and Maintenance Pilot Program for the City of Mississauga.

PAEH, a community collaborative of agencies from across the Region of Peel working together to end homelessness in our communities; want to ensure that homelessness is rare, brief and non-reoccurring.

Deeply affordable housing continues to be out-of-reach for low-income and homelessness populations in Peel. The Apartment Building Standards and Maintenance Pilot Program is an important step in the preservation of existing housing stock, in particular affordable rental units that many low- to moderate-income households call home in the City. It is less costly/more efficient and effective to repair and maintain units than it is to build new purpose-built structures with affordable units, especially during the pandemic as material and labour costs have increased significantly.

The objective of enhancing housing choice is especially important given the unaffordability of rental units in the City and the low vacancy rate of 2.4%, which is below the minimum healthy rate of 3%.

We commend the expansion of the program to include 337 buildings (two or more stories with six or more units) representing 30,322 units. This exceeds the original scope of the Pilot Program, which is a move in the right direction that will have a far greater impact.

In accordance with recommendations from Peel ACORN and CERA, we also suggest the following:

- Implement colour-coded signs clearly visible to prospective and current tenants displaying the score of the building, similar to DineSafe (accountability and transparency by landlord and city, and will inform and engage tenants about RentSafe and their rights)
- A door-to-door tenant engagement program, so tenants know their rights and can make complaints. This is in reference to what Toronto passed in 2017 (40. City Council direct the Executive Director, Municipal Licensing and Standards to allocate \$60,000 of the program budget for tenant engagement to be used for direct door-to-door engagement regarding tenant rights and responsibilities, and advice on how tenants can participate in Toronto's new by-law for apartment buildings.) (<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.LS17.1>)
- Increased staff levels - Toronto proposed 28 inspectors for 350 rooming houses. Mississauga is proposing 10 inspectors for 350 buildings.

If effectively established and enforced (with adequate staffing levels and clear standards, expectations and enforcement mechanisms), the project objectives will be achieved, which will be of great benefit to tenants in the City.

Thank you,

Daphna Nussbaum

Project Coordinator and Analyst, Peel Alliance to End Homelessness.

647-461-1383

daphna@paeh.ca



November 29, 2021

To: Chair and Members of Budget Committee

From: Daryl Chong, Greater Toronto Apartment Association

**Re: Apartment Building Standards and Maintenance Pilot Program**

The Greater Toronto Apartment Association (“GTAA”) represents the interests of the multi-family, purpose-built rental housing industry. Our members own and manage more than 150,000 units of multi-family, purpose-built rental housing across the GTA.

Apartment owners vary in size and GTAA Members are universally proud business owners and operators who care about their customers and properly maintain their buildings. Retaining existing and attracting new customers is a key component of success for any business. For apartments, this is done best by ongoing maintenance and upkeep.

GTAA Members support apartment building standards and maintenance. We believe a better approach would be to focus on poor operators and encourage you to use every tool available to meet compliance. We believe a citywide program will result in the dilution of property standards staff time, as they will spend most of their time at buildings that are well maintained. City staff time would be better spent aggressively remediating buildings that don’t meet the standards.

Should you decide to proceed with the program outlined in the report, GTAA and our members commit to working with City staff so as not to replicate inefficiencies we’ve encountered in Toronto.

Should you decide to proceed with the program outline in the report, we would like consideration of a Cost Recovery Model that does not include annual registration fees.

Now is not the time to add new fees or costs.

In March 2020 the declaration of the emergency order sent everyone home. For many, that was to their rental apartments. Since then, and especially in Mississauga and Peel Region most have remained in their apartments under various stages of lockdown and restrictions. While for months at a time most streets, malls, transit buses and office towers were empty, our apartment buildings were entirely full ... by government order.

What is unknown or underappreciated is that our industry (at great personal risks to themselves and their families, before vaccinations became available) has been working tirelessly to clean, sanitize and stay on top of ever-changing requirements and regulations. We’ve hired extra staff, used contractors, done all the right things with great results. I don’t know of any outbreaks in our buildings. The same can’t be said of all other businesses.

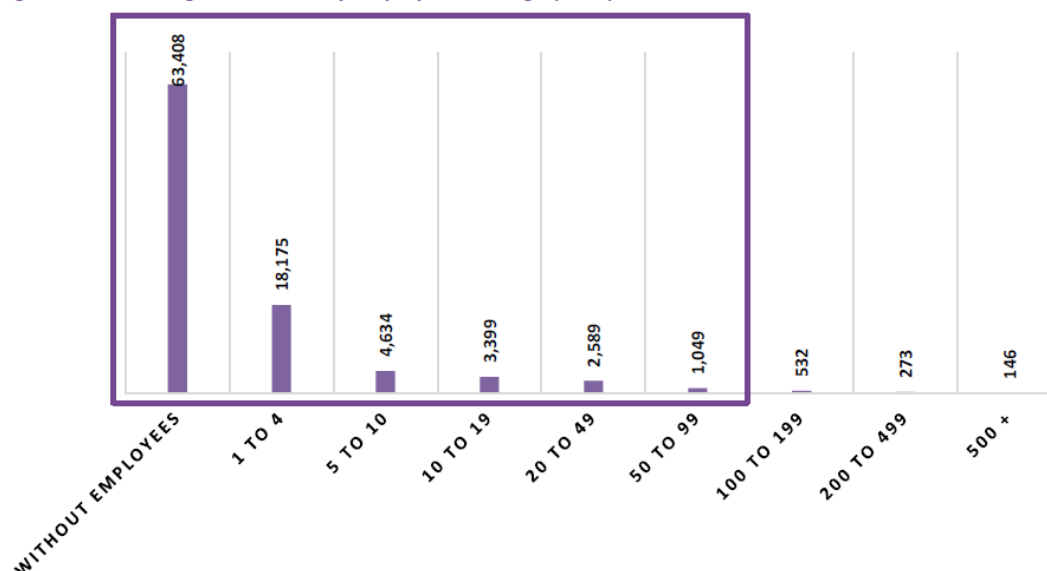
With everyone home, all day everyday, the consumption of water and electricity has increased dramatically. Performing in-suite maintenance has continued, showing families their new homes has continued, building systems have been serviced, full operations adhering to all the safety protocols have continued. New requirements have added significantly to the previous normal operating costs.

At the same time revenue has declined. From the start of the pandemic in March 2020, GTAA Members voluntarily halted rent increases, as it was the right thing to do. Then our provincial government froze rents for 2021. For many owners, it will be nearly 2 years without an increase. Unfortunately, some residents have fallen into arrears due to no fault of their own. Much of this is uncollectable and will be written off. Governments did not offer any residential rent assistance or financial relief.

As a government you've experienced the same: increased costs and reduced revenue. But we don't have the flexibility to reduce services, to cancel buses or shorten hours.

Mississauga's Economic Recovery Plan for Small Business (Sep 2020) identifies rental as an important and prevalent small business.

Figure 3: Mississauga Businesses by Employment Range (2019)



Source: Statistics Canada, December 2019 Business Counts

Economic activity across local small businesses is wide ranging, with the most prevalent industries including the following:

- **Number of Small Businesses:** Real estate and rental and leasing (14,887), followed by Professional, scientific and technical services (14,371) and Transportation and warehousing (8,588); and
- **Small Business Employment:** Wholesale trade (43,415), followed by Retail trade (36,296) and Accommodation and food services (30,467)<sup>11</sup>.

Mississauga's Economic Recovery Framework includes strategic goals that refer to housing affordability and keeping costs down.

The creation of the Mississauga Economic Recovery Taskforce (MERT) to explore further assistance to business notes:

*In consultation with the MERT, and internal City departments, we will develop a series of recommended measures to Council aimed at providing further relief to businesses and community stakeholders. These may include:*

- *Undertaking a line by line review of the fees and charges we apply to business to see where relief may be possible, at least in the short term. There will be a specific focus on small businesses first and foremost.*

The message is consistently clear. Nowhere does it suggest that a new fee of \$792,000 in 2022, and \$919,000 in 2023 be established and charged to businesses. Whether borne by business operators or by tenants, or in various combinations of both, this is the wrong time for new fees.

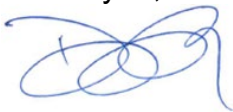
GTAA recommendation for your consideration:

- We request that in light of the current situation that during the first two years of this pilot program that the expenditure be absorbed fully by the City;
- Beyond that, a *Made in Mississauga Plan* that utilizes a reward-based system whereby the buildings operating in compliance are assessed a \$0 fee; while buildings not operating in compliance are assessed are much higher fee (to be determined by staff). This carrot instead of stick approach is more in keeping with the values of Mississauga. Reward the good operators rather than punishing them for the actions of others.

As a last thought, when making any policies or regulations please always consider asking “how does this encourage new rental development?” In the past 20 years, only 3 rental buildings totalling less than 500 units were built in Mississauga. Currently there are four rental projects under construction: one building with 128-units is opening soon; three buildings with a combined 970 that will hopefully be completed as rental, are not scheduled to open until late-2023, and mid-2024. No new rental buildings will open in 2022. All in, less than 1,500 new rental units in the most recent quarter century.

The proposal pipeline is full of potential rental projects. Hopefully most of these proceed, but these are uncertain times and cost escalation combined with supply chain interruptions may negatively affect the viability of these early-stage opportunities. With the recent dramatic increase in the price of ownership, more residents are looking at rental housing. Rental options need to be encouraged and built.

Thank-you,



Daryl Chong  
President & CEO  
Greater Toronto Apartment Association