
Council

Date: July 22, 2020
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 |
| Councillor Pat Saito | Ward 9 |
| Councillor Sue McFadden | Ward 10 |
| Councillor George Carlson | Ward 11 |

Contact

Krystal Christopher, Legislative Coordinator, Legislative Services
905-615-3200 ext. 5411
Email krystal.christopher@mississauga.ca

Find it Online

<http://www.mississauga.ca/portal/cityhall/councilcommittees>

Meetings of Council streamed live and archived at Mississauga.ca/videos

1. **CALL TO ORDER**

2. **INDIGENOUS LAND STATEMENT**

"Welcome to the City of Mississauga Council meeting. We would like to acknowledge that we are gathering here today on the Treaty Lands and Territory of the Mississaugas of the Credit, and the traditional territories of the Anishinaabe, Haudenosaunee, Wyndot and Huron people. We also acknowledge the many First Nations, Inuit, Metis and other global Indigenous peoples who call Mississauga home. We welcome everyone."

3. **APPROVAL OF AGENDA**

4. **DECLARATION OF CONFLICT OF INTEREST**

5. **MINUTES OF PREVIOUS COUNCIL MEETING**

6. **CLOSED SESSION**

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

6.1 Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board: Warranty Claim regarding Bus Fire Losses – Potential Litigation

6.2 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: LED Streetlight System Update

6.3 The security of the property of the municipality or local board: Transactions and Revenue Processed at Cashiers in 2019

7. **PRESENTATIONS**

8. **DEPUTATIONS**

8.1 Carina Suleiman and Shazerah Qureshi, Environmental Action Committee Student Representatives to present on the progress of the 2018-2022 Environmental Action Committee's Work Plan.

8.2 Lisa Abbott, Manager, Musems and SAIB, to speak regarding the re-opening plan for Museums of Mississauga and SAIB, including a preview of the exhibition WAR Flowers: A Touring Art Exhibition opening on September 17, 2020 at the Living Arts Centre.

8.3 Shari Lichterman, Commissioner Community Services to speak regarding the Community Pillar Recovery Plan

Item 10.1.

- 8.4 Andrew Whittlemore, Commissioner Planning and Building to speak regarding the Economic Recovery Framework

Item 10.2.

- 8.5 Mickey Frost, Director, Works Operation and Maintenance, to speak regarding the 2021-2029 Winter Maintenance Contract

Item 12.1 and Item 12.2.

9. PUBLIC QUESTION PERIOD - 15 Minute Limit

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

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

1. The question must pertain to a specific item on the current agenda and the speaker will state which item the question is related to.
2. A person asking a question shall limit any background explanation to two (2) statements, followed by the question.
3. The total speaking time shall be five (5) minutes maximum, per speaker.

10. MATTERS PERTAINING TO COVID-19

- 10.1 Community Pillar Recovery Plan
- 10.2 COVID19: Economic Recovery Framework
- 10.3 Community Recognition – Recommendation for Restarting the Program

11. CONSENT AGENDA

12. INTRODUCTION AND CONSIDERATION OF CORPORATE REPORTS

- 12.1 2021 through 2029 Winter Maintenance Contract
- 12.2 Additional Information – 2021 to 2029 Winter Maintenance Contract
- 12.3 Hurontario Light Trail Transit Project Update
- 12.4 2020 Traffic Signal Installation and Modernization Program
- 12.5 Cashiers Services – Elimination of Cash Transactions
- 12.6 Cost Sharing Agreement – Rhonda Valley and Acala Crescent Storm Sewer Replacement (Ward 4)
- 12.7 Single Source Contract Extension for Bridge Management System and Biennial Inspections PRC001936, Contract No. 46000014279 - All Wards
- 12.8 Transfer of Section 37 Funds – Spray Pad Garnetwood Park

- 12.9 The Exchange from City Centre Drive to Webb Drive – Municipal Class Environmental Assessment Study (Wards 4, 7)
- 12.10 Webb Drive from Duke of York Boulevard to Kariya Drive – Municipal Class Environmental Assessment Study (Ward 7)
- 12.11 National Rowing Federation of Canada and the Federation Internationale des Societes D’Aviron Event and Rights Agreement

13. PRESENTATION OF COMMITTEE REPORTS

- 13.1 Planning and Development Committee Report 6 - 2020

14. UNFINISHED BUSINESS

15. PETITIONS

16. CORRESPONDENCE

- 16.1 Letter dated July 8, 2020 from the Minister of Municipal Affairs and Housing regarding the COVID-19 Economic Recovery Act, 2020.

17. NOTICE OF MOTION

- 17.1 To express sincere condolences to the family of Ignat Kaneff, who passed away on July 12, 2020; and to direct staff to develop a list of potential naming opportunities to honour Ignat Kaneff. (Mayor Crombie)

18. MOTIONS

- 18.1 To close to the public a portion of the Council meeting to be held on July 22, 2020 to deal with various matters. (See Item 6 Closed Session)

19. INTRODUCTION AND CONSIDERATION OF BY-LAWS

- 19.1 A by-law to amend Traffic By-law No. 555-2000, regarding an All Way Stop at Glenburnie Road and Donnell Drive

Resolution 0237-2020 / July 8, 2020

- 19.2 A new Lot Grading and Municipal Services Protection By-law to establish and reinstate the relevant provisions of the repealed by-law in a matter to more clearly define existing requirements relating to lot grading municipal services protection

Resolution 0240-2020 / July 8, 2030

- 19.3 A new Road Occupancy Permit By-law enacted to regulate construction works in the road rights-of-way within the City of Mississauga.

Resolution 0229-2020 / July 8, 2020

- 19.4 A by-law to amend By-law 156-2019, being the 2020 User Fees and Charges By-law to provide the Commissioner of Transportation and Works the authority to waive Road Occupancy Permit fees for internal City of Mississauga departments.

Resolution 0229-2020 / July 8, 2020

- 19.5 A new Transitway Access Permit By-law enacted to establish and regulate temporary access to and within the Mississauga Transitway

Resolution 0232-2020 / July 8, 2020

- 19.6 A by-law to authorize the Commissioner of Community Services to enter into an Event and Rights Agreement with National Rowing Federation of Canada and the Federation Internationale des Societes D’Aviron for hosting the 2023 World Rowing Championships

Item 12.11.

- 19.7 A by law to transfer funds from the Section 37 reserve fund (account #35220) to Spray Pad Garnetwood Park (PN 20-352)

Item 12.8.

20. MATTERS PERTAINING TO REGION OF PEEL COUNCIL

21. COUNCILLORS' ENQUIRIES

22. OTHER BUSINESS/ANNOUNCEMENTS

23. CONFIRMATORY BILL

A by-law to confirm the proceedings of the Council of The Corporation of the City of Mississauga at its meeting held on July 22, 2020

24. ADJOURNMENT

City of Mississauga
Corporate Report



| | |
|--|--|
| <p>Date: June 30, 2020</p> <p>To: Chair and Members of Council</p> | <p>Originator's files:</p> |
| <p>From: Shari Lichterman, CPA, Commissioner of Community Services</p> | <p>Meeting date: July 22, 2020</p> |

Subject

Community Pillar Recovery Plan

Recommendation

That the report entitled 'Community Pillar Recovery Plan' dated June 30, 2020 from the Commissioner of Community Services be received for information.

Report Highlights

- On May 13, 2020, Council endorsed a "COVID19 Recovery Framework" which provides a framework for recovery operations in the City of Mississauga. The report identified four pillars of recovery, each to be detailed in a separate report. These pillars are: Financial, Economic, Corporate and Community. This report contains the overarching plan for the Community Pillar.
- This pillar focuses on the services, tactics and programs that are public-facing, and impact Mississauga's residents directly.
- The City has provided a strong response to support the community during this crisis – listening to the community through consultation, using policy tools to mitigate impact, working with partners and staying connected and communicating.
- The first major phase of recovery entails the reopening and restoration of services to the community. This is well underway and involves detailed operational plans to ensure services are restored in a safe and modified manner.
- As we move into a more mature state of recovery, and gain a full understanding of the longer-lasting impacts to our community and community organizations, key strategic plans will be revised with a 'Covid-19 Recovery Lens' – including Older Adult, Youth, operating models for venues such as the Living Arts Centre, Paramount Fine Foods Centre and programming in many areas will be shifted for the foreseeable future.

| | | |
|---------|------------|---|
| Council | 2020/06/30 | 2 |
|---------|------------|---|

- Recovery planning will also involve a review of the Culture and Community Grants program for 2021, to determine if funding should be redirected in support of key community organizations, particularly if the programs and events traditionally funded by the grants are still significantly impacted or reduced.
- Recovery support must also be done in coordination with partners – particularly the Region of Peel – where these organizations have the funding and mandate to deliver services that are critical to the community but are not delivered by the City. The City can be a resource and a strong voice to assist in bringing these services to the community.

Background

The COVID-19 pandemic has had a worldwide impact on public health, communities and economies. The City of Mississauga, like many others, has shifted focus from containing the initial outbreak to planning for recovery and a 'new normal'.

On May 13, 2020, Council endorsed a "COVID19 Recovery Framework" which provides a framework for recovery operations in the City of Mississauga. The principles of the framework and recovery planning are:

- Protect the Health and Safety of the Public and Employees
- Phased Approach
- Mental Wellness & Psychosocial Support
- Building Back Better
- Whole Community Approach

The report identified four pillars of recovery, each to be detailed in a separate report. These pillars are:

1. Community
2. Economic
3. Financial
4. Corporate

This plan (Appendix 1) addresses the Community recovery pillar. This pillar focuses on the services, tactics and programs that are public-facing, and impact Mississauga's residents directly. Most of this plan will reference activities led by the Community Services Department, however there are many other City business units that support and resource this pillar, in addition to the Region of Peel and many community agencies and organizations.

Comments

Following the initial actions to close facilities and cancel programs and events, the City of Mississauga turned its attention to supporting the response to this crisis and mitigating immediate impacts to the community. City Council and staff have taken many actions to

| | | |
|---------|------------|---|
| Council | 2020/06/30 | 3 |
|---------|------------|---|

support the community during this challenging time. These included listening to the community through consultation, using policy tools to mitigate impact, working with partners and staying connected and communicating (outlined in more detail in Appendix 1).

City staff have also participated on the Regional Community Response Table – providing input into funding for the community organizations who are actively responding to this crisis and helping residents with their need for food and other necessities.

The City has partnered with the Raptors 905 and Hand Up Toronto to use Paramount Fine Foods Centre as a storage and distribution site for food – with large quantities being delivered to local food banks and charities, along with a drive-through family food box program.

These are just some of the ways the City has stepped up in the community to support other agencies and organizations in their response; from making straps for shields using Library 3D printers, to donating spring flowers to hospital staff, to contributing food inventory directly to the food bank – there have been many small initiatives that have helped during this time.

As the initial critical messaging needs from public health slowed down, City staff were able to work on other programs and services to allow residents to stay connected to the activities they were missing.

All of these response actions were implemented to quickly address the needs of the community and to use the tools and resources of the City to the extent possible. Many of these continue as the recovery and reopening phases have started, and many will likely be a key part of ‘building back better’.

Moving into Recovery – Reopening & Restoring Services

In May 2020, as the initial 6-8 weeks of response to the crisis concluded, the Province and Public Health turned their attention to recovery and reopening, with a response needed from the City at every step.

The first phases of recovery entail the reopening and restoration of services, where closures and cancellations had occurred. Each service being restored requires a plan of its own, as this reopening comes with new regulations, guidelines and safety measures – while COVID-19 is still a risk and no vaccine is available.

There is no playbook for operating services in the community under these circumstances. Guidelines are being developed quickly, in consultation with Public Health, governing agencies, municipal counterparts and sector associations.

As the direction from Public Health and the Province allow, these services will continue to reopen under new guidelines, and over time, it is expected that each service area will gradually resume to a more ‘normal’ state of operation.

Continuing Recovery - Building Back Better & Whole Community Approach

There are many long-term impacts of the closure, cancellation and even modified return to these services for the community. City facilities are a major point of access for many community groups and organizations. City programs are the affordable, accessible option for many residents, especially those most vulnerable. And the City's sport fields and facilities, along with fitness centres, classes, therapeutic and inclusion programs are the backbone of physical literacy, health and wellness and recovery for our residents of all ages and demographics. As the City moves further into recovery, it will be critical to assess the impact this limited access has had on the community – from a financial, mental and physical well-being perspective.

The longer-term impacts to be considered with recovery will be best reviewed through the lens of existing strategic and community plans and programs. Plans that need to be updated and revised for 'COVID-19 modifications' include the Older Adult Plan for Recreation, the Youth Plan, Sport Plan and the business models for the Paramount Fine Foods Centre, Living Arts Centre and other venues.

In addition, through the Community Group Support Program Policy, continued engagement and development of tools will be needed to support the community groups that deliver so many important services to the residents of Mississauga. This could include adjustments to the Community and/or Culture Grant Programs, Active Assist fee assistance program, training resources, access to insurance and other important tools for these not for profit organizations.

Building back better has been a key principle in the framework for recovery planning and certainly will apply as support for community recovery moves forward. Many services that have been moved online or virtually may still benefit from a continuation of this platform. The adoption of technology in many areas has been forced during this crisis – this can be an opportunity longer term, as many strategic plans have included plans for leveraging technology. Tools such as booking appointments and access online, applying for permits and city services, hosting virtual meetings – these will all be opportunities for continued improved service in future.

Additional consultation and engagement with key stakeholders and residents across the City will be required as the City moves into a more mature state of recovery. This will allow the City to determine strategic changes to plans and programs as everyone gains a better understanding of 'the new normal'. It is difficult to plan ahead at this time, given the frequency of change of information and direction. It is also difficult for the City to commit to financial initiatives in supporting community recovery, while the City itself is incurring such significant deficits and revenue impacts. Future supporting programs will need to align with the Financial recovery plan and pillar. In the meantime, staff continue to bring to Council the plans to reopen and recover, while minimizing the financial impact to the organization.

Next Steps

While the response to the pandemic has been ongoing since March, the recovery has only just begun. Next steps in the Community pillar of recovery include:

| | | |
|---------|------------|---|
| Council | 2020/06/30 | 5 |
|---------|------------|---|

- Continue to reopen services and facilities as regulations permit, developing plans to ensure compliance with new public health guidelines.
- Consult and communicate with groups and stakeholders impacted with each reopening plan (sports groups, rental customers, event organizers, etc.) – identifying areas for accommodation and adjustment that are within the City’s control and financial resources.
- Begin the review of key strategic plans and community support programs to identify changes or additions based on recovery impacts – Older Adult, Youth, Sport, grants, etc.
- Plan follow-up engagement with community groups once recovery is well underway, to understand longer term issues and opportunities to better support these stakeholders and residents. Target Fall 2020 for these engagements.
- Identify opportunities to continue supporting the community through partnerships – leverage existing organizations, funding sources and people resources – to advance recovery and return to ‘normal’.
- Incorporate longer term initiatives with financial impact into future budget and planning, once the City has solidified its financial recovery.

Strategic Plan

The Community Pillar Recovery Plan aligns with the City’s strategic plan pillars of Connect and Belong.

Financial Impact

The financial impact of this crisis has been significant – both to the City and the community. The Community Pillar Recovery Plan has no direct financial impact; however it will be a key consideration in the 2021 budget and business planning cycle and four-year plan.

Conclusion

Community recovery efforts will help to ensure that residents continue to choose to live in the City of Mississauga based on community amenities, support networks, activities, and other facets that make Mississauga a great place to live. Through the City’s work with its many community stakeholders, residents will be encouraged to join and participate in opportunities to re-engage in our vibrant municipal life.

Attachments

Appendix1: Community Pillar Recovery Plan



Shari Lichterman, CPA, Commissioner of Community Services

Prepared by: Kristina Zietsma, Acting Director, Recreation

Mississauga. Strong. Ready.



MISSISSAUGA

Community Recovery Framework

June 17, 2020

Introduction

The COVID-19 pandemic has had a worldwide impact on public health, communities and economies. The City of Mississauga, like many others, has shifted focus from containing the initial outbreak to planning for recovery and a 'new normal'.

On May 13, 2020, Council endorsed a "COVID19 Recovery Framework" which provides a framework for recovery operations in the City of Mississauga. The principles of the framework and recovery planning are:

- Protect the Health and Safety of the Public and Employees
- Phased Approach
- Mental Wellness & Psychosocial Support
- Building Back Better
- Whole Community Approach

The report identified four pillars of recovery, each to be detailed in a separate report. These pillars are:



Community



Economic



Financial



Corporate

This plan addresses the Community recovery pillar. This pillar focuses on the services, tactics and programs that are public-facing, and impact Mississauga's residents directly. Most of this plan will reference activities led by the Community Services Department, however there are many other City business units that support and resource this pillar, in addition to the Region of Peel and many community agencies and organizations.

Background

As the COVID-19 crisis escalated in early March 2020, the community impact was seen with the cancellation of large events, then smaller events and gatherings along with March Break camp programming. Very quickly, the City determined further closures were necessary for the safety of staff and the public, and all community centres, libraries and cultural facilities were closed.

These closures resulted in hundreds of program and event cancellations across the City. This included a wide array of activities, including:

- Cancellation of all events at Paramount Fine Foods Centre, including the termination of Raptors 905 and Steelheads OHL Hockey seasons and playoffs.
- Cancellation of scheduled events at the Living Arts Centre, Meadowvale Theatre and Celebration Square.
- Cancellation of all weddings and special events booked at Harding Estate, C-Banquets and other venues across the City.
- Cancellation of minor hockey playoffs, championships and spring tournaments.
- Cancellation of all community programs, library programming, arts and culture programming and closure of fitness centres, pools and park gathering areas.
- Delayed start to all spring/summer sports such as soccer, baseball, cricket, lacrosse, football, field hockey, tennis and many others.

In addition, many community organizations were impacted as Board meetings could not proceed (eventually authorized to meet electronically), services could not be provided to clients and in some cases, funding was impacted and employee lay-offs required.

The social impact has also been significant. The nature of the pandemic required all residents to retreat to their homes and only leave for essential work or shopping. Older adults in particular have been isolated as the public

health direction has been strongly recommending that they remain in their homes. Family gatherings were not possible, celebrations, funerals and many other important social and community connections had to be done virtually or at a distance. Residents have been unable to visit their family members in hospital or long-term care. This ‘social’ distancing has perhaps been the most difficult aspect of the crisis.

As the City of Mississauga begins to move through the phases of reopening and recovery, these impacts must be addressed.

Our Response

Following the initial actions to close facilities and cancel programs and events, the City of Mississauga turned its attention to supporting the response to this crisis and mitigating immediate impacts to the community. City Council and staff have taken many actions to support the community during this challenging time. Some of the key activities include:

1. **Listening to Our Community:** Led by Mayor Crombie and Council, the City hosted several virtual meetings for community groups impacted by the crisis, including Older Adults, Sports, Arts & Cultural, Tourism, Small Business, Business Improvement Areas and others. These consultations early on in the crisis allowed the City to gain a clear understanding of the issues the community was facing and to identify actions and next steps where the City could help. It also provided an opportunity for information sharing and connection among stakeholders, during a time when many were feeling isolated and disconnected from their community.
2. **Using Policy Tools to Mitigate Impact:** Informed partly by the consultations with stakeholders, staff and Council were able to leverage some of the City’s policy tools to mitigate the impact of the COVID-19 crisis on the community. These included: deferral of taxes, rent and other payments due to the City, refunds and credits for services not



being used or cancelled events and programs, the continued distribution of grant funding, among other decisions made by Council to assist the community.

- 3. Working with Partners:** As this is a public health crisis first and foremost, the Region of Peel became an important partner in the response. The City has relied on Peel Public Health to provide guidance on closures and continued operations, and has worked in partnership with the Region to respond to the needs of our most vulnerable residents. The City provided facilities for use by Public Health for a recovery site, and has established two mobile shower locations on City property to support the health and well-being of those experiencing homelessness while access to public facilities is not currently possible. The Library's Open Window Hub team has continued its support to the vulnerable populations as well during this time.

City staff have also participated on the Regional Community Response Table – providing input into funding for the community organizations who are actively responding to this crisis and helping residents with their need for food and other necessities.

The City has partnered with the Raptors 905 and Hand Up Toronto to use Paramount Fine Foods Centre as a storage and distribution site for food – with large quantities being delivered to local food banks and charities, along with a drive-through family food box program.

These are just some of the ways the City has stepped up in the community to support other agencies and organizations in their response; from making straps for shields using Library 3D printers, to donating spring flowers to hospital staff, to contributing food inventory directly to the food bank – there have been many small initiatives that have helped during this time.

4. **Staying Connected & Communicating:** The isolating nature of this crisis reinforced the need for frequent and clear communication to our residents and community partners. The City has taken many steps to ensure the community is informed, including:

- Weekly virtual Council meetings with an opportunity for public questions.
- Tele-Townhalls
- Phone messaging from the Mayor
- E-newsletters
- Dedicated COVID-19 web page for residents
- Dedicated information for Older Adults – a particularly isolated group – delivered online and in the Mississauga News.
- Messaging across all of the City’s platforms: web, social media, digital signage, physical signs, mobile signs, etc.

As the initial critical messaging needs from public health slowed down, City staff were able to work on other programs and services to allow residents to stay connected to the activities they were missing. Quickly adapting to the need for ‘virtual’ programs, many new initiatives were launched, including:



- Fitness exercises and tips on social media
- Online live fitness classes
- Virtual storytime
- Seniors coffee chats and programming ‘by phone/web’
- Virtual fireworks for Victoria Day
- Virtual Canada Day
- Virtual museum tours
- Downloadable colouring kits
- Online arts and crafts
- Video chats with keynote speakers, authors and book clubs

These programs were fast-tracked to launch quickly and ensure the community could feel some semblance of ‘normal’, remain connected to the activities they love, and to promote both physical and mental health and wellness.

All of these response actions were implemented to quickly address the needs of the community and to use the tools and resources of the City to the extent possible. Many of these continue as the recovery and reopening phases have started, and many will likely be a key part of ‘building back better’.

Moving into Recovery – Reopening & Restoring Services

In May 2020, as the initial 6-8 weeks of response to the crisis concluded, the Province and Public Health turned their attention to recovery and reopening, with a response needed from the City at every step. With so many unknowns about this disease, the regulations and direction from these leading agencies has been rolled out quickly and with frequent changes and adjustments. The City has been required to be very flexible and to adapt to this ever-changing environment with limited lead time and information – yet the community is looking to the City for direction and answers. It has been a challenging time but Council and staff have continued to work together to ensure the key principles of “Protecting the Health and Safety of the Public and Employees” and “Phased Approach” are the deciding factors in recovery and reopening. The first phases of recovery entail the reopening and restoration of services, where closures and cancellations had occurred. Each service being restored requires a plan of its own, as this reopening comes with new regulations, guidelines and safety measures – while COVID-19 is still a risk and no vaccine is available.

There is no playbook for operating services in the community under these circumstances. Guidelines are being developed quickly, in consultation with Public Health, governing agencies, municipal counterparts and sector associations. The services that have been restored under these modified conditions include:

- Park amenities and access
- Golf courses
- Summer day camp programs
- Pools
- Library holds and returns
- Resident artists (LAC)
- Most city building tenants
- Sport fields and summer sports
- Arenas and ice sports



- Farmer's Markets
- Some limited outdoor gatherings
- Museum tours

There are still a great deal of limitations on the above services and many more services still to reopen, such as:

- Library building public access
- Community centre public access
- Meeting rooms and event bookings
- Fitness Centres
- Event and Theatre venues
- In-person programs – Recreation, Culture, Library
- Community events and festivals
- Sport tourism events
- Outdoor playgrounds and fitness equipment
- Mississauga Seniors Centre

As the direction from Public Health and the Province allow, these services will continue to reopen under new guidelines, and over time, it is expected that each service area will gradually resume to a more 'normal' state of operation.

Continuing Recovery - Building Back Better & Whole Community Approach

There are many long-term impacts of the closure, cancellation and even modified return to these services for the community. City facilities are a major point of access for many community groups and organizations. City programs are the affordable, accessible option for many residents, especially those most vulnerable. And the City's sport fields and facilities, along with fitness centres, classes, therapeutic and inclusion programs are the backbone of physical literacy, health and wellness and recovery for our residents of all ages and demographics. As the City moves further into recovery, it will be critical to assess the impact this limited access has had on the community – from a financial, mental and physical well-being perspective.

The longer-term impacts to be considered with recovery will be best reviewed through the lens of existing strategic and community plans and programs. Plans that need to be updated and revised for 'COVID-19 modifications' include the Older Adult Plan for Recreation, the Youth Plan, Sport Plan and the business models for the Paramount Fine Foods Centre, Living Arts Centre and other venues. In addition, through the Community Group Support Program Policy, continued engagement and development of tools will be needed to support the community groups that deliver so many important services to the residents of Mississauga. This could include adjustments to the Community and/or Culture Grant Programs, Active Assist fee assistance program, training resources, access to insurance and other important tools for these not for profit organizations.

Building back better has been a key principle in the framework for recovery planning and certainly will apply as support for community recovery moves forward. Many services that have been moved online or virtually may still benefit from a continuation of this platform. The adoption of technology in many areas has been forced during this crisis – this can be an opportunity longer term, as many strategic plans have included plans for leveraging technology. Tools such as booking appointments and access online, applying



for permits and city services, hosting virtual meetings – these will all be opportunities for continued improved service in future.

Additional consultation and engagement with key stakeholders and residents across the City will be required as the City moves into a more mature state of recovery. This will allow the City to determine strategic changes to plans and programs as everyone gains a better understanding of ‘the new normal’. It is difficult to plan ahead at this time, given the frequency of change of information and direction. It is also difficult for the City to commit to financial initiatives in supporting community recovery, while the City itself is incurring such significant deficits and revenue impacts. Future supporting programs will need to align with the Financial recovery plan and pillar. In the meantime, staff continue to bring to Council the plans to reopen and recover, while minimizing the financial impact to the organization.

Next Steps

While the response to the pandemic has been ongoing since March, the recovery has only just begun. Next steps in the Community pillar of recovery include:

- Continue to reopen services and facilities as regulations permit, developing plans to ensure compliance with new public health guidelines.
- Consult and communicate with groups and stakeholders impacted with each reopening plan (sports groups, rental customers, event organizers, etc.) – identifying areas for accommodation and adjustment that are within the City’s control and financial resources.
- Begin the review of key strategic plans and community support programs to identify changes or additions based on recovery impacts – Older Adult, Youth, Sport, grants, etc.
- Plan follow-up engagement with community groups once recovery is well underway, to understand longer term issues and opportunities to better support these stakeholders and residents. Target Fall 2020 for these engagements.
- Identify opportunities to continue supporting the community through partnerships – leverage existing organizations, funding sources and people resources – to advance recovery and return to ‘normal’.
- Incorporate longer term initiatives with financial impact into future budget and planning, once the City has solidified its financial recovery.

Conclusion

Community recovery efforts will help to ensure that residents continue to choose to live in the City of Mississauga based on community amenities, support networks, activities, and other facets that make Mississauga a great place to live. Through the City’s work with its many community stakeholders - Affiliated and Community Sport Providers, Arts & Culture Providers, BIA’s, Community Service Organizations, Community Stewardship Providers, Older Adult Clubs, Ratepayer Resident Groups, Youth Organizations and others - residents will be encouraged to join and participate in opportunities to re-engage in our vibrant municipal life.

Mississauga. Strong. Ready.



City of Mississauga
Corporate Report



| | |
|---|--|
| <p>Date: June 22, 2020</p> <p>To: Mayor and Members of Council</p> | <p>Originator's files:</p> |
| <p>From: Andrew Whittemore, M.U.R.P., Commissioner of Planning & Building</p> | <p>Meeting date: July 22, 2020</p> |

Subject

COVID19: Economic Recovery Framework

Recommendation

That the report entitled "Economic Recovery Framework" dated June 22, 2020 from the Commissioner of Planning and Building be received for information.

Report Highlights

- On May 13, 2020, Council endorsed a "COVID19 Recovery Framework" which provides a framework for recovery operations in the City of Mississauga. The report identified four pillars of recovery, each to be detailed in a separate report. These pillars are: Financial, Economic, Corporate and Community. This report contains the framework and the strategic goals of the Economic Pillar.
- The City has provided a strong response to support the business community during this crisis – over the last several months, considerable research has been conducted to better understand the economic forecast, the influencers on our local economy, and the impacts we can expect to local business. Supplementing this was a series of consultations with over 600 community organizations and businesses from all sectors to understand the challenges that exist today and are likely to face Mississauga as the recovery evolves.
- As the City moves into a more mature state of recovery, and gains a full understanding of the longer-lasting impacts to our business community, key industry plans outlining a phased approach for recovery will be brought forward. To properly execute this strategy a robust communications and marketing plan will promote the many elements and recognize the milestones achieved.

Background

On May 7, 2020, Council adopted the City's Recovery Plan Framework. The framework is designed to help Mississauga address all aspects of the recovery from COVID-19 and is divided into four pillars for recovery:

1. **Community**
2. **Economic**
3. **Financial**
4. **Corporate**

The Economic pillar of the recovery plan's purpose sets out the guidelines and terms we will employ as a City to address the economic impacts of COVID-19 on the business community in Mississauga. Several principles have been identified at the outset that will guide our economic recovery activities.

1. **Phased Approach**
2. **Building Back Better**
3. **Whole Community Approach**

Present Status

The Emergency Operations Centre has been activated for 102 days and is currently at Level 1 activation. The City of Mississauga has been under a state of emergency for 92 days (as of June 22, 2020).

Having set to expire June 9, 2020, the provincial orders have been extended for Peel Region until June 30, 2020. Seven Ontario regions entered Stage 2 on June 19, 2020 and with it the provision of activities for businesses to begin preparation of and reopening under strict guidelines. Ontario Stage 3 will include the province allowing workplaces to reopen and further relax restrictions on public gatherings.

The City continues to support our business community and prepare re-openings in a controlled and strategic manner.

Comments

Mississauga is well-positioned and an economic engine of Canada. Our sector diversity of business allows us to absorb global economic shocks and our rich pool of talent allows us to attract business investment from around the globe. While COVID-19 has impacted the global economy, Mississauga is in a better position than most cities to weather the current economic storm.

The Local Economic Challenges of COVID-19

An understanding of the conditions that local businesses are facing as the economy reopens is important for developing recovery plans. Over the last several months, considerable research has been conducted to better understand the economic forecast, the influencers on our local

economy, and the impacts we can expect to local business. A series of consultations with over 600 community organizations and businesses from all sectors to understand the challenges that exist today and are likely to face Mississauga as the recovery evolves.

The City of Mississauga will play a key role in helping the local economy and respond to this new normal. It is our goal not only to recover the losses suffered during this pandemic, but to help our businesses and community grow and prosper even more than before the pandemic. That is why our campaign is called “Building Back to Better.”

Phases: Mitigate, Reboot and Grow

The 3 phases of recovery are **Mitigate, Reboot and Grow**. These phases are not exact and there will be overlap between them. The phases are meant as a guide to our activities and to provide milestones to meet in our recovery efforts.

The following industry-specific plans will be developed:

- 1. Industry Recovery Plan**
- 2. Small Businesses Recovery Plan**
- 3. Tourism Recovery Plan**
- 4. Creative Industry (Film, TV & Music) Recovery Plan**
- 5. Land Development & Real Estate Recovery Plan**

The following guiding principles will inform our actions and decisions:

- Define what success looks like
- Foster input, confidence and trust
- Create a Made in Mississauga Plan
- Avoid One-Size-Fits-All Solutions
- Work with partners
- Be smart and efficient
- Be agile and open to new ideas
- Be strategic and thoughtful

Strategic Goals

The city’s focus on recovery will be guided by our City’s Strategic Plan and the 5 pillars - green, prosper, move, belong, and connect - as well as various master plans/strategies which have been adopted by Council. For each of the 5 industry-specific plans that will be developed, the following goals serve as a basis for the development of future goals, objectives and tactics:

- Goal 1: Meet Employment Needs
- Goal 2: Develop Talent
- Goal 3: Attract Innovative Business
- Goal 4: Create Partnerships for Innovation
- Goal 5: Strengthen Art & Culture
- Goal 6: Build Healthy Communities
- Goal 7: Ensure Affordability & Accessibility
- Goal 8: Provide Quality Programs & Services
- Goal 9: Make Informed Decisions
- Goal 10: Practice Fiscal Prudence

Included within the Economic recovery Framework is an overview of tactics and milestones to meet in our recovery efforts that are subject to change as the City applies lessons learned from its own experience and that of other jurisdictions, see Appendix for the Economic Recovery Framework.

Communications Plan

To properly execute this strategy it will require a robust and properly resourced communications and marketing campaign. The City will need to communicate and promote to the public many elements of this campaign, as well as celebrate milestones.

Strategic Communications is developing a communications strategy for the recovery that brands Mississauga as “Strong and Ready.” This brand and the accompanying communications collateral materials will provide a frame for our economic recovery activities.

Strategic Plan

The Economic Recovery Framework aligns with the City’s Strategic Pillars:

- **Move:** The City will maintain and regulate a robust transportation network with a key focus on the recovery of Public Transit and role of Active Transportation.
- **Belong:** The City will reopen public facilities and re-engage residents in events, programs and services in a safe and responsible manner
- **Connect:** Development will continue in a safe and regulated fashion when controls on construction and other projects are eased.
- **Prosper:** The City will facilitate economic prosperity by identifying and creating existing or revitalized opportunities for economic contribution from city residents and businesses.
- **Green:** Recovery will include a continued focus on achieving the City’s Climate Change goals and promoting environmentally-friendly operating practices.

Financial Impact


The sector and industry specific plans previously identified will address potential options and cost implications of the plans themselves. Council will be kept apprised of financial impacts throughout this crisis and subsequent recovery phases.

Conclusion

The Economic Recovery Framework will serve as a guiding document for the more detailed plans that are being developed to reopen and support the community from mitigation to recovery.

Attachments

Appendix: Economic Recovery Framework



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

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

Mississauga. Strong. Ready.



Economic Recovery Framework

Contents

| | |
|---|----|
| INTRODUCTION..... | 2 |
| BACKGROUND: Mississauga’s Economic Position | 2 |
| The Economic Response to the Pandemic..... | 5 |
| PRESENT STATUS: | 7 |
| The Local Economic Challenges of COVID -19..... | 7 |
| Our Framework: Building Back to Better Campaign | 10 |
| Our Guiding Principles..... | 11 |
| Our Strategic Goals: | 12 |
| CAMPAIGN PHASES..... | 15 |
| Phase 1: Mitigate (Start of Pandemic to Present)..... | 15 |
| Phase 2: Reboot (June 1, 2020 – December 2020)..... | 16 |
| Phase 3: Grow (January 2021 – June 2022) | 21 |
| Communications Plan..... | 24 |

INTRODUCTION

On May 7, 2020, Council adopted the City's Recovery Plan Framework. The framework is designed to help Mississauga address all aspects of the recovery from COVID-19 and is divided into four pillars for recovery:

1. **Community**
2. **Economic**
3. **Financial**
4. **Corporate**

The following document provides a framework for the Economic pillar of the recovery plan. The purpose of the framework is to set out the guidelines and terms we will employ as a City to address the economic impacts of COVID-19 on the business community in Mississauga.

Several principles have been identified at the outset that will guide our economic recovery activities.

Phased Approach: Phased recovery is specifically relevant to the economy, which experts contend will occur gradually over a 2 year horizon. Some aspects of the economy will likely recover quickly, while others, like the commercial and retail sectors, are likely to take much longer as they readjust and reinvent their traditional office and retail models.

Building Back Better – Historically, economic recovery has proven to be a period of readjustment and reinvention – while some business may not rebound, many grow stronger, and several new businesses emerge. Since the emergency declaration, the city has adjusted its service delivery model to ensure the local industry and businesses were supported. As an example, an increased shift to online digital services, more resources directed to mainstreet and small businesses, and improved coordination for marketing and promotion. While it's unknown whether business norms and behaviors are temporarily, or permanently, altered, many of the changes instituted by the City have lasting value, and recovery will ensure they are sustained.

Whole Community Approach – The participation and collaboration with industry and business stakeholders, is essential for successful recovery. Mississauga has an extensive network of advisory committees, boards, and associations that the city will engage. Our approach will take into account the needs of the entire business community.

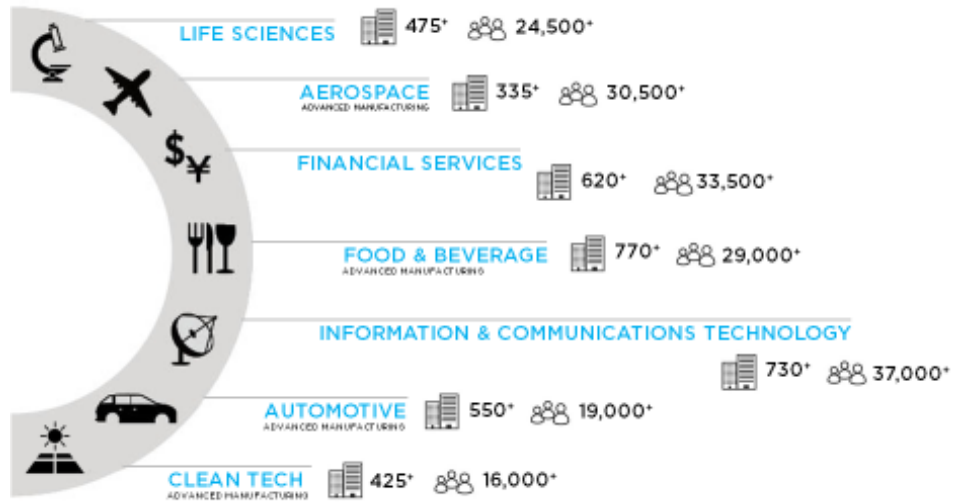
BACKGROUND: Mississauga's Economic Position

The City of Mississauga has a strong local economy, comprised of a highly diverse business community that reaches across a wide variety of sectors. Home to over 94,000 businesses, with a GDP of \$60B, the City is a major contributor to the Greater Toronto Area (GTA) economy. Today, the City supports a thriving business base of 1400 multinational companies and 76 Fortune 500 companies.

Part of Mississauga's success is the Pearson International Airport; Canada's largest and busiest airport and one of North America's best-connected international hubs. It is a strong contributor to the City's strategic position as Ontario's second largest corporate centre, home to 300,000 jobs. Every year, Toronto Pearson welcomes over 47 million passengers into the region from a combination of international, American and Canadian destinations. Along with our proximity to a major airport hub, Mississauga is also strategically positioned along 7,400 series highways allowing easy access from all areas within the province and bordering U.S. states. We have become a magnet for international investment due to our global reach.

Mississauga is the home to two satellite higher education campuses: The University of Toronto Mississauga and Sheridan College. We also have a diverse and highly skilled talent pool with strong connections to global markets and opportunities. Over two-thirds of Mississauga's workforce has some form of post-secondary education. We have representation from every country and our residents speak over 145 different languages.

Mississauga's diversity of business and people has been and will continue to be our strength. Few other cities have the global reach of Mississauga and are as well



NUMBER OF BUSINESSES BY BUSINESS CLASSIFICATION FOR TOP 10 SECTORS

| | |
|-------|-----------------------------------|
| 2,992 | RETAIL TRADE |
| 2,416 | MANUFACTURING |
| 2,364 | OTHER SERVICES |
| 2,175 | WHOLESALE TRADE |
| 1,975 | PROFESSIONAL + TECHNICAL SERVICES |
| 1,747 | ACCOMMODATION + FOOD SERVICES |
| 1,708 | HEALTH CARE + SOCIAL ASSISTANCE |
| 1,058 | TRANSPORTATION + WAREHOUSING |
| 859 | FINANCE + INSURANCE |
| 784 | EDUCATIONAL SERVICES |

▲ 1.6%

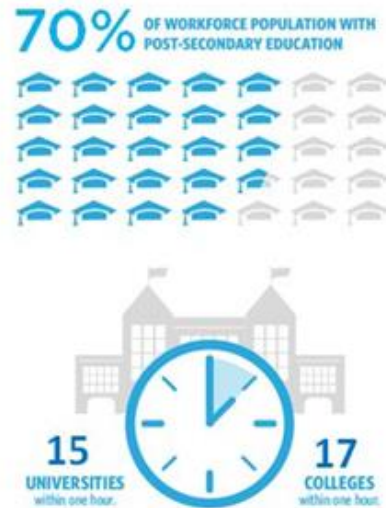
445,141

OVERALL WORKERS EMPLOYED WITHIN MISSISSAUGA

established in key sectors of the economy like advanced manufacturing and materials, ICT, finance, clean tech, food and beverage, automotive, aerospace, life sciences, higher value business services, and smart logistics (see the 2020-25 Economic Development Strategy Report for more information).

KNOWLEDGE-RICH TALENT POOLS

- **28%** of people with a postsecondary education specialize in Science, Technology, Engineering and Mathematics (STEM)
- Access to a labour pool of over **5.3 million** people within the GTA, representing nearly half of Ontario's labour force
- Over **77,800** full-time foreign students enrolled in colleges and universities within commuting distance
- Mississauga is a net importer of talent, drawing in over **230,000** people from surrounding regions for employment



At the same time as we nurture our key sectors of growth, we must not forget about the thousands of small and medium-sized business that represent 95% of our business community and generate vital jobs and form the bedrock of our local and regional economies. Mississauga is proud to have 5 business improvement areas (BIAs) featuring a variety of local businesses that are at the heart of our identity as a city – restaurants and bars, clothing and retail, and much more.

Along with our traditional sectors, Mississauga is fast becoming a destination for cultural industries, including film and television, digital media, music, and publishing companies. In the last 2 years, we have welcomed 5 film studios representing over 800,000 square feet of studio space. Mississauga is becoming studio city north.

Land development and real estate is also a major contributor to the local economy, employing thousands of skilled and professional labour. In Ontario, the construction industry employs approximately 532,000 people. Activity is driven by strong population growth, a strong economy, rising house prices, and land constraints. Overall, short-term construction demands are anticipated as major public transportation and other engineering project and ICI (industrial, commercial, institutional) building requirements

raise. In 2019, Mississauga approved \$1.8 billion in building permits, underscoring the growth of our City and the demand for investment.

Mississauga is well-positioned and an economic engine of Canada. Our sector diversity of business allows us to absorb global economic shocks and our rich pool of talent allows us to attract business investment from around the globe. While COVID-19 has impacted the global economy, Mississauga is in a better position than most cities to weather the current economic storm.

The Economic Response to the Pandemic

As the response to the pandemic unfolds, we have witnessed substantial shifts in society, institutions, and individuals. The only certainty is that our familiar structures, routines, and way of life have changed substantially. The crisis has called into question the very foundations of our business models. Moving forward, the City will need to reconcile with our new reality in order to assist our business community in navigating a way forward.

The pandemic has sent shockwaves through economies, financial markets, and has required provincial and federal governments to spend billions on stimulus in order to sustain the economy. In Canada, the federal government has provided over \$150B in stimulus aid to almost every sector of the economy. Continued federal and provincial government stimulus will be important for rebooting and growing the economy.

Canada [reported](#) a decrease to the gross domestic product at an annualized rate of 8.2 per cent in which accelerated to a rate of about 40 per cent annualized these last few months. According to Statistics Canada, the economy in the GTA is projected to lose 355,000 jobs and 28% of GDP and \$3.7 billion in revenue losses for businesses. Furthermore, RBC's June economic forecast speculates the 2020 forecast for Canada overall is -5.9%, and Ontario -3.1%.

The crisis has had a profound impact on consumer behavior. Regardless of the duration of the recession, consumer research suggests there will likely be a new level of cautiousness about health, and customer routines will change in response. New health and safety requirements will inevitably drive up costs for businesses. The pandemic has also created anxiety among business stakeholders as they pivot their business models in response – while not fully understanding the future norms.

While some sections of the economy are already reopening, they have had to retool and rethink their business model and standard operating procedures. Businesses are facing productivity restrictions, transit restrictions, as well as limited opportunity for international travel, conferences, or major events.

Some experts contend the severe reduction will subside relatively quickly. RBC anticipates economic growth at annual rates of 35 per cent, and nine per cent in the third and fourth quarters, respectively. The National Bank confirms the recovery has

10.2.

begun, but suggests it's too early to know how quickly the economy can regain its momentum. Some economists believe this will be a "V" recession, with a sharp increase in consumer activity following a quarter of steep decline. While economists and banks, such as TD Bank, reason a "U" shaped recovery may occur due to difficulties in containing the virus during re-opening of the economy. This is not a supply recession, but a demand recession.

Governments at all levels around the world are grappling with the fallout from COVID-19 and are adapting to new economic realities. Mississauga is not alone.

PRESENT STATUS:

The Local Economic Challenges of COVID -19

An understanding of the conditions that local businesses are facing as the economy reopens is important for developing recovery plans. Over the last several months, considerable research has been conducted to better understand the economic forecast, the influencers on our local economy, and the impacts we can expect to local business. Supplementing this was a series of consultations with over 600 community organizations and businesses from all sectors to understand the challenges that exist today and are likely to face Mississauga as the recovery evolves.

The following provides a summary of the consultation to date:

Major Industry: Ontario has lost over 1 million jobs since restrictive measures to slow the spread of the COVID-19 were first introduced. The effects of the restrictions have been profound across industries. Some of the sectors hardest-hit since the restrictions have been imposed include wholesale and retail trade, accommodation and food services, and manufacturing.

In response to the crisis, Economic Development staff has reached out to the business community in the major industries to discuss the effects of COVID-19 on business operations, to share best practices, and to work on solutions to support their organizations. To date, the team has consulted with 43 companies, employing over 17,000 people in sectors ranging from Advanced Manufacturing to Life Sciences. Through the consultation we heard that:

- Businesses have struggled to stay informed of continuously changing and uncertain economic and public health environment, government support programs;
- Manufacturers have had difficulty taking advantage of federal and provincial opportunities to shift production to COVID-19 related products;
- Businesses have expressed challenges related to implementation of workplace health & safety measures, accessing PPE and managing employee mental health and well-being;
- Local and global supply chains have been disrupted by closures and slowdowns from workforce health & safety and logistics issues.

Small Business: The impact to small business has been enormous. However, with Stage 1 of the provinces recovery underway, more and more businesses are able to open. A recent survey by the Federation Of Small Business found that in Ontario, 37 percent of the small businesses are now fully open, but only 12 per cent of small firms report their sales have returned to normal. However, while there are signs that economies are awakening, for many recovery is not guaranteed. The future of

10.2.

businesses in sectors like transportation, health and social services, arts and recreation and restaurants/hospitality are particularly vulnerable.

To support our small business community, the Economic Development staff has employed business advisors to answer inquiries related to the COVID crisis, and has also developed an outbound service and conducted a roundtable with our BIAs. Our small businesses have shared that:

- Meeting rent requirements during this time has been their biggest concern, and the CECRA rent relief program was not an effective tool for many landlords;
- Businesses have struggled to stay informed of continuously changing and uncertain economic and public health environment, government support programs;
- There has been a lack of clarity and communication around the reopening of small businesses and the guidelines associated with reopening;
- There is a need to understand what PPE is required and where to obtain the required equipment relevant to their specific businesses

Tourism Industry: Mississauga tourism related companies were gearing up for summer when COVID-19 restrictions interrupted business preparations. Airlines, as well as hotels, cruise ships, restaurants and national foodservice chains are severely challenged. Recently, the provincial government began implementing Stage 1 recovery which has been good news for tourism related businesses. However, while other regions throughout the province are set to-reopen in Phase 2, as of beginning of June, the Region of Peel has not been granted the go ahead. Consequently, the local tourism and hospitality sector will continue to feel the impacts of further economic loss.

Tourism Mississauga, in collaboration with EDO and Culture Division has met with representatives from local Business Improvement Associations (BIAs) to discuss COVID -19 impacts. Additionally, a weekly Stakeholder Newsletter has been issued to many of the tourism related businesses which shares and communicates COVID-19 related news from all levels of government and sector-based associations. A recent Provincial Stakeholder Survey was distributed to ensure our tourism business participated to inform the government of the economic impacts at the regional level.

What we heard from our Mississauga Tourism industry is:

- Importance with communicating Mississauga's re-opening guidelines
- Consideration for the opening or establishment of patios for restaurants
- Support in marketing their businesses through a shop local campaign and platform

Creative Industry (Film, TV & Music): Mississauga was anticipating another record summer in TV and film production when COVID-19 interrupted all plans. Additionally,

10.2.

the Canadian music industry has also been severely impacted due greatly to the closure of venues, and a slowdown in production.

Since the closure, Film Office staff has been dialoging with the Canadian Film & Television Commissions (CFTC), Ontario Creates, and has participated in the Minister of Heritage, Sport, Tourism and Culture Industries town halls. Music Office staff has participated in weekly calls with the Canadian Live Music Association, which includes representatives from across the Canadian live music community such as festivals, ticketing companies, production companies and many more. A working group of municipal music officers from across Canada has also been formed to engage musicians and others to better understand the challenges and initiatives underway in each other's cities.

Generally staff have heard that there is strong optimism that the volume of film and television business can resume operations, and plans for new studios in Mississauga are still underway. Demand for content for video on demand (VOD) services is at an all-time high. Some of the challenges will be:

- International production is dependent on the opening of the U.S. Canada border for work visas.
- Artists need paid digital opportunities to help sustain them while most physical live music events remained banned. They would also like to see an extension of the federal Canadian Emergency Response Benefit (CERB) program, as they will be some of the last Canadians able to return to business as usual.
- Live Music Presenters need grant funding to remain in place, despite events being cancelled or postponed, and flexibility in funding programs.
- Requesting expedited direction and advance funding from the Province to assist with 2021 pre-planning of events as well as clear direction around mass gatherings and safety protocols when they are able to resume operations.
- Music Venues were among the first businesses to close and will be among the last to open. A group called Support Canadian Venues estimates that without Federal support, 90% of independent music venues across Canada will close.

Land Development: The construction industry has not undergone a complete shutdown. At present the emphasis is on social distancing, health and safety concerns, and government recommendations. As a result, project delays and completion deadline push backs seem inevitable. Availability of building materials, and/or labour disruptions could all impact contractually agreed upon construction completion timelines. If supply chains are further impacted, countless projects could be affected.

In a joint-submission by the Ontario Home Builders' Association (OHBA), the Canadian Home Builders' Association (CHBA), and the Building Industry and Land Development Association (BILD) several asks were identified of all 3 levels of government to ensure

10.2.

the rapid recovery of the industry in the Greater Toronto Area (GTA). Of primary concern is the impact that COVID–19 may have on the economy and consumers, temporary and permanent job losses, and liquidity challenges within the industry. Some of the suggestions raised include:

- Adjust the Canadian Mortgage Stress Test for both insured and uninsured mortgages
- Accelerate movement on key elements of the Housing Supply Action Plan related to the speed of approvals and reduced costs, including a CAP on CIL of parkland
- Use existing planning policies, procedures and tools that will assist in the acceleration of housing supply and employment opportunities
- Provide financial relief from development charges and other planning and development related fees
- Enhance Municipal Service Delivery Efficiencies

Our Framework: Building Back to Better Campaign

The City of Mississauga can and should play an important role in the city’s economic recovery. The City currently provides a range of programs and services designed to support economic development, it is important that we be responsive to the needs of the community as recovery unfolds. The pandemic is unlike any crisis the city has ever faced, now is a time for the City to pivot, reassess, and reinvent its programs and services to ensure the city “builds back better.”

The COVID-19 crisis has changed our world and will continue to shape our national, provincial, and local economies in the months and years ahead. There will likely be changes in consumer demand, altered workforce patterns, and an uncertain and changing regulatory environment. We also know that scientists continue to understand the virus more each day and that work on a vaccine is promising. All of this leads us to believe that we will return to normal, but that it will be a “new normal,” with long-lasting changes.

The City of Mississauga will play a key role in helping the local economy and respond to this new normal. It is our goal not only to recover the losses suffered during this pandemic, but to help our businesses and community grow and prosper even more than before the pandemic. That is why our campaign is called “Building Back to Better.”

We have used the word campaign because we believe we need a sustained and coordinated effort over the next two years to effectively work through the challenges our business community will face during the recovery process. A campaign has an overarching strategic objective and goals, supported by a series of tactics deployed in a phased approach. These tactics executed by the City and in conjunction with strategic community stakeholder partners will be a collective and holistic effort to ensure we come out of this crisis better than before.

10.2.

The campaign represents the City's Framework for Economic Recovery. It is intended to provide a long-term vision for recovery, but does not define each and every detail necessary to achieve that vision. Rather, details will be provided through a series of recovery plans using the framework as the foundation. Each plan will realize and emphasize a phased approach to recovery, which will enable the city to be nimble and responsive to emerging conditions, new information, opportunities and funding prospects.

The three phases of recovery are **Mitigate, Reboot and Grow**. The following industry-specific plans will be developed:

1. **Industry Recovery Plan**
2. **Small Businesses Recovery Plan**
3. **Tourism Recovery Plan**
4. **Creative Industry (Film, TV & Music) Recovery Plan**
5. **Land Development & Real Estate Recovery Plan**

Our Guiding Principles

It is important at the outset of the campaign to define our guiding principles. They will inform our actions and decisions over the course of the campaign.

Define what success looks like: Our success will be measured quantitatively through data and metrics (jobs created, business retention and expansion, new business investment, etc.) as well as through qualitative methods such as surveys, consultations and interviews with the business community.

Foster input, confidence and trust: Throughout the pandemic, the City of Mississauga Council and staff have worked with the business and wider community to build confidence in our response plans trust. Our decisions to date have been made in consultation with the community and in so doing, we have built trust. Trust is the currency that allows us to build back to better, together.

Create a Made in Mississauga Plan: While we will look at what other jurisdictions are doing, we will do what makes the most sense for our City. There is no one correct way to do this. We will work with other cities where it makes sense to do so, but our recovery plan will not be a carbon copy of what others are doing.

Avoid One-Size-Fits-All Solutions: We will be nuanced in our response that takes into account the needs and challenges of our diverse set of stakeholders.

Work with partners: Mississauga cannot do this all on our own. We will need to work with partners including other levels of government, industry associations,

10.2.

educational institutions and community groups. We will leverage the strengths of others to bolster our economic recovery.

Be smart and efficient: The City currently offers a range of services which support economic development. We will not reinvent the wheel - rather we will leverage these to bolster our economic recovery.

Be agile and open to new ideas: This includes possibly expanding the jurisdictional scope of the City to enter new areas we have not before engaged in. Extraordinary times call for extraordinary measures and we must be ready to move as quickly during recovery where necessary, as we did during the crisis.

Be strategic and thoughtful: Data and evidence, especially recommendations from public health officials, must guide our decisions.

Our Strategic Goals:

The city's focus on recovery will be guided by our City's Strategic Plan and the 5 pillars - green, prosper, move, belong, and connect - as well as various master plans/strategies which have been adopted by Council. For each of the 5 industry-specific plans that will be developed, the following goals serve as a basis for the development of future goals, objectives and tactics:

Goal 1: Meet Employment Needs: The rebooting and growing of Mississauga's economy will be grounded in our aim to become a centre for the international exchange of ideas and opportunities around emerging technologies. Moving forward, providing necessary infrastructure and network of services and opportunities for business will remain a priority. We will continue to consult with local businesses on current and future business issues/opportunities to ensure Mississauga retains the elements required to build a prosperous city.

Goal 2: Develop Talent: As one of the gateways to Canada, Mississauga remains in a unique position to attract newcomers and to harness the wealth of talent and experience these new residents have to help integrate new immigrants into our economic community. While the process of immigration is uncertain at the moment, there will come a time when restrictions ease, and the city will need to ensure it is prepared and positioned to optimize such opportunities. The city can lead by engaging community leaders and academics as a link between business, industry, postsecondary schools and the community.

Goal 3: Attract Innovative Business: Mississauga has embraced the knowledge economy and developed areas of strength in the life sciences, advanced manufacturing, higher value business services and smart logistics sectors. As we recover, our focus will remain on cultivating new knowledge-based businesses, particularly in research and development and emerging

technologies, will lead to new clusters and areas of economic strength. This will provide creative and innovative work opportunities as we grow.

Goal 4: Create Partnerships for Innovation: The City has successfully grown by attracting large corporate employers. But place-making and wealth creation are contingent on small-scaled and innovative businesses, creative industries, small high-tech firms, and local start-ups. Encouraging the presence of these types of businesses, and the spaces to accommodate them, will foster entrepreneurialism, and a more diversified and sustainable economy. We will need to leverage opportunities with colleges, universities, centres of excellence, research institutions and cultural institutions to foster innovation.

Goal 5: Strengthen Art & Culture: Mississauga will foster arts and culture as a key contributor to attracting talent, providing quality of life and supporting creative businesses. Mississauga has had the great fortune to be home base for a number of gifted and accomplished film makers, actors, and musicians who have been recognized on the world stage. Supporting this creative expertise will be important for growing the creative economy.

Goal 6: Build Healthy Communities: If there is anything to be learned from the Covid-19 experience, it is the importance open space and the public realm play in building a vibrant, healthy community. Post Covid-19 it will be important for the city to facilitate new places and spaces, which offer accessible, welcoming environments for older and younger adults, and which help to attract talent, and support local businesses such as community based work spaces for working remotely.

Goal 7: Ensure Affordability & Accessibility: The proportion of older adults, recent immigrants and low income households is growing in Mississauga – all three cohorts are particularly sensitive to issues of affordability. We must focus on the ability to live affordably, especially with respect to the cost, availability and accessibility of housing. Access to a range of housing options has to also be foundational to planning – and with a spotlight on seniors housing and long term care facilities, and healthcare, Mississauga will need to make this a priority.

Goal 8: Provide Quality Programs & Services: The city's response to Covid-19 has shown our adeptness at pivoting our programs and services to meet the needs of our businesses. As the local economy reboots and begins to grow, the city will ensure the solution oriented efficiencies and improvements achieved during the mitigation phases become embedded into operations.

Goal 9: Make Informed Decisions: Data-driven decision-making will be important as we focus on recovery. The collection and analysis of data has long played an important role in our organization and will continue to be a priority. The data tells a story, which we must adjust and action. It provides us a benchmark to

10.2.

measure, and will allow us to understand the impact of the plans and tactics we implement.

Goal 10: Practice Fiscal Prudence: While many individuals and businesses alike have been financially impacted as a result of the Covid-19 crisis, it is important for the city to preserve the long term strength of the property tax base in order to avoid a reduction in services, or a disproportionate increase in taxes in the future. The City will look to other levels of Governments as the primary source of financial assistance to our business community. However, where the city decides to help, any cancellation of fees or provision of grants will be a cost borne by the taxpayers. Decisions will be carefully evaluated and done so on a “one time” basis, or with defined end dates.

CAMPAIGN PHASES

Our campaign will be divided into **three phases**. These phases are not exact and there will be overlap between them. The phases are meant as a guide to our activities and to provide milestones to meet in our recovery efforts. The following provides an overview of the framework and tactics we will employ that are subject to change and lessons learned.

Phase 1: Mitigate (Start of Pandemic to Present)

There is no playbook for responding to a global health pandemic, especially at the local level. From the beginning of this crisis, the City of Mississauga has risen to the challenges presented and taken effective action to address them. Since the crisis began, the City has taken some important actions to address challenges faced by the community and our local businesses:

- Deferring commercial and residential property taxes by 90 days;
- Providing free transit to ensure continuity of operation for essential businesses and workers;
- Waiving mobile licencing fees;
- Waiving late fees and other charges on for late property tax payments;
- Amending tax installment due dates;
- Deferring rent payments for tenants in City-owned facilities.

As noted, these actions were taken in response to a series of consultations with over 600 community organizations and businesses from all sectors. These consultations included:

- Two Economic Development Advisory Board (EDAB) meetings
- Business leaders and representatives across industries
- Business Improvement Areas (BIAs) and business associations
- Faith leaders
- Resident Associations
- Mississauga sport organizations
- Tourism sector
- Cultural and arts organizations

To date, Council and City Staff have listened to the issues facing the community and have taken action within the City's jurisdiction. In this phase we have responded to the crisis and worked to mitigate losses as best as possible. As



the provincial government has announced Phase 1 of the gradual re-opening of the province, and whereas Phase 2 will likely be announced in short order, it is time to transition from this first Phase into the second phase, “reboot,” which will guide our efforts until the end of the year.

Phase 2: Reboot (June 1, 2020 – December 2020)

In this phase we will begin the difficult task of rebooting our local economy, as well as City operations. While shutting down in response to the pandemic was straightforward, our economic and community recovery will not be. To build back better it will require strategic action and partnerships. The actions we take in Phase 2 will have a significant impact on our full recovery efforts over the next 18 months to 2 years.

Create the Mississauga Economic Recovery Taskforce (MERT) [Goal #4]

This taskforce will be comprised of key stakeholders in the community, City Staff, and Council. It will act as an enhanced and focused Economic Development Advisory Board (EDAB) that is specifically focused on economic recovery. This group will advise Council and staff in the short term and over the entire recovery period.

The MERT will have representation from the business sector, creative industries, academia, public health, Toronto Pearson, and the small and independent business sector, among others. It will be designed as a working committee with the goal of addressing the needs of each sector in our City.

Advocate Where Necessary [Goal #9]

In consultation with the MERT, we will determine areas where the City and Council can consider advocating to the federal or provincial government for a policy change to support business, organizations, program and resources. We will listen to our stakeholders and advocate in areas where a regulations or legislation can be changed, or where funding may be required by senior levels of government.

Explore Further Assistance to Business [Goals #1, #9]

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:

- Reviewing actions to provide relief to business where we would not have otherwise collected revenue (i.e. allowing patio expansion into parking lots) and will not forego budgeted revenue.

10.2.

- Reviewing sources of funding, including other levels of government, to resource programs and services where possible to mitigate implications to the City's operating budget.
- 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.
- Examining how best the City of Mississauga as a corporation can stimulate the local economy through procurement. The City of Mississauga is a significant purchaser of goods and services. Our sustainable procurement program already contains a buy local pillar.
- Reviewing reserves to determine if those monies can be reinvested into other capital projects in the business area.

Form strategic partnerships [Goals, #1, #2, #4]

The City will work with community organizations (boards of trade, TRBOT, chambers of commerce, sport and cultural national and provincial associations, national business associations, etc.,) to form strategic partnerships where applicable to advance our goals. Given many organizations are already undertaking their own programming; we may be able to partner and collaborate. The City of Mississauga cannot do this on our own; we need to tap into the resources, know-how, experience, and connections of other organizations.

Enhance Our Business Information Portal [Goal #3]

Many businesses, residents and cultural groups look to the City for information. One of the biggest services we can provide in recovery is a repository of good, accurate information about programs and services offered by other levels of government and industry associations. The City can also act as a connector between businesses, groups and the community. The EDO website, www.thefutureisunlimited.ca/covid-19 is a good template to build upon where functionalities such as the virtual Innovation Hub, an industry digital ecosystem would enable collaboration between the City and all sectors to encourage B2B, strategic partnerships and innovation amongst businesses within Mississauga.

As businesses re-open there will be greater demand for personal protective equipment (PPE) and information on how to navigate changing public health rules. The City can play a leading role in facilitating the dissemination of this information to business and help make connections between businesses and PPE suppliers. Our businesses need to focus on running their business and doing what they do best, not worrying about sourcing PPE and navigating complicated websites looking for the latest information.

'Buy Local' [Goal #6]

10.2.

At the beginning of June 2020, the City joined the ShopHERE campaign and launched our own “Mississauga Made” campaign. The former assists small businesses with setting up a digital retail presence and the latter encourages residents in Mississauga to shop at local retailers. These campaigns should be supported and continue to run through at least Phase 2 of the campaign.

Working with Tourism Mississauga, we will develop a full marketing plan to showcase Mississauga to the world and encourage people to visit. Funds collected from the Mississauga Accommodation Tax (MAT) have been allocated for this campaign.

Through the MERT, Tourism Mississauga, and our ongoing consultations with small business, we need to consider further means to assist them in promoting their businesses. This can include campaigns like ShopHERE and Digital Mainstreet, but also seminars that provide vital information to businesses on regulation changes, as well as programs that may be available at other levels of government.



Review Our Planning Tools to Assist Business [Goals #8]

The *Planning Act* provides some tools that may be used to assist local businesses. For instance, a local BIA may wish to implement a Community Improvement Plan (CIP) for things like façade improvement to make their business more attractive to customers and the entire business district and more enjoyable place to shop and dine. We will consider using tools such as temporary zoning bylaws to help address challenges that face businesses – to support initiatives such as the provision of outdoor patios throughout the city.

While it will not be the position of the City to waive or defer Development Charges (DCs), we can use existing land use and building code tools to help the industry. Where it makes sense Council may elect to pre-zone lands and require affordable housing to create greater stability. We may also continue to incentivize development through the offer of conditional building permits, and other means.

Assist With Planning & Building Approvals: [Goals #6, #8]

The City’s development planning and building processes are complex. To assist, the City has the unique staff position of “Development Liaison” whose job it is to shepherd through development applications. This person can be a lifeline for

land developers looking for assistance in navigating the development process and getting their product to market.

Reconstitute the BILT [Goal #8]

The City of Mississauga has convened meetings of the Building Industry Liaison Team (BILT). This group is comprised of City staff and senior leaders within the development industry. It has proven to be an effective venue to understand the needs and concerns of the development industry, as well as provide feedback on initiatives the City is undertaking. We will reconvene regular meetings of this committee as we progress through the Phases of this campaign. Understanding the land industry market will be crucial to achieving the recovery we desire.

Gather Data [Goal #9]

To properly address the economic issues we face, we must be able to quantify them. Data collection will be important to informing our tactics and strategy. Unfortunately, Statistics Canada only provides data for the Toronto Census Metropolitan Area. As such, we will need to work with the Region of Peel, the Government of Canada, and industry partners to develop a Mississauga-focused data set. Currently the City has met ISO Standards and data for Resilient Cities but we will want to build upon the momentum. We may also consider employing an economist to provide more detailed information on the economic outlook for Mississauga, similar to what is done during the annual Budget presentation.

Leave no one behind [Goals #1, #2, #10]

For many in our community the economic consequences of COVID-19 will be devastating. To ensure our local economy remains strong, we need to ensure no one is left behind. According to surveys, over 50 per cent of Canadians were living paycheque to paycheque prior to the COVID-19 crisis. In the wake of this pandemic, many have now lost their jobs, driving the unemployment rate to close to 20 per cent.

While federal and provincial supports have helped people get through this crisis, when this money ends, many people will face significant financial challenges and will be unable to make ends meet. We must ensure that nobody is left behind and that people have opportunities at employment. To do this, we will:

- Work with local employment centres (COSTI, TCET, etc.) and other community services agencies to match people with employment.
- Work with the Region of Peel in partnership to identify strategic partnerships in our social services and charitable sectors that can assist with employment and job creation.

10.2.

- Consider the impact of the recession on vulnerable communities, including marginalized individuals and women. There is a growing body of research that suggests this is a “she-cession” that is disproportionately affecting women. Our approach needs to be sensitive to the people we serve.

Prepare for a Second Wave

Public health officials have indicated that as a society, we have done a good job of controlling the spread of the virus in the first wave. But as the economy re-opens and physical distancing protocols are lessened, we need to be prepared for a second wave or a resurgence of the virus. The epidemiology of the virus indicates that like the flu, it spreads more easily in places where people gather and where droplet spread is more. As it gets colder and people move back inside, there is a potential for a second wave.

The economy likely cannot take another full lockdown as we have seen in Phase 1. We will need to be ready to adapt as a corporation to a second wave, but also assist our businesses to do the same. This may require:

Public communication campaigns

- Facilitating with the Region of Peel testing of employees
- Working with the Region of Peel Public Health to isolate outbreaks in businesses
- Providing information on where PPE and other resources can be obtained. Global supply chains for PPE for instance are still not stable. If other jurisdictions also experience a second wave, sourcing PPE and other materials may be a challenge.

The reproductive value of the virus is roughly 1; or in other words, one person infects one person. If this value rises, the number of cases increases exponentially. To avoid a crushing second wave, we will need to remain vigilant to maintain the reproductive value of the virus at 1.

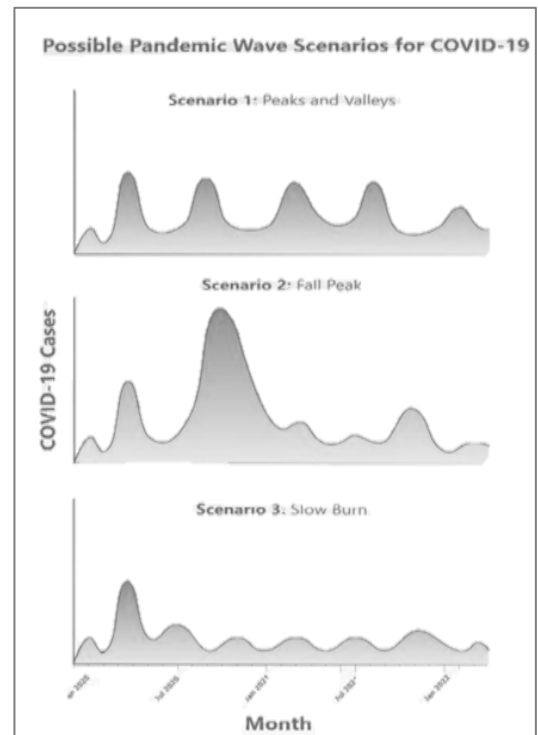


Figure 1: Centres for Disease Control

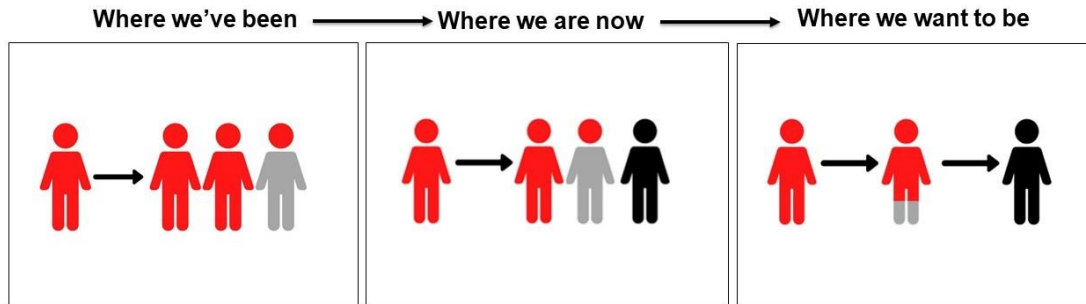


Figure 2: Health Canada

Phase 3: Grow (January 2021 – June 2022)

In this phase we will learn from our activities in Phase 2 and chart a course for the future. Elements in this phase are subject to change based on the lessons learned and the feedback received during Phase 2.

Assess the Campaign to Date [Goal #9]

As we move from Phase 2 to Phase 3, we will regroup and reassess our success and failures to date. If necessary, we will recalibrate our strategic objectives, goals and tactics to respond to what we have learned and our new environment.

Re-Evaluating Our Growth Targets [Goal #9]

As we progress into Phase 3, we will re-evaluate our economic development focus and strategic plan to ensure that we are pursuing the right path for growth. Our focus to date has been predominantly on business attraction and retention. We have also focused on number key sectors including finance, life sciences, advanced manufacturing, and ICT, among others. Mississauga has a highly diversified local economy, which will insulate us somewhat from the global shocks of COVID19.

However, it will be prudent to re-examine our focus and our key sectors in the wake of COVID-19. We must ask ourselves whether now is the time to consider expanding our focus to generating greater export capacity in our local businesses, which creates jobs and potentially expansion? Are our target sectors still the right ones? What is our growth strategy and what barriers stand in the way (internal and external) from us realizing our growth potential. This exercise will guide our focus in the years to come.

Focus on the Airport [Goal #1, #3]

In 2019, the City and the Greater Toronto Airports Authority (GTAA), the non-profit agency that operates Toronto Pearson, signed a Municipal Authority Agreement. We recognize that in many ways, our strategic objectives align and

10.2.

we must work as partners. As the largest land owner and employer in our City, and the catalyst behind billions in economic activity in our region, the airport plays an important role in our economic health and recovery. Toronto Pearson has been hit extremely hard by this pandemic, with passenger travel volumes decreasing to almost nothing. Global surveys suggest that even as the economy re-opens, consumers are wary of travelling by plane until they feel it is safe to do so. The airport's recovery will be slow, but it is vital to our economic success.

As such, we will work with the airport during the economic recovery to help them address their losses and get back to business as usual. A strong Toronto Pearson is critical for a strong Mississauga.

Invest in Innovation [Goal #1, #3, #4]

This pandemic and new economic environment will create new business opportunities for budding entrepreneurs and innovators. Investing in our innovation agenda will be critical to our success moving forward. Many neighbouring jurisdictions, including Toronto, Kitchener/Waterloo, and Hamilton have made innovation a priority.

The City will expedite plans for innovation hubs in Mississauga that are designed to assist fledgling businesses grow and to develop more homegrown companies and jobs. The downtown core and the Serson Innovation Corridor on the Lakeview lands are both target areas.

Reassess our Development Objectives [Goal #6, #8]

Working with the Planning and Building Department and Economic Development, we will work with the development community to assess the marketplace and determine what is feasible in the current climate. If the market contracts, so too may our plans for new office development in the downtown core, for instance. We must be ready to respond to a changing environment.

Planning for an aging population [Goal #7]

The City will continue to leverage land use policies that support our plans and provisions of housing for all ages and demographics. The senior age group across Canada accounts for 17.5% of the population, surpassing the 16% age group of children between ages 0 to 14. Statistics Canada estimates that the senior proportion could reach 22.7% in 2031, the year when the last baby boomers will turn 65 (1946 to 1965). Subsequently, the City may also consider working with the provincial government, our local hospital partners, and the development community to bring more safe long-term care beds to the market. This crisis has demonstrated the critical need for new and modern long-term care homes.

Mississauga Hospital Rebuild [Goal #7]

This crisis has shown the need for healthcare capacity in our community. Using our policy and planning tools, we will work with our hospital partners to move forward their plans to rebuild the new Mississauga Hospital

Focus on Housing Affordability [Goal #7]

Prior to COVID-19, building affordable housing in Mississauga was a top priority. Given the economic climate post-COVID-19, it will be even more of a priority in the years to come. We will re-examine our Making Room for the Middle Strategy, current provincial legislation, and the current marketplace to determine how best to move forward with affordable housing development in our community. Many people have lost their jobs and it will likely take a number of fiscal quarters before the unemployment rate returns to pre-COVID-19 levels. People will need affordable housing options or we will risk pricing people out of the market and losing our talent to other jurisdictions. Safe, affordable housing is critical to our economic recovery.

Continue Our Digital Transformation [Goal #3, 4]

The City of Mississauga, as an established Smart City, has been operating almost entirely virtually since the start of the pandemic. This is a testament to the investments made in previous years. As it relates to our economic recovery, Planning and Building and our Economic Development Office (EDO) in particular have been working remotely, yet continuing to serve our customers at pre-COVID-19 levels. Through the use of EPlans our Planning and Building Department has continued to review and approve development applications, as well as undertake thousands of inspections. Our EDO has been communicating daily with our business community, hosting consultations, as well as informative webinars.

As we move through our recovery, our focus will continue to be on providing more of our business services virtually to meet the needs of a changing business environment and to ensure continuity of business.

Reimagine the New Normal

As we progress through Phase 3 and begin to return to normal, it will be important to reimagine what our new normal can and should look like. It will be prudent to understand from our residents and businesses the direction they think the City should travel and what our priorities should be. A review of the City's Strategic Plan may be an opportunity to do this.

Communications Plan

To properly execute this strategy it will require a robust and properly resourced communications and marketing campaign. We will need to communicate and promote to the public many elements of this campaign, as well as celebrate milestones.

Strategic Communications is developing a communications strategy for the recovery that brands Mississauga as “Strong and Ready.” This brand and the accompanying communications collateral materials will provide a frame for our economic recovery activities.

Mississauga. Strong. Ready.



City of Mississauga
Corporate Report



| | |
|---|--|
| <p>Date: July 14, 2020</p> <p>To: Mayor and Members of Council</p> | <p>Originator's files:</p> |
| <p>From: Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer</p> | <p>Meeting date: July 22, 2020</p> |

Subject

Community Recognition – Recommendation for Restarting the Program

Recommendation

1. That Council receive the report entitled Community Recognition – Recommendation for Restarting the Program.
2. That Council approve lifting the suspension of the Community Recognition Program in order to begin receiving community requests on August 1, 2020.
3. That Council support the option of keeping the clock tower lighting yellow on days that do not have Community Recognition lighting booked once the program resumes.

Report Highlights

- Given that the Province has moved to Stage Two of recovery, the City is beginning to reopen facilities and restart many aspects of normal business and the Region is preparing for Stage Three, it is recommended that the current suspension of the Community Recognition program be lifted and that staff begin to receive and approve community requests again beginning August 1, 2020.
- Restarting the program would mean that the current yellow tower lighting would stop on July 31, 2020 to accommodate new community requests. Staff recommends that the tower remain lit yellow on days that do not have a Community Recognition lighting booked.
- For community requests that were cancelled or not processed due to the suspension, groups would be offered a new date for their flag raising or lighting after August 1 (pending program availability.)
- As an added precaution during the COVID-19 pandemic, additional wording around safety, physical distancing and limits to onsite gatherings would be included in communications to all requestors.

Background

On March 19, 2020, the City of Mississauga temporarily suspended the Community Recognition program as the onset of the COVID-19 pandemic began to take precedence over day-to-day business.

In addition, Council voted to light the clock tower yellow as a sign of hope throughout the pandemic.

As a result of this direction, the following planned activities were cancelled over the past four months:

| Month | Cancelled Tower Lightings/Dimmings | Cancelled Flag Raisings | Exceptions |
|-------|------------------------------------|-------------------------|---------------------------------------|
| March | 8 | 2 | |
| April | 9 | 2 | Nova Scotia Tragedy lighting |
| May | 13 | 1 | |
| June | 5 | | |
| July | | | Pride flag raising and tower lighting |

Since the suspension, staff has received 11 new requests. These requestors would have received an auto-reply noting the temporary suspension:

| Month | Tower Lightings | Flag Raisings |
|-------|-----------------|---------------|
| April | 2 | 1 |
| May | 2 | |
| June | 2 | 1 |
| July | 1 | 2 |

Any of the above requests scheduled to take place after August will be evaluated along with new requests. For requested dates that have passed, the requestor would be offered an alternate date after August 1 (pending program availability.)

For a list of previously-approved Community Recognition activities and the screening/approval process for new requests, see Appendix 1.

Present Status

Given that the Province has moved to Stage Two of recovery, the City is starting to reopen facilities and restart many aspects of normal business and the Region is preparing for Stage Three, it is recommended that the current suspension of the Community Recognition program be lifted and that staff begin to receive and approve new requests again beginning August 1, 2020.

This would also mean that the current yellow tower lighting would stop on July 31, 2020 to accommodate new community requests. Alternately, the tower could remain lit yellow on days that do not have a Community Recognition lighting booked.

Comments

Impacts of COVID-19 moving forward

As we restart the Community Recognition program, we recognize that COVID-19 will continue to impact the program in several ways.

Impact on Lightings

Generally speaking, the impact of COVID-19 will not heavily affect the clock tower lightings, since there is rarely an onsite component. However, as a precaution, staff will include the following wording in communications to requestors of approved lightings:

- At this time, the provincial government has limited gatherings to 10 people or less. If you are planning to gather at Mississauga Celebration Square for your lighting, please ensure your group is limited to 10 people or less
- All attendees must practice physical distancing while onsite

Impact on Flag Raisings

The impacts of COVID-19 on flag raisings will be a bit stricter as many groups coordinate gatherings and small ceremonies on the day of their flag raising.

As an added precaution, staff will include the following wording in communications to requestors of approved flag raisings:

- At this time, the provincial government has limited gatherings to 10 people or less. If you are planning to gather at Mississauga Celebration Square for your flag raising, please ensure your group is limited to 10 people or less (this includes the Mayor and any Members of Council who may be in attendance)
- All attendees must practice physical distancing while onsite
- The use of hand sanitizer and face coverings is encouraged for anyone attending a flag raising during this time
- Ceremonies/gatherings should be as brief as possible

All of the above instructions will be updated in accordance with any changes to the province's restrictions on gatherings.

Options

Restarting the program would mean that the current yellow tower lighting would stop on July 31, 2020 to accommodate new community requests. Alternately, the tower could remain lit yellow on days that do not have a Community Recognition lighting booked.

Financial Impact

There is no financial impact to restarting the Community Recognition program, as the program is managed within existing operational budgets.

Conclusion

Staff feels this is an opportune time to restart the Community Recognition program, as it aligns with the reopening of City services and programs in Stage Two of recovery and supports plans and preparations for Stage Three.

Attachments

Appendix 1: Remaining approved requests for 2020

For 

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

Prepared by: Lindsay Francini, Supervisor, Employee Communications and Events

Remaining approved requests for 2020

The following Community Recognition activities were approved prior to the start of the COVID-19 pandemic and would proceed as planned once the program is restarted:

| Date (2020) | Event | Lighting/Flag Raising |
|---------------------|---|---|
| August 15 | Ecuador Independence Day | Lighting |
| September 7 | Labour Day | Lighting |
| September 11 | In Memory of the Victims of 9/11 | Tower Dimming |
| September 13 | Fallen Firefighters Memorial Day | Lighting |
| September 14 | One-Year Anniversary of Malton Shooting (Jonathan Davis) | Tower Dimming *TBC |
| September 27 | Police & Peace Officers' National Memorial Day | Tower Dimming / Flag Raising |
| September 30 | Orange Shirt Day | Lighting |
| October 11 | Coming Out Day | Lighting |
| October 12 | Thanksgiving Day | Lighting |
| October 22 | Sixth Anniversary of 2014 Shootings at Parliament Hill and the death of Corporal Nathan Cirillo | Tower Dimming |
| October 31 | Halloween | Lighting |
| November 11 | Remembrance Day | Lighting * <i>City flags will also be lowered</i> |
| November 15 | World Day of Remembrance for Road Traffic Victims | Tower Dimming |
| November 20 | Transgender Day of Remembrance | Lighting |
| November 25 | International Day for the Elimination of Violence Against Women | Lighting |

| | | |
|--------------------|--|---------------|
| December 1 | Giving Tuesday | Lighting |
| December 3 | International Day of Persons with Disabilities (IDPD) | Lighting |
| December 5 | International Day of Volunteers | Lighting |
| December 6 | National Day of Remembrance and Action on Violence Against Women | Tower Dimming |
| December 10 | Human Rights Day | Lighting |

Process for Receiving New Requests

Once the program is restarted, staff will resume the regular screening and approval process:

1. Confirm availability
2. Evaluate request
3. Evaluation meeting between CDC Manager, Employee Comms & Events Supervisor, Senior Advisor, Protocol and Communications Assistant, Legal if required
4. Approval by director
5. Escalate to commissioner if required

City of Mississauga
Corporate Report



| | |
|---|--|
| <p>Date: May 28, 2020</p> <p>To: Chair and Members of Budget Committee</p> | <p>Originator's files:</p> |
| <p>From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works</p> | <p>Meeting date: June 24, 2020</p> |

Subject

2021 through 2029 Winter Maintenance Contract

Recommendation

1. That the Purchasing Agent award contracts to the recommended bidders pursuant to Procurement No. PRC002049, in accordance with the Purchasing By-law #374-2006, for the base contract, as outlined in the report from the Commissioner of Transportation and Works dated May 28, 2020 and entitled "*2021 through 2029 Winter Maintenance Contract*", and that all necessary by-laws be enacted.
2. That Budget Committee provide direction on the new Winter Maintenance Contract related to the continuation of improved service levels for pedestrian accessibility at bus stops and priority sidewalks, as outlined in the report from the Commissioner of Transportation and Works dated May 28, 2020 and entitled "*2021 through 2029 Winter Maintenance Contract*".
3. That Budget Committee not implement increased service levels for residential sidewalk winter maintenance and/or residential driveway windrow clearing, as outlined in the report from the Commissioner of Transportation and Works dated May 28, 2020 and entitled "*2021 through 2029 Winter Maintenance Contract*".

Report Highlights

- The winter season of 2020/2021 will be the final year of the seven-year Winter Maintenance Contract (Procurement FA.49.324-14). The procurement for a new Winter Maintenance Contract has now been completed (Procurement PRC002049) to be in place in the fall of 2021.
- As per the direction from Budget Committee in BC-0178-2019, provisional items were included in the new Winter Maintenance Contract procurement for the following:

- An increased level of service for pedestrian accessibility at bus stops and priority sidewalks by providing winter maintenance activities in conjunction with priority roads.
- An increased level of service for sidewalks so that all sidewalks in the municipality (priority sidewalks and secondary (residential) sidewalks) receive winter maintenance. Currently, only priority sidewalks receive winter maintenance.
- An increased level of service to provide for windrow snow clearing on secondary (residential) roads.
- The operating cost increase in the base contract is \$3.8M annually. In 2021, the increase to operating costs from the new base contract is \$1.3M.
- The operating cost increase to continue improved pedestrian accessibility at bus stops and on priority sidewalks in the new Winter Maintenance Contract is \$1.1M annually. In 2021, the increase to operating costs under the existing contract from January to April 2021 - \$1.5M and from the new contract for November to December - \$0.4M and total is \$1.9M.
- The operating cost increase for winter maintenance on secondary (residential) sidewalks in the new Winter Maintenance Contract is \$2.4M annually. In 2021, the increase to operating costs for this service level increase is \$0.8M.
- The operating cost increase for the clearing of windrows on secondary (residential) roads in the new Winter Maintenance Contract is \$10.4M annually. In 2021, the increase to operating costs for this service level increase is \$3.4M.
- Current forecasts for year-end project an operating deficit of between \$50M and \$70M. Additional COVID-19 pressures of \$32M are projected in 2021 and an annual loss of GTAA PILT of \$18M in 2022 and beyond.
- The increase in the base contract will be incorporated into the 2021 budget to maintain service levels.
- Should Council decide to maintain the enhanced winter maintenance service levels for bus stops and priority sidewalks, it can be funded from the winter maintenance reserve for an additional year with the tax pressure being deferred to 2022.
- Staff do not recommend that winter maintenance service levels be increased for residential sidewalks and/or residential windrows. Should Council wish to increase winter maintenance service levels for residential sidewalks and residential windrows, these should be deferred until at least 2023 to minimize the budget impact in 2021 and 2022, which are going to be challenging budget years. If Council defers the implementation of these service level improvements to future years, staff would issue a new procurement for these items.

Background

The winter season of 2020/2021 will be the final year of the seven-year Winter Maintenance Contract (Procurement FA.49.324-14). The procurement for a new Winter Maintenance Contract has now been completed (Procurement PRC002049) to be in place in the fall of 2021.

At its meeting of July 3, 2019 Council approved the following recommendation from Budget Committee:

“BC-0178-2019

That increased winter maintenance service levels for pedestrian accessibility at bus stops and on priority sidewalks, be approved.

That the gross budget for cost centre Bus Stop Clearing and sanding (#24270) be increased a total of \$3.1 million over a two year period, funded from the Winter Maintenance reserve (#30120) with a net budget impact of \$0 for 2019 and 2020.

That the Purchasing Agent be authorized to increase the existing contracts for Winter Maintenance (issued pursuant to Procurement No. FA. 49.324.14).

That all necessary by-laws be enacted.

And that staff report back to General Committee on the results of the procurement for the new Winter Maintenance Contract, including recommendations regarding winter maintenance service levels over the duration of the new contract, as outlined in the report from the Commissioner of Transportation and Works, dated June 21, 2019 and entitled “Winter Maintenance Service Level Improvements”.

A copy of the report from the Commissioner of Transportation and Works, dated June 21, 2019 and entitled “Winter Maintenance Service Level Improvements” has been attached as Appendix 1.

The purpose of this report is to respond to BC-0178-2019 as well as to provide the results of the procurement for the 2021 through 2029 Winter Maintenance Contract.

Comments

New Winter Maintenance Contract Tender

The new procurement for winter maintenance included the provision of contracted equipment and crews to perform various snow and ice control activities throughout the City of Mississauga for a eight-year period covering the 2021/2022 through 2028/2029 winter seasons. An eight-year period was selected to take advantage of more competitive pricing that is expected for a longer term contract. The existing contract was seven years in length. Staff decided to move forward with an eight-year contract based on discussions with other municipalities and also based on the financial benefit received from increasing the City’s previous contract from five to seven years.

Feedback from municipalities that have gone to nine or 10 year contracts indicated that in hindsight the contract term was too long for a contract for this type of operation, and suggested an eight-year term was ideal. For these reasons, staff determined that an eight-year contract would benefit the City for this procurement.

In preparation for the procurement, Transportation and Works staff reviewed winter maintenance operations with a focus on ensuring operational efficiency and setting equipment levels based on established best service delivery and salt management practices with a view to providing Council approved service levels and to meeting the Minimum Maintenance Standards (MMS) for winter operations under the Municipal Act 2001.

Materiel Management publicly advertised a bid call for 14 items (10 set items and four provisional items) for bidders to supply various winter equipment/crews. Bidding closed on May 4, 2020 and the City received 31 bids from different bidders on the 14 items.

Bidders were invited to submit bids for one or more of the 14 items listed for the 2021/2022 winter season. Bidders bid on the first season only to determine annual pricing; however, their bids carry over for the remainder of the contract with an annual increase identified in the contract as outlined later in this report. Each item specified a minimum number of units to be bid and allowed unit price bids to be submitted for standby. The City sets the operational rate for each item in the contract.

As per the direction from Budget Committee in BC-0178-2019, provisional items were included in the new Winter Maintenance Contract procurement for the following:

- An increased level of service for pedestrian accessibility at bus stops and priority sidewalks by providing winter maintenance activities in conjunction with priority roads.
- An increased level of service for sidewalks so that all sidewalks in the municipality (priority sidewalks and secondary (residential) sidewalks) receive winter maintenance. Currently, only priority sidewalks receive winter maintenance.
- An increased level of service to provide for windrow snow clearing on secondary (residential) roads.

Costing based on the results of the procurement to add these services are included in this report.

In the new procurement, there was a provision added that contractors could only be successful in one yard for items that apply across multiple yards. In other words, one contractor can only provide service for sidewalk clearing in one yard and not for sidewalk clearing in multiple yards. This was included to minimize the operational risk to the City by item should the contractor's

performance be inadequate and/or the contractor default. Works Operations and Maintenance operates out of the Clarkson, Malton, Mavis and Meadowvale yards.

The current contract included adjustments in the standby and operational rates for the contractor in line with the Consumer Price Index for Ontario (all items). In the new Winter Maintenance Contract, the rate for the annual increase is set: there is an automatic 1.75% increase starting in the second year of the contract (fall 2022), which continues for the remainder of the contract (seven years in total). This allows staff to forecast the estimated costs for the duration of the contract.

The Winter Maintenance Contract bids were reviewed and analyzed by Transportation and Works staff. In addition, staff from Finance, Legal Services, and Materiel Management reviewed this report, the bids and the evaluation process. Further, staff from Internal Audit reviewed the evaluation process and staff from Strategic Communications reviewed this report.

The bids were evaluated based on the lowest priced bids received from the number of equipment/crews identified for each of the items. In addition, bids were evaluated as to the capabilities and experience of the bidders, including ensuring the equipment being offered was in line with the specifications detailed in the bid request.

Base Contract:

Staff have revised the type and number of pieces of equipment for the new base contract to be in line with what is required to perform the work in order to meet both Council approved levels of service as well as the MMS time limits for winter operations, including the new snow removal requirements for the LRT on Hurontario, which will be implemented during the course of this contract. The bids provided an opportunity to ensure the City has the right equipment to perform the work. Almost all of the equipment in this procurement has more than one function in the City's winter maintenance program.

Further, in the existing Winter Maintenance Contract, there are 31 tractor and loader plow units, which using the same operator, are required to operate for more than 24 consecutive hours to complete their routes, which is outside MMS Regulation 239/02. To ensure the City is in compliance with the time limits around all applicable legislation for winter operations, including prescribed time limits that operators can work under the Hours of Service (HOS) requirements in the Highway Traffic Act, staff have replaced these 31 units with 55 units of single-axle and tandem axle vehicle plows, which are more appropriate for the intended work, and result in a net increase to the base contract of 24 units. The additional equipment will provide for a more effective removal of packed snow on the secondary roads, while applying road salt at the same time. This would be in keeping with best practices currently being performed by other GTA municipalities.

The City has developed and follows a Salt Management Plan in accordance with Environment Canada's Code of Practice for the Environment Management of Road Salts. As the City uses an average of 60,000 tonnes annually of road salt for its operations, staff are continually moving to a more "the right amount in the right place at the right time" methodology in accordance with the Code. Industry best practices confirm that the most effective way to remove snow from the road is by plowing and the required additional equipment will assist in this regard. In summary, more effective plowing should reduce the amount of road salt required. Both Environment Canada and local conservation authorities are also monitoring the impact of road salts near environmentally sensitive areas, and the request for additional equipment will also assist in reducing salt use near these areas.

The winter contract standby and operational project costs (excluding H.S.T.) for the first year (2021/2022) for the base contract are summarized as follows:

| Standby Cost | Operational Cost | Total Cost |
|--------------|------------------|--------------|
| \$15,074,617 | \$5,698,589 | \$20,773,206 |

The operating cost increase in the base contract is \$3.8M annually. In 2021, the increase to operating costs from the new base contract is \$1.3M.

As part of the 2021 Business Planning and Budget Process staff have brought forward a budget request to provide temporary required additional vehicle and snow storage space on existing City-owned property (West Credit Avenue site) at an estimated capital cost of \$3.5M and an estimated annual operating cost of \$50,000 commencing in 2022 to maintain the site. The existing yards do not have sufficient space for the vehicle and equipment storage requirements included in the base contract. In addition, the City does not have sufficient snow storage space now, which will only be exacerbated when the LRT is constructed. Staff have engaged consulting services and are in the midst of preparing a Yard Master Plan, to inform future decision-making on yard capacity and requirements for the Works Operations and Maintenance, and Parks Forestry and Environment Divisions. The results of the Yard Master Plan will be incorporated into future Transportation and Works Department Business Plans.

Pedestrian Accessibility at Bus Stops and on Priority Sidewalks

Appendix 2 attached to this report presents the existing Council approved service levels for winter maintenance, which incorporates the increased level of service approved by Council at its meeting of July 3, 2019, for pedestrian accessibility at bus stops and on priority sidewalks. Winter maintenance on bus stops and priority sidewalks is now performed sooner and in conjunction with winter maintenance on priority roads, as opposed to past practice, where winter

maintenance on bus stops and priority sidewalks was performed after winter maintenance on secondary roads was completed.

Council approved this service level increase for November and December of 2019 and for 2020, and funded the additional cost of \$3.1M from the Winter Maintenance Reserve. To maintain this improved level of service for January to April 2021 as part of the existing winter contract, and for November and December 2021 and future years as part of the new winter maintenance contract, Council approval is required.

The operating cost increase for this service level improvement in the new Winter Maintenance Contract is \$1.1M annually. In 2021, the increase to operating costs under the existing contract from January to April 2021 - \$1.5M and from the new contract for November to December - \$0.4M and total is \$1.9M.

If this service improvement is not approved, winter maintenance on bus stops and priority sidewalks would commence after winter maintenance on secondary roads is completed.

Winter Maintenance of Secondary Sidewalks

The City of Mississauga does not perform winter maintenance on secondary sidewalks. Secondary sidewalks account for 700 kilometers (approximately 400 miles) of the City's existing sidewalk network of 2,400 kilometers (approximately 1,500 miles).

Under the new Winter Maintenance Contract, winter maintenance on secondary sidewalks would commence upon completion of winter maintenance activities on secondary roads. In addition, this service level increase also requires additional staffing (one assistant supervisor in each of the four yards to manage service delivery and inspection of the operations, as well as to address higher service request volumes).

The operating cost increase for this service level improvement in the new Winter Maintenance Contract is \$2.4M annually. In 2021, the increase to operating costs for this service level increase is \$0.8M.

This service level increase requires 36 additional units of vehicle and equipment in the new Winter Maintenance contract further augmenting the requirement for additional storage space, as previously mentioned in this report.

Clearing of Windrows on Secondary Roads

The Driveway Windrow Snow Clearing Program had 336 residents enrolled for the 2019/2020 winter season. For the past five seasons, the numbers have fluctuated with an average enrollment of 193. This program continues to be an option for seniors and people with physical disabilities who would like assistance with clearing their windrows. Those who are income qualified are able to receive this service free of charge whereas those that are not, pay a fee of \$200. The program has a capacity of 300 residents, which was stretched to include 36 additional residents for the 2019/2020 winter season to accommodate requests from members of Council. Under the new Winter Maintenance Contract, the capacity of the program can be increased from 300 to 500 residents.

With the exception of the residents enrolled in the Driveway Windrow Snow Clearing Program, the City does not clear windrows.

Under the new Winter Maintenance Contract, windrows on secondary roads would be cleared within four to six hours after the secondary road was plowed, which falls in the middle of the range of service levels for similar services provided by Toronto, Vaughan and Richmond Hill). In addition, this service level increase also requires additional staffing (one assistant supervisor in each of the four yards to manage service delivery and inspection of the operations, as well as to address higher service request volumes).

The operating cost increase for this service level improvement in the new Winter Maintenance Contract is \$10.4M annually. In 2021, the increase to operating costs for this service level increase is \$3.4M.

This service level increase requires 224 additional units of vehicle and equipment in the new Winter Maintenance contract further augmenting the requirement for additional storage space, as previously mentioned in this report.

Marketing and Communications Campaign:

Transportation and Works will work with Strategic Communications on its Winter Maintenance outreach campaign. A new creative Winter Maintenance campaign will be developed to support outreach efforts and increase awareness of the additional operational changes.

The Marketing and Communications campaign budget will continuously promote winter maintenance initiatives and is estimated at \$42,000 over the course of the eight-year contract.

This estimate includes new creative work in addition to tactics such as advertising and paid-promotion.

Financial Impact

Current forecasts for year-end project an operating deficit of between \$50M and \$70M. Additional COVID-19 pressures of \$32M are projected in 2021 and an annual loss of GTAA PILT of \$18M in 2022 and beyond.

The increase in the base contract will be incorporated into the 2021 budget to maintain service levels.

Should Budget Committee decide to maintain the enhanced winter maintenance service levels for bus stops and priority sidewalks, it can be funded from the winter maintenance reserve for an additional year with the tax pressure being deferred to 2022.

Staff are not recommending that Budget Committee increase winter maintenance service levels for residential sidewalks and residential windrows. Should Council wish to increase winter maintenance service levels for residential sidewalks and residential windrows, these should be deferred until at least 2023 to minimize the budget impact in 2021 and 2022, which are going to be challenging budget years. If Budget Committee defers the implementation of these service level improvements to future years, staff would issue a new procurement for these items.

The tax impact both annually and in 2021 (without use of the winter maintenance reserve) are shown in Table 1 below:

Table 1

(in millions)

| Winter Services | Existing Contract Total | New Contract Total | Contract Increase Annual | % Tax Increase Annual | Contract Increase 2021 | % Tax Increase 2021 |
|----------------------------------|-------------------------|--------------------|--------------------------|-----------------------|------------------------|---------------------|
| Base Contract | \$14.8 | \$18.6 | \$3.8 | 0.71% | \$1.3 | 0.24% |
| Bus Stops and Priority Sidewalks | \$0 | \$1.1 | \$1.1 | 0.21% | \$1.9 | 0.34% |
| Residential Sidewalks | \$0 | \$2.4 | \$2.4 | 0.45% | \$0.8 | 0.15% |
| Windrows on Residential Roads | \$0 | \$10.4 | \$10.4 | 1.93% | \$3.4 | 0.64% |
| Total | \$14.8 | \$32.5 | \$17.7 | 3.30% | \$7.4 | 1.37% |

Should Council wish to use the reserve to maintain the enhanced service level in 2021 for bus stops and priority sidewalks, the balance at the end of 2021 is projected to be \$7.1 million which is below the reserve target of \$7.6 million.

Conclusion

The Transportation and Works Department recommends that the Purchasing Agent award contracts to the recommended bidders pursuant to Procurement No. PRC002049, in accordance with the Purchasing By-law #374-2006, for the base contract, as outlined in this report. The increase in the base contract will be incorporated into the 2021 budget to maintain service levels.

The Transportation and Works Department also recommends that Budget Committee provide direction on the new Winter Maintenance Contract related to the continuation of improved service levels for pedestrian accessibility at bus stops and priority sidewalks.

The Transportation and Works Department does not recommend that Budget Committee approve increased winter maintenance service levels for residential sidewalks and/or residential driveway windrows.

Staff have already received positive comments from neighbouring municipalities regarding the format and content of the City's procurement. In addition, last year's successful renegotiation of the winter salt procurement (and its favourable pricing when compared to other municipalities) reconfirms staff's efforts to provide the City with best practices and prices to deliver the winter maintenance program.

Attachments

Appendix 1: Report from the Commissioner of Transportation and Works, dated June 21, 2019 and entitled "Winter Maintenance Service Level Improvements"

Appendix 2: Existing Council Approved Service Levels for Winter Maintenance



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

Prepared by: Scott Holmes, C.E.T., Senior Manager, Works Administration, Operations and Maintenance

City of Mississauga
Corporate Report



Date: 2019/06/21

To: Chair and Members of Budget Committee

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

Originator's files:

Meeting date:
 2019/06/26

Subject

Winter Maintenance Service Level Improvements

Recommendation

1. That Budget Committee provide direction on increased winter maintenance service level changes for the 2019/2020 winter season, effective November 1, 2019, as outlined in the report from the Commissioner of Transportation and Works dated June 21, 2019 related to:
 - a) pedestrian accessibility at bus stops and on priority sidewalks; and
 - b) winter maintenance of bike lanes on the roadway.

2. That should Budget Committee approve increased winter maintenance service levels for pedestrian accessibility at bus stops and on priority sidewalks, that:
 - a) the gross budget for cost centre Bus Stop Clearing and Sanding (#24270) be increased by \$900,000, funded from the Winter Maintenance Reserve (#30120), with a net budget impact of \$0 for 2019;
 - b) this service level improvement be incorporated into the Transportation and Works Department 2020 Business Plan and Budget;
 - c) the Purchasing Agent be authorized to increase the existing contracts for Winter Maintenance (issued pursuant to Procurement No. FA.49.324-14); and,
 - d) that all necessary by-laws be enacted.

3. That should Budget Committee approve increased winter maintenance service levels for winter maintenance of bike lanes on the roadway, that:
 - a) the gross budget for cost centre Bus Stop Clearing and Sanding (#24230) be increased by \$2,100,000, funded from the Winter Maintenance Reserve (#30120), with a net budget impact of \$0 for 2019;
 - b) this service level improvement be incorporated in the Transportation and Works Department 2020 Business Plan and Budget;
 - c) the Purchasing Agent be authorized to increase the existing contracts for Winter Maintenance (issued pursuant to Procurement No. FA.49.324-14);

- d) that staff report back to General Committee in September 2019 with additional capital cost information related to increased snow storage requirements; and,
e) that all necessary by-laws be enacted.
4. That staff report back to General Committee on the results of the procurement for the new Winter Maintenance contract, including recommendations regarding winter maintenance service levels over the duration of the new contract, as outlined in the report from the Commissioner of Transportation and Works, dated June 21, 2019 and entitled "*Winter Maintenance Service Level Improvements*".

Report Highlights

- Staff were requested to provide further information on service level increases to the following winter maintenance items:
 - pedestrian accessibility at bus stops and on priority sidewalks;
 - clearing of secondary sidewalks;
 - winter maintenance of bike lanes on the roadway; and,
 - clearing of windrows on secondary roads.
- The City's existing Winter Maintenance Contract has completed the fifth of seven years and expires in April of 2021. Staff have commenced work on the new contract. The new contract is targeted to be awarded in the summer of 2020 and would commence in the fall of 2021 for the 2021/2022 winter season.
- Increased service levels to improve winter maintenance for pedestrian accessibility at bus stops and on priority sidewalks can be implemented for November 1, 2019, subject to the necessary operating funding being approved. The operating cost increase for this service level improvement is \$2.2M annually. In 2019 the operating cost would be \$0.9M funded from the Winter Maintenance Reserve with a net budget impact of \$0 for 2019.
- Increased service levels for enhanced winter maintenance on bike lanes in the roadway can be implemented for November 1, 2019, subject to the necessary operating funding being approved. The operating cost increase for this service level improvement is \$5.2M annually. In 2019 the operating cost would be \$2.1M funded from the Winter Maintenance Reserve with a net budget impact of \$0 for 2019. Additional snow storage space is required and staff will report back in September 2019 with additional capital cost information to provide this additional capacity.
- Based on further assessment, it is not feasible to implement new winter maintenance service levels on secondary sidewalks and clearing of windrows on secondary roads for November 1, 2019.

Background

At its meeting of June 19, 2019 Council approved the following recommendations:

“GC-0359-2019

That the deputation by Mickey Frost, Director, Works Operations and Maintenance, on Revisions to Minimum Maintenance Standards for Highways and Winter Maintenance Pressures be received.

GC-0361-2019

That the report from the Commissioner of Transportation and Works, dated May 27, 2019 and entitled “Revisions to Minimum Maintenance Standards for Highways (Ontario Regulation 239/02)”, be received for information.

GC-0362-2019

That the report from the Commissioner of Transportation and Works, dated May 29, 2019 and entitled “Winter Maintenance Pressures” be received and referred to staff to report back to Budget Committee on:

- a) Secondary Sidewalk Program*
- b) Enhanced Bus Stop and Sidewalk Program*
- c) City-Wide Windrow Program*
- d) Priority bike routes”*

The purpose of this report is to respond to GC-0362-2019. Attached to this report as Appendices 1 and 2, respectively, are copies of the reports from the Commissioner of Transportation and Works entitled “Revisions to Minimum Maintenance Standards for Highways (Ontario Regulation 239/02)” and “Winter Maintenance Pressures”.

Comments

This report provides further information on increasing the following winter maintenance service levels in terms of operating and capital costs, feasibility to implement in advance of the expiry of the City’s existing Winter Maintenance Contract and next steps:

- Pedestrian Accessibility at bus stops and on priority sidewalks
- Winter maintenance of bike lanes on the roadway
- Winter Maintenance of secondary (residential sidewalks)
- Clearing of windrows on secondary (residential) roads

The City’s existing Winter Maintenance Contract has completed the fifth of seven years and expires in April of 2021. Staff have commenced work on the terms of reference for the new contract. The new contract is targeted to be awarded in the summer of 2020 and would commence in the fall of 2021 for the 2021/2022 winter season.

Pedestrian Accessibility at Bus Stops and on Priority Sidewalks:

Existing service levels have bus stops and sidewalks on priority roads cleared after winter maintenance activities on priority roads. All bus stops are located on priority roads.

This service level increase would provide for winter maintenance activities on bus stops and sidewalks on priority roads earlier and in concert with priority roads. This would enhance access for transit and sidewalk use.

The operating cost increase for this service level increase is \$2.2M annually. In 2019, the operating cost would be \$0.9M funded from the Winter Maintenance Reserve with a net budget impact of \$0 for 2019.

The additional funding for this service level enhancement is for increased use of existing city staff and contractor resources, as well as material (salt, pretreated salt and brine), to perform additional passes during a winter event to clear bus stops and priority sidewalks quicker. No additional equipment or snow storage capacity is required to implement this service improvement.

Winter Maintenance of Bike Lanes on the Roadway:

Bike lanes are salted and cleared of snow and ice as part of winter maintenance activities on priority roads. However, snow and ice tends to re-accumulate in bike lanes as a result of a lack of available snow storage space and freeze/thaw cycles. Enhanced service levels can be provided with snow removal from bike lanes.

The operating cost increase for this service level increase is \$5.2M annually. In 2019 the operating cost would be \$2.1M funded from the Winter Maintenance Reserve with a net budget impact of \$0 for 2019.

This service can be provided using existing city and contractor equipment for snow removal. The additional cost is for increased use of existing city staff and contractor resources to perform this additional work. However, additional snow storage space is required.

There are four snow storage facilities located in the City of Mississauga: West Credit Avenue, Mississauga Valley Community Centre, Dunton Athletic Fields parking lots and Clarkson yard. Snow removal is performed when snow can no longer be stored on walkways, at curbside, in Business Improvement Areas, on bridge decks and at major intersections.

Should Budget Committee provide direction to implement this service level increase for November 1, 2019, staff will report to General Committee in September 2019 on where additional snow storage space will be provided and capital cost implications.

Winter Maintenance of Secondary Sidewalks:

The City of Mississauga does not perform winter maintenance on secondary sidewalks. Secondary sidewalks account for 700 kilometers (approximately 400 miles) of the City's existing sidewalk network of 2,400 kilometers (approximately 1,500 miles).

In order to add the remaining 700 kilometers (approximately 400 miles) of sidewalks into the winter maintenance program, an additional 92 pieces of equipment would be required. Since the General Committee meeting of June 12, 2019, staff have consulted with the existing winter maintenance contractors and have confirmed that they cannot source and supply the required equipment for a November 1, 2019 implementation date. Further, the contractors have indicated that even if the required equipment could be sourced, it is not financially viable for them to acquire equipment and use it for the remaining two years of the existing Winter Maintenance Contract.

Issuing a new request for tender (RFT) for the winter maintenance of secondary sidewalks now, in advance of the expiry of the current winter maintenance contract, is not recommended as staff anticipate price escalation when not part of a larger RFT for winter maintenance and for a shorter term. Further, this is a complex procurement that could not be successfully completed by staff for a November 1, 2019 service implementation date.

Temporary land costs for a location to store the additional equipment would be required until additional yard capacity is available. A 0.81 hectare (approximately two acres) site is estimated with a potential acquisition cost of \$2.8M if purchased (or \$250K annually if leased).

Staff from Works Operations and Maintenance have partnered with staff from Realty Services, and Parks, Forestry and Environment to source appropriate additional space for vehicle and equipment storage. Realty Services staff have confirmed that the process for the City to lease or purchase property takes approximately 12 to 24 months. This timeline does not align with implementing a November 1, 2019 start date for secondary sidewalk snow clearing. Staff are working to determine if equipment storage for secondary sidewalk snow clearing can be accommodated on existing City-owned property. This review is ongoing. Any potential site may also need to be lighted, fenced and paved at an estimated capital cost of \$500K.

This service level increase also requires additional staffing (one assistant supervisor in each of the four yards to manage service delivery and inspection of the operations, as well as to address higher service request volumes).

The increased annual operating cost to provide secondary sidewalk snow clearing is approximately \$2.7M annually. Given the above information, staff recommend that the new winter maintenance contract include provisional items for winter maintenance on secondary sidewalks. In the meantime, staff will continue to source appropriate space should this service be provided in the future.

Clearing of Windrows on Secondary Roads:

Since the General Committee meeting of June 12, 2019, staff have further consulted with our municipal counterparts at the cities of Toronto and Vaughan to discuss the type of vehicles and equipment utilized for residential windrow clearing. Staff have confirmed that the specialized equipment required for windrow clearing is not provided by any of the contractors in the current winter maintenance contract. As a result, staff are required to issue a RFT to provide this service. Given the complexity of this new RFT, as well as the complexity of planning this service, it is not feasible to meet a November 1, 2019 implementation date.

Temporary land costs for a location to store the new equipment would be required until additional yard capacity is available. A 0.81 hectare (approximately two acres) site is estimated with a potential acquisition cost of \$2.8M if purchased (or \$250K annually if leased). The temporary land may also need to be lighted, fenced and paved at an estimated capital cost of \$0.5M.

This service level increase also requires additional staffing (one assistant supervisor in each of the four yards to manage service delivery and inspection of the operations, as well as to address higher service request volume due to expansion).

Further, windrows on all of the driveways on secondary roads would not be feasible to clear, given the close proximity of some of the driveways to each other on secondary roads and the lack of space to store snow between driveways on the road. In particular, this is common for townhouses that front directly onto secondary roads. The inability of the City to clear windrows on driveways located on secondary roads that are in close proximity to each other is similar to the experience of other municipalities who clear windrows on secondary roads.

The increased annual operating cost to provide windrow removal is approximately \$5.6M annually. Given the above information, staff recommend that the new winter maintenance contract include provisional items for residential windrow clearing. In the meantime, staff will continue to source appropriate space should this service be provided in the future.

Financial Impact

This report is requesting Budget Committee provide direction on implementing enhanced winter maintenance service levels starting November 1, 2019 on:

- pedestrian accessibility at bus stops and on priority sidewalks; and,
- winter maintenance of bike lanes on the roadway.

Improved winter maintenance for pedestrian accessibility at bus stops and on priority sidewalks would result in an operating cost of \$2.2M annually. In 2019, the operating cost would be \$0.9M funded from the Winter Maintenance Reserve (#30120) with a net budget impact of \$0 for 2019. This Reserve has a current balance of \$12.1M and a target balance of \$7.3M and thus can accommodate a drawdown to fund the 2019 cost of this option. The annualized impact of this service level change (\$2.2M), if approved, would be included in the Transportation and Works Department 2020 Business Plan and Budget. This represents a pressure of 0.4% on the annual budget, or \$7.40 on the average annual residential property assessed at \$645,000.

Improved winter maintenance on bike lanes on the roadway would result in an operating cost of \$5.2M annually. In 2019, the operating cost would be \$2.1M funded from the Winter Maintenance Reserve (#30120) with a net budget impact of \$0 for 2019. This Reserve has a current balance of \$12.1M and a target balance of \$7.3M and thus can accommodate a drawdown to fund the 2019 cost of this option. The annualized impact of this service level change (\$5.2M), if approved, would be included in the Transportation and Works Department 2020 Business Plan and Budget. This represents a pressure of 1.0% on the annual budget, or \$18.50 on the average annual residential property assessed at \$645,000. As described in the Comments section, additional snow storage space is required and staff will report to General Committee in September 2019 on where additional snow storage space will be provided and capital costs implications.

The other two options (secondary sidewalks and windrow removal) are not feasible for a November 1, 2019 start and are recommended to be included in the new winter maintenance contract as provisional items for a potential November 1, 2021 start.

Improved winter maintenance for secondary sidewalks has an estimated annualized operating cost of \$2.7M with four additional FTE's required. This represents a pressure of 0.5% on the annual budget or \$9.25 on a similar average residential property. Temporary land costs would also be required until additional yard capacity is available and would be requested through the tax-capital Reserve Fund.

Improved winter maintenance for clearing windrows on secondary roads has an estimated annualized operating cost of \$5.6M with four additional FTE's required. This represents a pressure of 1.1% on the annual budget or \$20.35 on a similar average residential property. Temporary land costs would also be required until additional yard capacity is available and would be requested through the tax-capital Reserve Fund.

The Winter Maintenance Reserve has a target of 33 per cent of the last five-year average of winter maintenance expenditures. The target is \$7.3M compared to the actual balance of \$12.1M. The budget is established based upon an average winter utilizing contract rates in effect for that season. As can be seen in Appendix 3, the reserve fund has not been used in the past five years as the Winter Maintenance program has achieved surpluses ranging from \$302,514 in 2016 to \$3.3M in 2015. 2019 year-to-date saw significant winter weather events, which is resulting in a potential year-to-date deficit of \$1.4M. The excess in the reserve, with Council approval, could also be used to provide for other significant weather events such as flooding and windstorms.

Conclusion

This report to Budget Committee is in response to General Committee's direction to staff to provide further information on service level increases for the following winter maintenance items:

- pedestrian accessibility at bus stops and on priority sidewalks;
- winter maintenance of bike lanes on the roadway;
- winter maintenance of secondary sidewalks; and,
- clearing of windrows on secondary roads.

Enhanced winter maintenance service levels to improve pedestrian accessibility at bus stops and on priority sidewalks, as well as enhanced winter maintenance of bike lanes on the roadway, can be implemented for November 1, 2019, subject to the necessary operating budget funding being approved.

Additional snow storage space will be required for enhanced winter maintenance on bike lanes on the roadway and if Budget Committee provides direction to increase this service level, staff will report back to General Committee in September 2019 on where additional snow storage space will be provided and capital cost implications.

It is not feasible to implement winter maintenance on secondary sidewalks and clearing of windrows on secondary roads for November 1, 2019. As a result, staff recommend that the new winter maintenance contract include provisional items for both of these service level improvements for future consideration by Council.

Attachments

- Appendix 1: Copy of the report from the Commissioner of Transportation and Works, dated May 27, 2019 entitled "Revisions to Minimum Maintenance Standards for Highways (Ontario Regulation 23902)"
- Appendix 2: Copy of the report from the Commissioner of Transportation and Works, dated May 29, 2019 entitled "Winter Maintenance Pressures"
- Appendix 3: Winter Maintenance Program Costs (2015-2019)



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

Prepared by: Mickey Frost, HBA, CPA, CGA, MPA, Director of Works Operations and Maintenance

City of Mississauga
Corporate Report



Date: 2019/05/27

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:
2019/06/12

Subject

Revisions to Minimum Maintenance Standards for Highways (Ontario Regulation 239/02)

Recommendation

That the report from the Commissioner of Transportation and Works, dated May 27, 2019 and entitled "Revisions to Minimum Maintenance Standards for Highways (Ontario Regulation 239/02)", be received for information.

Report Highlights

- The City's levels of service have traditionally met or exceeded many of the standards set out in the Minimum Maintenance Standards for Municipal Highways (Ontario Regulation 239/02) (MMS).
- On May 2, 2018 the Government of Ontario approved changes to the MMS in a number of key areas, namely winter maintenance of all sidewalks, greater inspection standards for sidewalks, winter maintenance of bicycle lanes and a new significant weather event declaration protocol.
- These changes were made effective on May 3, 2018.
- The City has a duty to maintain municipal roadways, including sidewalks in accordance with the *Municipal Act, 2001*. Due to recent amendments, the MMS now specifies sidewalk service levels, particularly in the area of winter maintenance, which the City is not presently meeting.

Background

On May 2, 2018 the Government of Ontario approved changes to the MMS in a number of key areas, namely:

- winter maintenance of sidewalks;
- inspection standards for sidewalks;
- winter maintenance of bicycle lanes; and,
- declaration of a significant weather event.

| | | |
|-------------------|------------|---|
| General Committee | 2019/05/27 | 2 |
|-------------------|------------|---|

These changes were made effective on May 3, 2018.

The MMS are reviewed by the Province every five years by a group led by the Ontario Good Roads Association (OGRA). Staff from a number of Ontario municipalities, the Ministry of Transportation, insurance carriers and lawyers were involved in the consultation process between the spring of 2015 and the fall of 2017.

Based on information shared by the Province during the consultation process, municipalities were expecting a “grace period” to plan and marshal resources in advance of the revisions taking effect; however, this was not the case due to the timing of the 2018 provincial election. It should be noted that one of the municipal representatives involved in the review is now employed with the City, and continues to provide support to the Department regarding the MMS changes and other road maintenance related matters.

The MMS are not mandatory, but they do provide the standard of care which, when met, satisfies a municipality’s duty to maintain a highway in a “state of repair” and provides a defense for municipalities against law suits and risk management claims. The City’s levels of service have traditionally met or exceeded many of the standards set out in the MMS.

Comments

Summary of Changes

The following summarizes the changes to the MMS:

- *New Winter Maintenance Standards for Sidewalks*

The MMS now includes a standard for sidewalk winter maintenance. The regulation states that:

“The standard for addressing snow accumulation on a sidewalk after the snow accumulation has ended is:

a) To reduce the snow to a depth less than or equal to eight centimetres within 48 hours; and

b) To provide a minimum sidewalk width of 1 metre. O. Reg. 366/18, s.15.”

Municipalities are under a duty to maintain all highways, including all sidewalks, in a “state of repair” pursuant to s. 44(1) of the *Municipal Act, 2001*. Currently, the City maintains priority sidewalks only. This accounts for approximately 1,700 kilometres (1,100 miles) out of a total of 2,400 kilometres (1,500 miles) of sidewalk. The remaining 700 kilometres (400 miles) of secondary sidewalks currently do not receive winter maintenance.

Staff are providing updated information on the cost to perform winter maintenance on secondary sidewalks in a separate report to General Committee, also being considered at its meeting of June 12, 2019.

- *New Inspection Standards for the Area Adjacent to the Sidewalk*

As outlined in Section 16.2 of the MMS, the area 45 centimetres (17.8 inches) on either side of the sidewalk should be inspected for encroachments once per calendar year. If the municipality identifies an encroachment that is highly unusual given its character and location, or constitutes a significant hazard to pedestrians, it must be treated within 28 days of making this determination to be considered in a state of repair. This is a new inspection standard for the MMS.

The City's sidewalk inspections are undertaken on an annual basis by the Works Operations and Maintenance Division's Technical Services section. The City's current sidewalk inspection program does not include the area immediately adjacent to the sidewalk.

The new standard may be incorporated into the current sidewalk inspection program without impacting staffing levels. However, there may be administrative and operational impacts related to addressing hazards given the various boulevard users (i.e. utilities, Region of Peel, City and residential/commercial/industrial encroachments).

- *New Winter Maintenance Standards for Bicycle Lanes*

Prior to the changes to the MMS, there were no MMS standards for winter maintenance of bicycle lanes. The City has cleared on-street bicycle lanes on priority roads as those roads are cleared. The new MMS provides a definition of "bicycle lane" and section 4.2 of the regulation outlines specific winter maintenance standards.

Under the MMS, a "bicycle lane" is defined as:

***"(a) a portion of a roadway that has been designated by pavement markings or signage for the preferential or exclusive use of cyclists, or
(b) a portion of a roadway that has been designated for the exclusive use of cyclists by signage and a physical or marked buffer."***

Further, multi-use trails and bike paths are not considered bicycle lanes for the purposes of the MMS.

As a result, the City's Council-approved level of service for major/priority roads meets the new requirements for winter maintenance on bike lanes in the new MMS.

- *Significant Weather Event*

The new MMS includes a standard that allows municipalities to declare a “Significant Weather Event”. This allows municipalities to deploy in a timely manner during severe winter events and provides a level of reasonable protection against legal claims for the duration of the declaration. Roads and sidewalks are considered to be in “a state of repair” during the declaration and municipal and/or MMS service levels are deferred until after the end of both the event and declaration and resource deployment.

This change allows municipalities to effectively marshal resources to respond to significant winter weather events.

Standards for declaring a significant weather event have also been added to the MMS.

For instance, Section 16.4 of the regulation states:

“(1) If a municipality declares a significant weather event relating to snow accumulation, the standard for addressing snow accumulation on sidewalks until the declaration of the end of the significant weather event is,

- (a) to monitor the weather in accordance with section 3.1; and***
- (b) if deemed practicable by the municipality, to deploy resources to address snow accumulation on sidewalks starting from the time that the municipality deems appropriate to do so.”***

The regulation also outlines a requirement to communicate the declaration of a significant weather event to the public. The City has developed a protocol for the declaration and communication of a significant weather event this past winter season, which includes advising the Mayor and Members of Council when a significant weather event has been declared and advising the public through social media.

Key Considerations

The City has a duty to maintain municipal roadways, including sidewalks in accordance with the *Municipal Act, 2001*. Due to recent amendments, the MMS now specifies sidewalk service levels, particularly in the area of winter maintenance, which the City is not presently meeting.

The MMS are not mandatory, but they do provide a standard of care that must be met to satisfy a municipality’s duty to maintain a highway in a “state of repair”. When the MMS are met, they provide a possible defense for municipalities against law suits and risk management claims. However, municipalities can have service levels that differ from the MMS. A copy of the MMS has been attached as Appendix 1.

The City continues to be at risk for claims on sidewalks that do not receive winter maintenance.

| | | |
|-------------------|------------|---|
| General Committee | 2019/05/27 | 5 |
|-------------------|------------|---|

However, this level of risk appears to be consistent with the risk assumed on these sidewalks prior to the new MMS being enacted. For example, for the five-year period from 2013 to 2018, the City received 156 claims related to sidewalks during the winter months. Of these 156, 23 or 14.7%, were related to the City’s non-priority sidewalks and had a total claims value of \$370,000.

Enforcement staff have been investigating the feasibility of implementing a by-law requiring residents to clear their sidewalks not currently cleared by the City under the current service level, and are reporting to General Committee on this matter in a separate report also being considered at its meeting of June 12, 2019.

Actions of other Municipalities

Staff consulted with other local municipalities to determine how they were responding to the requirements of the new MMS given the lack of a grace period for implementation. In particular, staff contacted the following municipalities: Brampton, Burlington, Hamilton, Niagara Falls, Oakville, Richmond Hill, St. Catharines, Toronto, and Vaughan.

A chart showing staff’s findings is shown below:

| Sidewalk Snow Clearing Municipal Scan | | | |
|--|---|---|--|
| Municipality | Are all sidewalks cleared now? | Are changes proposed to sidewalk winter maintenance? | Do you have an existing by-law for sidewalk clearing? |
| Brampton | No | No | Yes |
| Burlington | Yes, clear residential sidewalks once accumulation reaches two inches or greater. | No | No |
| Hamilton | No | No | Yes |
| Niagara Falls | No | No | Yes |
| Oakville | Yes after 5cm on Priority 8cm Residential | No | No |
| Richmond Hill | Yes | No | No |
| St. Catharines | No | No | Yes |

| | | |
|-------------------|------------|---|
| General Committee | 2019/05/27 | 6 |
|-------------------|------------|---|

| | | | |
|---------|-----|----|-----|
| Toronto | No | No | Yes |
| Vaughan | Yes | No | No |

Financial Impact

There are no financial impacts associated with this report as it is being presented for information. Should Council change service levels on sidewalk winter maintenance to align with the new MMS standards, additional resources would be required. The details of this impact are presented in a separate report to General Committee at its meeting of June 12, 2019.

Conclusion

This report summarizes Provincial changes to the MMS in a number of key areas, namely winter maintenance of sidewalks, greater inspection standards for sidewalks, winter maintenance of bicycle lanes and a new significant weather event declaration protocol.

There was no “grace period” provided between the announcement of the new MMS requirements by the Province and the date the new amendments came into effect. The MMS are not mandatory, but they do provide the standard of care which, when met, satisfies a municipality’s duty to maintain a highway in a “state of repair”.

Attachments

Appendix 1: Minimum Maintenance Standards for Highways (Ontario Regulation 239/02)



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

Prepared by: Scott Holmes, Senior Manager, Works Administration, Operations and Maintenance

Appendix 1

ONTARIO REGULATION 366/18

made under the

MUNICIPAL ACT, 2001

Made: May 2, 2018

Filed: May 3, 2018

Published on e-Laws: May 3, 2018

Printed in *The Ontario Gazette*: May 19, 2018

Amending O. Reg. 239/02

(MINIMUM MAINTENANCE STANDARDS FOR MUNICIPAL HIGHWAYS)

1. (1) The definition of “surface” in subsection 1 (1) of Ontario Regulation 239/02 is amended by striking out “roadway or shoulder” and substituting “sidewalk, roadway or shoulder”.

(2) Subsection 1 (1) of the Regulation is amended by adding the following definitions:

“bicycle facility” means the on-road and in-boulevard cycling facilities listed in Book 18 of the Ontario Traffic Manual;

“bicycle lane” means,

- (a) a portion of a roadway that has been designated by pavement markings or signage for the preferential or exclusive use of cyclists, or
- (b) a portion of a roadway that has been designated for the exclusive use of cyclists by signage and a physical or marked buffer;

“encroachment” means anything that is placed, installed, constructed or planted within the highway that was not placed, installed, constructed or planted by the municipality;

“pothole” means a hole in the surface of a roadway caused by any means, including wear or subsidence of the road surface or subsurface;

“sidewalk” means the part of the highway specifically set aside or commonly understood to be for pedestrian use, typically consisting of a paved surface but does not include crosswalks, medians, boulevards, shoulders or any part of the sidewalk where cleared snow has been deposited;

“significant weather event” means an approaching or occurring weather hazard with the potential to pose a significant danger to users of the highways within a municipality;

“utility” includes any air, gas, water, electricity, cable, fiber-optic, telecommunication or traffic control system or subsystem, fire hydrants, sanitary sewers, storm sewers, property bars and survey monuments;

“utility appurtenance” includes maintenance holes and hole covers, water shut-off covers and boxes, valves, fittings, vaults, braces, pipes, pedestals, and any other structures or items that form part of or are an accessory part of any utility;

“weather hazard” means the weather hazards determined by Environment Canada as meeting the criteria for the issuance of an alert under its Public Weather Alerting Program.

(3) Subsections 1 (2) and (3) of the Regulation are amended by striking out “annual” wherever it appears.

(4) Subsection 1 (4) of the Regulation is revoked and the following substituted:

(4) For the purposes of this Regulation, unless otherwise indicated in a provision of this Regulation, a municipality is deemed to be aware of a fact if, in the absence of actual knowledge of the fact, circumstances are such that the municipality ought reasonably to be aware of the fact.

(5) The Table to section 1 of the Regulation is revoked and the following substituted:

TABLE
CLASSIFICATION OF HIGHWAYS

| Column 1 Average Daily Traffic (number of motor vehicles) | Column 2 91 - 100 km/h speed limit | Column 3 81 - 90 km/h speed limit | Column 4 71 - 80 km/h speed limit | Column 5 61 - 70 km/h speed limit | Column 6 51 - 60 km/h speed limit | Column 7 41 - 50 km/h speed limit | Column 8 1 - 40 km/h speed limit |
|--|---------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|-------------------------------------|
| 53,000 or more | 1 | 1 | 1 | 1 | 1 | 1 | 1 |

| | | | | | | | |
|-----------------|---|---|---|---|---|---|---|
| 23,000 - 52,999 | 1 | 1 | 1 | 2 | 2 | 2 | 2 |
| 15,000 - 22,999 | 1 | 1 | 2 | 2 | 2 | 3 | 3 |
| 12,000 - 14,999 | 1 | 1 | 2 | 2 | 2 | 3 | 3 |
| 10,000 - 11,999 | 1 | 1 | 2 | 2 | 3 | 3 | 3 |
| 8,000 - 9,999 | 1 | 1 | 2 | 3 | 3 | 3 | 3 |
| 6,000 - 7,999 | 1 | 2 | 2 | 3 | 3 | 4 | 4 |
| 5,000 - 5,999 | 1 | 2 | 2 | 3 | 3 | 4 | 4 |
| 4,000 - 4,999 | 1 | 2 | 3 | 3 | 3 | 4 | 4 |
| 3,000 - 3,999 | 1 | 2 | 3 | 3 | 3 | 4 | 4 |
| 2,000 - 2,999 | 1 | 2 | 3 | 3 | 4 | 5 | 5 |
| 1,000 - 1,999 | 1 | 3 | 3 | 3 | 4 | 5 | 5 |
| 500 - 999 | 1 | 3 | 4 | 4 | 4 | 5 | 5 |
| 200 - 499 | 1 | 3 | 4 | 4 | 5 | 5 | 6 |
| 50 - 199 | 1 | 3 | 4 | 5 | 5 | 6 | 6 |
| 0 - 49 | 1 | 3 | 6 | 6 | 6 | 6 | 6 |

2. The Regulation is amended by adding the following section:

Purpose

2.1 The purpose of this Regulation is to clarify the scope of the statutory defence available to a municipality under clause 44 (3) (c) of the Act by establishing maintenance standards which are non-prescriptive as to the methods or materials to be used in complying with the standards but instead describe a desired outcome.

3. (1) The heading before section 3 of the Regulation is amended by striking out “MINIMUM” and substituting “MAINTENANCE”

(2) Subsections 3 (1) and (2) of the Regulation are amended by striking out “minimum” wherever it appears.

(3) Subsection 3 (4) of the Regulation is amended by striking out “section 16.1” and substituting “section 16.1, 16.2, 16.3 or 16.4”.

4. Subsections 3.1 (1) and (2) of the Regulation are amended by striking out “minimum” wherever it appears.

5. (1) Subsection 4 (1) of the Regulation is amended by striking out the portion before clause (a) and substituting the following:

Snow accumulation, roadways

(1) Subject to section 4.1, the standard for addressing snow accumulation on roadways is,

(2) Subsection 4 (3) of the Regulation is amended by adding “and, if applicable, lane width under clause (1) (b),” after “roadway” in the portion before paragraph 1.

(3) Subsection 4 (4) of the Regulation is amended by adding “and lane width” after “roadway” in the portion before clause (a).

(4) Subsections 4 (5) and (6) of the Regulation are revoked and the following substituted:

(5) For the purposes of this section, addressing snow accumulation on a roadway includes,

- (a) plowing the roadway;
- (b) salting the roadway;
- (c) applying abrasive materials to the roadway;
- (d) applying other chemical or organic agents to the roadway;
- (e) any combination of the methods described in clauses (a) to (d);
- (6) This section does not apply to that portion of the roadway,

- (a) designated for parking;
- (b) consisting of a bicycle lane or other bicycle facility; or
- (d) used by a municipality for snow storage;

(5) The heading of the Table to section 4 of the Regulation is revoked and the following substituted:

SNOW ACCUMULATION - ROADWAYS

7. The Regulation is amended by adding the following sections:

Snow accumulation on roadways, significant weather event

4.1 (1) If a municipality declares a significant weather event relating to snow accumulation, the standard for addressing snow accumulation on roadways until the declaration of the end of the significant weather event is,

- (a) to monitor the weather in accordance with section 3.1; and
- (b) if deemed practicable by the municipality, to deploy resources to address snow accumulation on roadways, starting from the time that the municipality deems appropriate to do so.

(2) If the municipality complies with subsection (1), all roadways within the municipality are deemed to be in a state of repair with respect to snow accumulation until the applicable time in the Table to section 4 expires following the declaration of the end of the significant weather event by the municipality.

(3) Following the end of the weather hazard in respect of which a significant weather event was declared by a municipality under subsection (1), the municipality shall,

- (a) declare the end of the significant weather event when the municipality determines it is appropriate to do so; and
- (b) address snow accumulation on roadways in accordance with section 4.

Snow accumulation, bicycle lanes

4.2 (1) Subject to section 4.3, the standard for addressing snow accumulation on bicycle lanes is,

- (a) after becoming aware of the fact that the snow accumulation on a bicycle lane is greater than the depth set out in the Table to this section, to deploy resources as soon as practicable to address the snow accumulation; and
- (b) after the snow accumulation has ended, to address the snow accumulation so as to reduce the snow to a depth less than or equal to the depth set out in the Table to this section to provide a minimum bicycle lane width of the lesser of 1 metre or the actual bicycle lane width.

(2) If the depth of snow accumulation on a bicycle lane is less than or equal to the depth set out in the Table to this section, the bicycle lane is deemed to be in a state of repair in respect of snow accumulation.

(3) For the purposes of this section, the depth of snow accumulation on a bicycle lane and, if applicable, lane width under clause (1) (b), may be determined in the same manner as set out in subsection 4 (4) and by the persons mentioned in subsection 4 (3), with necessary modifications.

(4) For the purposes of this section, addressing snow accumulation on a bicycle lane includes,

- (a) plowing the bicycle lane;
- (b) salting the bicycle lane;
- (c) applying abrasive materials to the bicycle lane;
- (d) applying other chemical or organic agents to the bicycle lane;
- (e) sweeping the bicycle lane; or
- (f) any combination of the methods described in clauses (a) to (e).

TABLE

SNOW ACCUMULATION – BICYCLE LANES

| Column 1 Class of Highway or Adjacent Highway | Column 2 Depth | Column 3 Time |
|--|-------------------|------------------|
| 1 | 2.5 cm | 8 hours |
| 2 | 5 cm | 12 hours |
| 3 | 8 cm | 24 hours |
| 4 | 8 cm | 24 hours |
| 5 | 10 cm | 24 hours |

Snow accumulation on bicycle lanes, significant weather event

4.3 (1) If a municipality declares a significant weather event relating to snow accumulation, the standard for addressing snow accumulation on bicycle lanes until the declaration of the end of the significant weather event is,

- (a) to monitor the weather in accordance with section 3.1; and
 - (b) if deemed practicable by the municipality, to deploy resources to address snow accumulation on bicycle lanes, starting from the time that the municipality deems appropriate to do so.
- (2) If the municipality complies with subsection (1), all bicycle lanes within the municipality are deemed to be in a state of repair with respect to snow accumulation until the applicable time in the Table to section 4.2 expires following the declaration of the end of the significant weather event by the municipality.
- (3) Following the end of the weather hazard in respect of which a significant weather event was declared by a municipality under subsection (1), the municipality shall,
- (a) declare the end of the significant weather event when the municipality determines it is appropriate to do so; and
 - (b) address snow accumulation on bicycle lanes in accordance with section 4.2.

8. Section 5 of the Regulation is revoked and the following substituted:

Ice formation on roadways and icy roadways

5. (1) The standard for the prevention of ice formation on roadways is doing the following in the 24-hour period preceding an alleged formation of ice on a roadway:

- 1. Monitor the weather in accordance with section 3.1.
- 2. Patrol in accordance with section 3.
- 3. If the municipality determines, as a result of its activities under paragraph 1 or 2, that there is a substantial probability of ice forming on a roadway, treat the roadway, if practicable, to prevent ice formation within the time set out in Table 1 to this section, starting from the time that the municipality determines is the appropriate time to deploy resources for that purpose.

(2) If the municipality meets the standard set out in subsection (1) and, despite such compliance, ice forms on a roadway, the roadway is deemed to be in a state of repair until the applicable time set out in Table 2 to this section expires after the municipality becomes aware of the fact that the roadway is icy.

(3) Subject to section 5.1, the standard for treating icy roadways is to treat the icy roadway within the time set out in Table 2 to this section, and an icy roadway is deemed to be in a state of repair until the applicable time set out in Table 2 to this section expires after the municipality becomes aware of the fact that a roadway is icy.

(4) For the purposes of this section, treating a roadway means applying material to the roadway, including but not limited to, salt, sand or any combination of salt and sand.

(5) For greater certainty, this section applies in respect of ice formation on bicycle lanes on a roadway, but does not apply to other types of bicycle facilities.

TABLE 1
ICE FORMATION PREVENTION

| Class of Highway | Time |
|------------------|----------|
| 1 | 6 hours |
| 2 | 8 hours |
| 3 | 16 hours |
| 4 | 24 hours |
| 5 | 24 hours |

TABLE 2
TREATMENT OF ICY ROADWAYS

| Class of Highway | Time |
|------------------|----------|
| 1 | 3 hours |
| 2 | 4 hours |
| 3 | 8 hours |
| 4 | 12 hours |
| 5 | 16 hours |

Icy roadways, significant weather event

5.1 (1) If a municipality declares a significant weather event relating to ice, the standard for treating icy roadways until the declaration of the end of the significant weather event is,

- (a) to monitor the weather in accordance with section 3.1; and

(b) if deemed practicable by the municipality, to deploy resources to treat icy roadways, starting from the time that the municipality deems appropriate to do so.

(2) If the municipality complies with subsection (1), all roadways within the municipality are deemed to be in a state of repair with respect to any ice which forms or may be present until the applicable time in Table 2 to section 5 expires after the declaration of the end of the significant weather event by the municipality.

(3) Following the end of the weather hazard in respect of which a significant weather event was declared by a municipality under subsection (1), the municipality shall,

- (a) declare the end of the significant weather event when the municipality determines it is appropriate to do so; and
- (b) treat icy roadways in accordance with section 5.

8. (1) Subsection 6 (1) of the Regulation is amended by striking out “minimum”.

(2) Section 6 of the Regulation is amended by adding the following subsections:

(1.1) For the purposes of this section, the surface area and depth of a pothole may be determined in accordance with subsections (1.2) and (1.3), as applicable, by a municipal employee, agent or contractor whose duties or responsibilities include one or more of the following:

- 1. Patrolling highways.
- 2. Performing highway maintenance activities.
- 3. Supervising staff who perform activities described in paragraph 1 or 2.

(1.2) The depth and surface area of a pothole may be determined by,

- (a) performing an actual measurement; or
- (b) performing a visual estimate.

(1.3) For the purposes of this section, the surface area of a pothole does not include any area that is merely depressed and not yet broken fully through the surface of the roadway.

9. (1) Subsections 7 (1) and (2) of the Regulation are revoked and the following substituted:

Shoulder drop-offs

(1) If a shoulder drop-off is deeper than 8 cm, for a continuous distance of 20 metres or more, the standard is to repair the shoulder drop-off within the time set out in the Table to this section after becoming aware of the fact.

(2) A shoulder drop-off is deemed to be in a state of repair if its depth is less than 8 cm.

(2) The Table to section 7 of the Regulation is revoked and the following substituted:

TABLE
SHOULDER DROP-OFFS

| Class of Highway | Time |
|------------------|---------|
| 1 | 4 days |
| 2 | 4 days |
| 3 | 7 days |
| 4 | 14 days |
| 5 | 30 days |

10. (1) Subsections 8 (1) and (2) of the Regulation are revoked and the following substituted:

Cracks

(1) If a crack on the paved surface of a roadway is greater than 5 cm wide and 5 cm deep for a continuous distance of three metres or more, the standard is to repair the crack within the time set out in the Table to this section after becoming aware of the fact.

(2) A crack is deemed to be in a state of repair if its width or depth is less than or equal to 5 cm.

(2) The Table to section 8 of the Regulation is revoked and the following substituted:

TABLE
CRACKS

| Column 1 Class of Highway | Column 2 Time |
|---------------------------------|------------------|
|---------------------------------|------------------|

| | |
|---|----------|
| 1 | 30 days |
| 2 | 30 days |
| 3 | 60 days |
| 4 | 180 days |
| 5 | 180 days |

11. Subsection 9 (1) of the Regulation is amended by striking out “minimum”.

12. Subsections 10 (0.1), (1), (2), (3), (4), (5) and (6) of the Regulation are revoked and the following substituted:

Luminaires

(1) The standard for the frequency of inspecting all luminaires to check to see that they are functioning is once per calendar year, with each inspection taking place not more than 16 months from the previous inspection.

(2) For conventional illumination, if three or more consecutive luminaires on the same side of a highway are not functioning, the standard is to repair the luminaires within the time set out in the Table to this section after becoming aware of the fact.

(3) For conventional illumination and high mast illumination, if 30 per cent or more of the luminaires on any kilometre of highway are not functioning, the standard is to repair the luminaires within the time set out in the Table to this section after becoming aware of the fact.

(4) Despite subsection (2), for high mast illumination, if all of the luminaires on consecutive poles on the same side of a highway are not functioning, the standard is to deploy resources as soon as practicable after becoming aware of the fact to repair the luminaires.

(5) Despite subsections (1), (2) and (3), for conventional illumination and high mast illumination, if more than 50 per cent of the luminaires on any kilometre of a Class 1 highway with a speed limit of 90 kilometres per hour or more are not functioning, the standard is to deploy resources as soon as practicable after becoming aware of the fact to repair the luminaires.

(6) Luminaires are deemed to be in a state of repair,

- (a) for the purpose of subsection (2), if the number of non-functioning consecutive luminaires on the same side of a highway does not exceed two;
- (b) for the purpose of subsection (3), if more than 70 per cent of luminaires on any kilometre of highway are functioning;
- (c) for the purpose of subsection (4), if one or more of the luminaires on consecutive poles on the same side of a highway are functioning;
- (d) for the purpose of subsection (5), if more than 50 per cent of luminaires on any kilometre of highway are functioning.

13. The Regulation is amended by striking out “minimum” wherever it appears in the following provisions:

1. Sections 11 to 16.

2. Subsection 16.1 (1).

14. Subsections 16.1 (2), (2.1), (3) and (4) of the Regulation are revoked and the following substituted:

(2) If a surface discontinuity on or within a sidewalk exceeds two centimetres, the standard is to treat the surface discontinuity within 14 days after acquiring actual knowledge of the fact.

(3) A surface discontinuity on or within a sidewalk is deemed to be in a state of repair if it is less than or equal to two centimetres.

(4) For the purpose of subsection (2), treating a surface discontinuity on or within a sidewalk means taking reasonable measures to protect users of the sidewalk from the discontinuity, including making permanent or temporary repairs, alerting users' attention to the discontinuity or preventing access to the area of discontinuity.

(5) In this section,

“surface discontinuity” means a vertical discontinuity creating a step formation at any joint or crack in the surface of the sidewalk or any vertical height difference between a utility appurtenance found on or within the sidewalk and the surface of the sidewalk.

15. The Regulation is amended by adding the following sections.

Encroachments, area adjacent to sidewalk

16.2 (1) The standard for the frequency of inspecting an area adjacent to a sidewalk to check for encroachments is once per calendar year, with each inspection taking place not more than 16 months from the previous inspection.

(2) The area adjacent to a sidewalk that has been inspected in accordance with subsection (1) is deemed to be in a state of repair in respect of any encroachment present.

(3) For greater certainty, the area adjacent to a sidewalk begins at the outer edges of a sidewalk and ends at the lesser of the limit of the highway, the back edge of a curb if there is a curb and a maximum of 45 cm.

(4) The area adjacent to a sidewalk is deemed to be in a state of repair in respect of any encroachment present unless the encroachment is determined by a municipality to be highly unusual given its character and location or to constitute a significant hazard to pedestrians.

(5) If a municipality determines that an encroachment is highly unusual given its character and location or constitutes a significant hazard to pedestrians, the standard is to treat the encroachment within 28 days after making such a determination, and the encroachment is deemed in a state of repair for 28 days from the time of the determination by the municipality.

(6) For the purpose of subsection (4), treating an encroachment means taking reasonable measures to protect users, including making permanent or temporary repairs, alerting users' attention to the encroachment or preventing access to the area of the encroachment.

Snow accumulation on sidewalks

16.3 (1) Subject to section 16.4, the standard for addressing snow accumulation on a sidewalk after the snow accumulation has ended is,

- a) to reduce the snow to a depth less than or equal to 8 centimetres within 48 hours; and
- b) to provide a minimum sidewalk width of 1 metre.

(2) If the depth of snow accumulation on a sidewalk is less than or equal to 8 centimetres, the sidewalk is deemed to be in a state of repair in respect of snow accumulation.

(3) If the depth of snow accumulation on a sidewalk exceeds 8 centimetres while the snow continues to accumulate, the sidewalk is deemed to be in a state of repair with respect to snow accumulation, until 48 hours after the snow accumulation ends.

(4) For the purposes of this section, the depth of snow accumulation on a sidewalk may be determined in the same manner as set out in subsection 4 (4) and by the persons mentioned in subsection 4 (3) with necessary modifications.

(5) For the purposes of this section, addressing snow accumulation on a sidewalk includes,

- (a) plowing the sidewalk;
- (b) salting the sidewalk;
- (c) applying abrasive materials to the sidewalk;
- (d) applying other chemical or organic agents to the sidewalk; or
- (e) any combination of the methods described in clauses (a) to (d).

Snow accumulation on sidewalks, significant weather event

16.4 (1) If a municipality declares a significant weather event relating to snow accumulation, the standard for addressing snow accumulation on sidewalks until the declaration of the end of the significant weather event is,

- (a) to monitor the weather in accordance with section 3.1; and
- (b) if deemed practicable by the municipality, to deploy resources to address snow accumulation on sidewalks starting from the time that the municipality deems appropriate to do so.

(2) If the municipality complies with subsection (1), all sidewalks within the municipality are deemed to be in a state of repair with respect to any snow present until 48 hours following the declaration of the end of the significant weather event by the municipality.

(3) Following the end of the weather hazard in respect of which a significant weather event was declared by a municipality under subsection (1), the municipality shall,

- (a) declare the end of the significant weather event when the municipality determines it is appropriate to do so; and
- (b) address snow accumulation on sidewalks in accordance with section 16.3.

Ice formation on sidewalks and icy sidewalks

16.5 (1) Subject to section 16.6, the standard for the prevention of ice formation on sidewalks is to,

- (a) monitor the weather in accordance with section 3.1 in the 24-hour period preceding an alleged formation of ice on a sidewalk; and

(b) treat the sidewalk if practicable to prevent ice formation or improve traction within 48 hours if the municipality determines that there is a substantial probability of ice forming on a sidewalk, starting from the time that the municipality determines is the appropriate time to deploy resources for that purpose.

(2) If ice forms on a sidewalk even though the municipality meets the standard set out in subsection (1), the sidewalk is deemed to be in a state of repair in respect of ice until 48 hours after the municipality first becomes aware of the fact that the sidewalk is icy.

(3) The standard for treating icy sidewalks after the municipality becomes aware of the fact that a sidewalk is icy is to treat the icy sidewalk within 48 hours, and an icy sidewalk is deemed to be in a state of repair for 48 hours after it has been treated.

(4) For the purposes of this section, treating a sidewalk means applying materials including salt, sand or any combination of salt and sand to the sidewalk.

Icy sidewalks, significant weather event

16.6 (1) If a municipality declares a significant weather event relating to ice, the standard for addressing ice formation or ice on sidewalks until the declaration of the end of the significant weather event is,

(a) to monitor the weather in accordance with section 3.1; and

(b) if deemed practicable by the municipality, to deploy resources to treat the sidewalks to prevent ice formation or improve traction, or treat the icy sidewalks, starting from the time that the municipality deems appropriate to do so.

(2) If the municipality complies with subsection (1), all sidewalks within the municipality are deemed to be in a state of repair with respect to any ice which forms or is present until 48 hours after the declaration of the end of the significant weather event by the municipality.

(3) Following the end of the weather hazard in respect of which a significant weather event was declared by a municipality under subsection (1), the municipality shall,

(a) declare the end of the significant weather event when the municipality determines it is appropriate to do so; and

(b) address the prevention of ice formation on sidewalks or treat icy sidewalks in accordance with section 16.5.

Winter sidewalk patrol

16.7 (1) If it is determined by the municipality that the weather monitoring referred to in section 3.1 indicates that there is a substantial probability of snow accumulation on sidewalks in excess of 8 cm, ice formation on sidewalks or icy sidewalks, the standard for patrolling sidewalks is to patrol sidewalks that the municipality selects as representative of its sidewalks at intervals deemed necessary by the municipality.

(2) Patrolling a sidewalk consists of visually observing the sidewalk, either by driving by the sidewalk on the adjacent roadway or by driving or walking on the sidewalk or by electronically monitoring the sidewalk, and may be performed by persons responsible for patrolling roadways or sidewalks or by persons responsible for or performing roadway or sidewalk maintenance activities.

Closure of a highway

16.8 (1) When a municipality closes a highway or part of a highway pursuant to its powers under the Act, the highway is deemed to be in a state of repair in respect of all conditions described in this Regulation from the time of the closure until the highway is re-opened by the municipality.

(2) For the purposes of subsection (1), a highway or part of a highway is closed on the earlier of,

(a) when a municipality passes a by-law to close the highway or part of the highway; and

(b) when a municipality has taken such steps as it determines necessary to temporarily close the highway or part of a highway.

Declaration of significant weather event

16.9. A municipality declaring the beginning of a significant weather event or declaring the end of a significant weather event under this Regulation shall do so in one or more of the following ways:

1. By posting a notice on the municipality's website.

2. By making an announcement on a social media platform, such as Facebook or Twitter.

3. By sending a press release or similar communication to internet, newspaper, radio or television media.

4. By notification through the municipality's police service.

5. By any other notification method required in a by-law of the municipality.

Commencement

16. This Regulation comes into force on the day it is filed.

Made by:

KATHRYN MCGARRY
Minister of Transportation

Date made: May 2, 2018

[Back to top](#)

City of Mississauga
Corporate Report



Date: 2019/05/29

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:
2019/06/12

Subject

Winter Maintenance Pressures

Recommendation

1. That the request for proposal for the new winter maintenance contract include provisional items for secondary sidewalk winter maintenance; residential windrow clearing; timing of winter maintenance on bus stops and priority sidewalks; clearing of secondary roads to bare pavement; physically removing snow from designated priority bike lanes; and, Hurontario LRT winter maintenance, as outlined in the report from the Commissioner of Transportation and Works, dated May 29, 2019 and entitled "Winter Maintenance Pressures".
2. That staff report back to General Committee on the results of the request for proposal on the new winter maintenance contract, including recommendations regarding winter maintenance service levels over the duration of the new contract, as outlined in the report from the Commissioner of Transportation and Works, dated May 29, 2019 and entitled "Winter Maintenance Pressures".

Report Highlights

- Currently, the City of Mississauga clears 5,600 lane kilometres (3,360 lane miles) of roads. Of that, approximately 4,000 kilometres (2,400 lane miles) are priority roads and approximately 1,600 kilometres (960 lane miles) are secondary roads.
- The City of Mississauga currently has 2,400 kilometres (1,500 miles) of sidewalks, 1,700 kilometres (1,100 miles) of which are included in the City's winter maintenance program.
- 174 residents were enrolled in the 2018/2019 Driveway Windrow Snow Clearing program. This program continues to be an option for seniors and people with physical disabilities who would like assistance with clearing their windrows. With the exception of residents enrolled in this program, the City does not clear windrows caused by winter maintenance activities.
- Winter maintenance on the Hurontario LRT (HLRT) will require additional resources and

equipment to maintain this new infrastructure. This could impact winter maintenance activities as early as late 2019 when construction is targeted to commence on the HLRT, and during the course of the next winter maintenance contract.

- The City's existing Winter Maintenance contract has completed the fifth of seven years expiring in April of 2021. Staff will bring a report to General Committee in the spring of 2020, which will outline the results of the tender and make recommendations on related winter maintenance services levels.
- The contract review period presents an opportunity to evaluate possible changes to winter maintenance operations and identify related costs. A preliminary estimate of the cost of these options is \$31.2M (including \$5.4M for land purchase) the first year and \$25.7M annually thereafter.

Background

In response to questions raised by Councillors Ras and Parrish at the General Committee meeting of February 13, 2019, the Commissioner, Transportation and Works, indicated that staff would report on the feasibility of clearing sidewalks and windrows on secondary (residential) roads. The purpose of this report is to provide updated information on sidewalk and windrow snow clearing on secondary roads. This report also provides information on other re-occurring winter maintenance issues.

At its meeting of June 25, 2014, the Budget Committee approved a report from the Commissioner of Transportation and Works dated June 6, 2014 and entitled "Winter Maintenance Operations". This report indicated that in 2014, the cost to perform winter maintenance on residential sidewalks would be approximately \$3M annually, including the cost for additional leased space to store the additional vehicles and equipment to perform this additional service. A copy of this report is attached as Appendix 1.

Council-approved Winter Maintenance Levels of Service

Winter maintenance is performed through the use of City staff and contractors. Currently, 10% of the equipment used for winter maintenance is City-owned. Contractors provide the remaining 340 pieces of equipment through the City's winter maintenance contract. This number has consistently increased over the past two contracts as it is not economically efficient for the City to purchase this type of single-use winter equipment as the program grows. This model is consistent with other large municipalities in the Greater Toronto Area.

Council has approved levels of service for winter maintenance of priority roads, secondary roads, dead ends, bends, cul-de-sacs, sidewalks, bus stops, pedestrian crossings and snow removal in Business Improvement Areas (BIA's). The levels of service are provided in Appendix 2 and key information is summarized below:

- Priority roads are cleared to bare pavement. Priority roads consist of major roads and collector routes and are addressed first to ensure that emergency services and the public can safely travel to hospitals, schools and access public transportation systems and work immediately after a winter event.
- Secondary roads are cleared once priority routes have been completed and are cleared to be safe and passable; bare pavement may not be achievable.
- Winter maintenance activities are performed on sidewalks that have been declared a priority sidewalk. Priority sidewalks are located on arterial, residential and industrial collector roads, transit routes; and, on roadways having school, nursing home and hospital frontage.
- Secondary roads, priority sidewalks, bus stops and pedestrian crossings are addressed after service levels have been met for priority roads.
- Winter maintenance activities are not performed on non-priority (secondary) sidewalks. Residents and businesses are encouraged to clear sidewalks in front of, or adjacent to, their property.
- With the exception of those residents enrolled in the Driveway Windrow Snow Clearing Program, windrows are not cleared.

Currently, the City performs winter maintenance on 5,600 lane kilometres (3,360 lane miles) of road. Of that, approximately 4,000 kilometres (2,400 lane miles) are priority roads and approximately 1,600 kilometres (960 lane miles) are secondary roads.

Comments

Secondary Sidewalk Winter Maintenance

The City of Mississauga has 2,400 kilometres (1,500 miles) of sidewalks. Of that, 1,700 kilometres (1,100 miles) are designated as priority sidewalks and are included in the City's winter maintenance program.

In order to add the remaining 700 kilometres (400 miles) of sidewalk into the winter maintenance program an additional 92 pieces of equipment would be required.

The addition of these units could be implemented as early as the 2019/2020 winter season. To do this, staff from Works Operations and Maintenance (WOM) and Revenue and Materiel Management would source the necessary equipment from contractors through the City's existing winter maintenance contract.

As outlined in the report from the Commissioner of Transportation and Works, dated June 6, 2014 and entitled "*Winter Maintenance Operations*", a location to store this additional equipment would also have to be sourced since the City's Works yards do not have room to safely store additional vehicles and equipment. The report is attached as Appendix 1, as previously mentioned.

The cost of additional storage could be mitigated somewhat by using existing City-owned land, such as recreation centres and community centres. However, suitable locations would have to be available and adequate security fencing, power and lighting would need to be installed.

The cost to provide winter maintenance on secondary sidewalks has been estimated based on the costs in the City's existing winter maintenance contract. It should be noted that when staff requested secondary sidewalk winter maintenance as a provisional item in the last contract, prices were higher than the cost to perform priority sidewalk winter maintenance. This is because sidewalk clearing in densely populated areas is a complex operation. Residential areas often have more obstacles such as encroachments, which can cause operators to drive more slowly and may increase the risk of damage to equipment.

Staff forecast the following costs to perform winter maintenance on secondary sidewalks:

- Operational and standby costs for the additional units of \$1.85M;
- Additional salt costs of \$370,000;
- Additional staffing costs of \$520,000 (one assistant supervisor in each of the four yards to manage service delivery and inspection of the operation, as well address higher service request volume due to service expansion); and,
- Temporary land costs for equipment storage until additional yard capacity is available. Staff continue to evaluate options that could include purchasing property (\$2.7M for a .81 hectare (2.0 acre) site) or leasing land at an estimated annual cost of \$250,000. Alternatively, contractors could be required to source their own storage locations as a condition of the contract. The latter could present operational concerns and may result in higher costs as the contractors would likely pass along the expense with a built in overhead fee to the City.

The following should also be considered when evaluating the addition of this service:

- potential increase in claims due to damages to encroachments such as curbs, landscaping and sprinklers;
- increased call volumes to the Citizen Contact Centre;
- additional windrows placed on driveways from the sidewalk plows;
- increased salt use complaints and impact to pets due to new service on secondary sidewalks;
- increased sod and driveway damage and associated complaints;
- increased use of salt and pretreated salt (4,000 tonnes annually) and resultant negative environmental impacts to natural areas and watercourses;
- purchased land may require rezoning to store equipment and/or material;
- travel times may increase depending on the location of land used to house equipment; and,
- requirements to sustain the program as new sidewalks are constructed.

In summary, the inclusion of all sidewalks could be accommodated for the 2019/2020 winter season, as outlined above, at an increased annual operating cost of \$2.7M. It is recommended, however, that staff include this new service level as a provisional item in the new winter maintenance contract for future consideration. Staff will continue to assess options for temporary land for equipment storage which would add additional costs as reference above.

City-wide Windrow Clearing

The Driveway Windrow Snow Clearing Program had 174 residents enrolled during the 2018/2019 winter season. For the past five seasons, the numbers have fluctuated slightly with an average enrollment of 164. This program continues to be an option for seniors and people with physical disabilities who would like assistance with clearing their windrows. Those who are income qualified are able to receive this service free of charge whereas those that are not, pay a fee of \$200. The program has a maximum capacity of 300 residents.

With the exception of the residents enrolled in the Driveway Windrow Snow Clearing Program, the City does not clear windrows.

Windrow Clearing Programs in Other Municipalities

Staff consulted with the following municipalities regarding their windrow clearing winter maintenance activities: Brampton, Burlington, Hamilton, London, Markham,

Newmarket, Niagara Falls, Oakville, Ottawa, Richmond Hill, Toronto, and Vaughan. A summary of the benchmarking exercise conducted by staff is attached as Appendix 3.

Of the 12 nearby municipalities that were consulted, two municipalities, Richmond Hill and Vaughan, offer a city-wide windrow clearing program; Toronto offers the program to the areas of Etobicoke, North York and Scarborough only; four municipalities namely, London, Newmarket, Niagara Falls and Ottawa do not offer any type of windrow program; Brampton, Burlington, Hamilton, Markham, Oakville and Richmond Hill offer a program for eligible residents only.

It should be noted that in speaking with the City of Toronto regarding their windrow program, complaints related to this program increased by 50% once it was implemented. Staff would expect something similar to this increase if implemented here due to resident expectations for this service.

Based on information received from the municipalities that are currently clearing windrows, staff forecast the following costs for the addition of a city-wide windrow program in our winter maintenance program:

- Operational and standby costs for the additional units of \$5.1M;
- Additional staffing costs of \$520,000 (one assistant supervisor staff in each of the four yards to manage execution and inspection of the operation, as well address service

request volume, which is anticipated to be higher given the experience of other municipalities); and,

- Similar to the sidewalk clearing, temporary land costs for equipment storage would be required until additional yard capacity is available. These costs would be similar and include options such as purchasing property (\$2.7M for a .81 hectare (2.0 acre) site) or leasing land at an estimated annual cost of \$250,000. Alternatively, contractors could be required to source their own storage locations as a condition of the contract.

In summary, the inclusion of a city-wide windrow program could be accommodated for the 2019/2020 winter season, as outlined above, at an increased annual operating cost of \$5.6M. It is recommended, however, that staff include this new service level as a provisional item in the new winter maintenance contract for future consideration. Staff will continue to assess options for temporary land for equipment storage which would add additional costs as reference above.

Other Winter Maintenance Service Level Considerations

Re-occurring Winter Maintenance Issues

In addition to the performance of winter maintenance activities on secondary sidewalks and the clearing of windrows on secondary roads, staff have observed other re-occurring issues with winter maintenance service levels. These are noted below and may present opportunities to review winter maintenance service levels in the future:

3. The timing of winter maintenance on bus stops and sidewalks on priority roads: Existing service levels have bus stops and sidewalks on priority roads addressed after winter maintenance activities are completed on priority roads. A consideration for the future may be to perform winter maintenance activities of bus stops and sidewalks on priority roads at the same time as plowing and/or salting of priority roads. This would provide quicker access for transit and sidewalk use. The cost to increase the level of service for this operation is estimated at \$2.2M annually.
4. Clearing secondary roads to bare pavement: Existing service levels require secondary roads to be made safe and passable and not cleared to bare pavement. The cost to increase the level of service for this operation is estimated at \$7.0M annually.
5. Winter maintenance on bike lanes: Bike lanes are salted and cleared of snow and ice as part of winter maintenance activities on priority roads. However, snow and ice tends to re-accumulate in bike lanes as a result of a lack of available snow storage space and freeze/thaw cycles. In the future, designating some bike lanes as priority bike lanes and physically removing snow and ice from them may be a more effective practice. The City's Active Transportation office, in consultation with the Mississauga Cycling Advisory Committee could designate the priority bike lanes for winter maintenance, subject to Council approval. The cost to perform enhanced snow removal from priority bike routes would be approximately \$5.2M annually.

Hurontario LRT Project

Winter maintenance on the HuLRT will require additional resources and equipment to maintain this new infrastructure. This could impact winter maintenance activities as early as late 2019 when construction is targeted to commence on the HLRT and during the course of the next winter maintenance contract.

The construction of the HuLRT will present winter maintenance challenges given the lack of space to store snow on the road. This will require additional, specialized equipment to remove snow from the road allowance and transport it to snow storage sites and will increase the City's snow storage requirements. WOM's existing snow storage sites are at capacity and new snow storage locations will need to be identified. The cost to perform snow removal from the HRLT would be approximately \$3.0M annually.

Snow storage capacity will continue to be a consideration upon completion of HuRLT construction. Storage space in the boulevard will be limited and clearing of boulevard infrastructure such as sidewalk, cyclepath and a possible multi-use trail will add to snow volume. This will mean an increase in snow removal activities after every plowing event.

Winter Maintenance Contract

The City's existing Winter Maintenance contract has completed the fifth of seven years and expires in April of 2021. Staff have commenced work on the new contract. The new contract is targeted to be awarded in summer of 2020 and would commence in the fall of 2021 for the 2021/2022 winter season. It is recommended that the new contract include provisional items for the following:

- secondary sidewalk winter maintenance;
- residential windrow clearing;
- changes to winter maintenance on bus stops and priority sidewalks;
- clearing of secondary roads to bare pavement;
- snow removal from priority bike lanes; and,
- HLRT winter maintenance.

Including these items in the request for proposal as provisional items will assist staff in determining the actual cost of these items and identify any related winter maintenance service level changes for Council's consideration.

Further, given the space limitations at the existing Works yards to store any additional vehicles and equipment required for winter maintenance, the request for proposal for the next winter maintenance contract will also seek costing options for contractors to provide local storage for winter maintenance vehicles and equipment.

Regarding existing operational yard capacity, staff in Community Services and Transportation and Works are currently:

- Assessing the capacity of the Parks, Forestry and Environment (PFE) Division and WOM Division's four shared yards, the PFE yard at 950 Burnhamthorpe and various PFE satellite yard locations.
- Assessing the capacity of the present WOM snow storage locations.
- Identifying the PFE and WOM Division's yard requirements in the short, medium and long-term.
- Justifying short, medium and long-term yard and snow storage requirements using industry best practices, benchmarking, measurable data and quantifiable outcomes.
- Developing a strategy and implementation plan to meet the PFE and WOM Division's short-term yard requirements, as well as the WOM Division's short-term snow storage requirements, considering industry best practices in service delivery, environmental sustainability and energy efficiency.
- Developing a strategy and implementation plan to meet the PFE and WOM Division's medium and long-term yard requirements, as well as the WOM Division's medium and long-term snow storage requirements, considering industry best practices in service delivery, environmental sustainability and energy efficiency.

The results of the above-mentioned review will be built into the 2021 Business Plan and form the basis of a Yards Master Plan.

Staff will provide a report to General Committee in the spring of 2020 to outline the results of the Winter Maintenance tender and make recommendations on related winter maintenance services levels.

Financial Impact

The City's current winter maintenance contract had a budget of \$15.6M for the 2018 winter season. Early estimates for potential changes to service levels based on requests and opportunities for improvement are as follows:

- | | |
|---|---|
| • Secondary Sidewalk Program | \$2.8M annually (plus temporary land costs) |
| • City-Wide Windrow Program | \$5.6M annually (plus temporary land costs) |
| • Enhance Bus Stop and Sidewalk Program | \$2.2M annually |
| • Secondary Routes to Bare Pavement | \$7.0M annually |
| • Snow Removal on Priority Bike Routes | \$5.2M annually |
| • HuLRT winter maintenance | \$3.0M annually |

It is recommended that these items be included in the upcoming request for tender for the new winter maintenance contract as provisional items. These will be reported back to Council in the Spring of 2020 for future direction.

Conclusion

The report provides updated information and estimated costs for six enhanced levels of service options for consideration in the winter maintenance program. It is recommended that these items be included in the upcoming tender for the new winter maintenance contract as provisional items. This will enable staff to present Council with the actual costs from a competitive procurement process for consideration and future direction.

Attachments

Appendix 1: Report from the Commissioner of Transportation and Works, dated June 6, 2014 and entitled "Winter Maintenance Operations"

Appendix 2: Existing Council-approved Levels of Service for Winter Maintenance

Appendix 3: Actions of Other Municipalities – Windrow Clearing Winter Maintenance Activities



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

Prepared by: Scott Holmes, C.E.T., Senior Manager, Works Administration, Operations and Maintenance



Corporate Report

Clerk's Files

Originator's Files MG.23.REP



DATE: June 6, 2014

TO: Chair and Members of Budget Committee
Meeting Date: June 25, 2014

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

SUBJECT: Winter Maintenance Operations

- RECOMMENDATION:**
1. That the Purchasing Agent be authorized to award a seven-year contract for the 2014/2015, 2015/2016, 2016/2017, 2017/2018, 2018/2019, 2019/2020 and 2020/2021 winter seasons to the vendors as outlined in Appendix 2 of the Corporate Report dated June 6, 2014 from the Commissioner of Transportation and Works Department for the provision of winter maintenance services.
 2. That Council provide direction regarding the addition of Secondary Sidewalks Winter Maintenance as a new service level with an estimated annual cost of \$3.0 million which equates to a 0.8% tax rate increase in 2015.
 3. That subject to Council approval of the new service level for Secondary Sidewalks Winter Maintenance that the 2014 Sidewalk Snow Clearing budget be increased by \$1.1 million and be funded from the Reserve for Winter Maintenance.
 4. That subject to Council Approval of the new service level for Secondary Sidewalks Winter Maintenance that the City's 2014 full time equivalent be increased by two.

5. That the Purchasing Agent be authorized to renew the existing contract as a single source for a period of seven years to Webtech Wireless Inc. in the estimated amount of \$2.1 million for the provision of GPS/AVL and Software as a Service for the Fleet Management System.
6. That a new project for the (PN14192) West Credit Snow Storage site be established with a gross budget of \$480,000, recovery of \$24,000 and net budget of \$456,000.
7. That the West Credit Temporary Snow Storage Site project be funded from the Capital Reserve Fund (Account #33121) for \$456,000.

**REPORT
HIGHLIGHTS:**

- The 2013/14 winter season was the final year of the previously approved five year Winter Maintenance Contract.
- A new Winter Maintenance Contract was tendered with an increase in duration from five to seven years.
- A review of the City's winter maintenance operations was completed and several changes have been incorporated into the new tender that will improve efficiency and effectiveness of operations.
- A provisional item was included in Winter Maintenance Contract tender to identify the cost of adding Secondary Sidewalks Winter Maintenance as a new service level for the municipality.
- The annual cost to add a new level of service for Secondary Sidewalks Winter Maintenance is \$3.0 Million.
- The previous five-year GPS/AVL Fleet Management System contract expires in 2014 with Webtech Wireless Inc. The new contract is proposed as a single source award for seven years plus an optional three years to align with the timing and award of the new seven year Winter Maintenance Contract.
- A temporary snow storage facility is proposed to be established in the North West quadrant of the city by utilizing recently purchased city lands.

BACKGROUND:

The winter season of 2013/2014 was the final year of the five-year Winter Maintenance Contract (Procurement FA.49.133-09). A new Winter Maintenance Contract has now been tendered (Procurement FA.49.324-14). During the past few winter seasons, a number of operational issues had been identified with respect to the provided levels of service and quality of the snow clearing operations. In response to these issues, a review of winter maintenance operations was completed. The new Winter Maintenance Tender incorporated changes from the previous contract to address these issues. In an effort to secure competitive pricing, to acquire the appropriate winter maintenance vehicles and to meet evolving industry standards, a new seven-year contract period was chosen.

Requests were received by the Transportation & Works Department to evaluate an increased level of service for sidewalks so that all sidewalks in the municipality (Priority Sidewalks and Secondary Sidewalks) receive winter maintenance. Currently only Priority Sidewalks receive winter maintenance. The estimated budget for the addition of Secondary Sidewalks was presented at the February 19, 2014 Transportation Committee. In an effort to get an accurate costing for this service, a provisional item was included in the new Winter Maintenance Contract tender. A full updated costing to add this new service is included in this report.

The existing GPS/AVL Fleet Management System Contract (Procurement FA.49.121-09) expires in 2014. It is proposed that this contract be renewed (Procurement FA49.441-14) for a term of seven years to align with the timing and award of the new seven year Winter Maintenance Contract. This renewal contract will allow the City to transition from hardware ownership to a lease arrangement to take advantage of changing technology for future hardware upgrades.

Currently the City has very limited snow storage capacity. Depending on the amount of snowfall received, the facilities currently used can quickly reach capacity. Snow removal requirements also continue to grow with increased expectations in BIA's, Transit Stops including the Transitway, dead ends and the desire to maintain sight lines.

Long term permanent snow storage solutions have been identified and are incorporated into the Business Plan for future considerations. An opportunity currently exists to utilize recently purchased city owned land for snow storage capacity in the North West quadrant of the city. This will help bridge the gap until permanent solutions are available.

Based on the above, this report will cover the following items:

1. New Winter Maintenance Contract Tender
2. Secondary Sidewalks Winter Maintenance
3. GPS/AVL Fleet Management System - Contract Renewal
4. Snow Storage Requirements

COMMENTS:**New Winter Maintenance Contract Tender**

The new tender for winter maintenance included the provision of contracted equipment and crews to perform various snow and ice control activities throughout the City of Mississauga for a seven year period covering the 2014 through 2021 winter seasons. A seven year period was selected to take advantage of more competitive pricing that is expected for a longer contract.

In preparation for the tender, Transportation and Works staff reviewed winter maintenance operations with a focus to ensure operational efficiency and establish equipment levels to provide Council approved service levels for winter operations.

Material Management publicly advertised a call for 14 items including one provisional item for the winter maintenance of all secondary sidewalks throughout the City for tenders to supply of various winter equipment/crews, and vendors were invited to submit bids for one or more of the 14 items listed for the 2014/2015 winter season. Each item specified a minimum number of units to be bid and allowed unit price bids to be submitted for standby.

For the first 10 items and item 14 (provisional item for all Secondary Sidewalks), the tender established hourly operational rates for the specified equipment/crews. Items 11 and 12 in the tender invited vendors to submit unit price bids for the operation of snow removal/melting crews. Item 13 is specified as an operational rate only for anti-icing purposes.

The tender provides a price adjusting index per winter season over the duration of the contract to increase or decrease the standby and operational unit prices for the subsequent winter seasons (2015 through 2021). The price adjusting index will be based on the Consumers Price Index for Ontario (all items), as recorded by Statistics Canada, for the annual percentage change from September to September on each year.

A total of 83 vendors registered for this procurement where 48 bid submissions were received.

Appendix 1 outlines all bids received for the 2014/2015 winter season for all 14 tendered items.

Appendix 2 provides detailed bid costs for the recommended vendors and equipment/crews required for each of the 14 tendered items for the contract duration. The equipment/crews will allow Transportation and Works to meet the services levels approved by Council.

The Winter Maintenance Contract Tender was reviewed and analyzed by Transportation and Works staff. In addition, staff from Materiel Management and Financial Services also reviewed the bids and evaluation process.

The tenders were evaluated based on the lowest bids received from the number of equipment/crews identified for each of the items. In addition, tenders were evaluated as to the capabilities and experience of the vendors, including equipment suitability.

In this tender, there were items included to expand the City's anti-icing program. Presently, we use our own water trucks to place brine (a salt water solution) on our bridges and steep hills and curves to help minimize slippery conditions including the formation of black ice. We are now planning on providing this operation on all our arterial roads throughout the City as an enhanced winter service level. We will have dual purpose vehicles that have side saddle tanks as well as an item for water tankers to help with this operation

The anti-icing program has been expanded to allow the city to meet recent changes to the provincial Minimum Maintenance Standards

(MMS). This program reduces liability risk for the city by reducing or preventing the formation of black ice and also helps reduce the bonding of snow to the roadway which improves plowing efficiency. The anti-icing program places a brine solution on the roadway in key areas which will now include arterial roads. Anti-icing can be achieved prior to the snow event and can remain in place for several days.

Also included in this tender were some equipment changes. In an effort to reduce sod damage, sidewalk skid steer machines were removed and replaced with standard sidewalk tractor plows which allow for better steering capability. The number of street tractor plows were reduced and replaced with single axle dual purpose vehicles. This will allow the routes to be plowed and salted at the same time improving efficiency and providing cost savings. Similarly, graders used in the Malton District were replaced with dual purpose vehicles. A snow melting machine was removed from the tender resulting in a savings of \$100,000 per season in standby costs alone.

Based on the challenges faced in clearing sidewalks during larger snow events, snow blower attachments were included for the sidewalk machines. This will allow the sidewalks to be cleared with greater efficiency in large volume snow events reducing the number of required passes.

Sidewalk Winter Maintenance Level of Service

A Corporate Report was presented to Transportation Committee on February 19, 2014 where the cost to undertake sidewalk winter maintenance on all Secondary Sidewalks was presented. In an effort to refine the cost estimate, staff included provisional items for this work in the current tender. The level of service included in the tender is based on meeting the Provincial Minimum Maintenance Standards. The tender has closed and the updated cost estimate is presented in this report.

To clear Secondary Sidewalks, an additional 1,000 km (621 miles) of sidewalks need to be added. Based on the tender process it is calculated that the annual cost would be \$3.0 million for an average winter. This cost estimate includes standby and operational costs for

contracted equipment, additional costs for pretreated salt, additional staff resources, cost to repair sod and boulevard damages from encroachments and cost to lease land for equipment storage and dispatching. Leasing of land was considered a more economical approach to land purchase costs.

The following should be considered when evaluating the addition of this service:

- Potential increase in claims due to boulevard damages to encroachments such as curbs, gardens and sprinklers;
- An expected increase in calls to the 311 call centre;
- Additional windrows placed onto driveways from sidewalk plows;
- Complaints regarding salt use and the impact to pets due to higher pet usage in these areas;
- Increase in sod damages and associated complaints; and
- Increase in pretreated salt usage (5,000 to 6,000 tonnes) and resultant negative environmental impacts to natural areas and watercourses

GPS/AVL Fleet Management System – Contract Renewal

The GPS/AVL Fleet Management System is a web based solution, Software as a Service (SAAS) that allows the city to monitor its winter operations, contractor vehicles as well as the city's mobile fleet assets. The system previously selected was competitively bid, and Webtech Wireless Inc. was the successful vendor for providing mobile telematics portfolio. The renewal contract allows the City to transition from hardware ownership to a lease arrangement from 2014 through 2021 to take advantage of changing technology for future hardware upgrades and aligning with the seven year Winter Maintenance Contracts starting form 2014/2014 winter season.

Transitioning from a hardware ownership to a lease arrangement is very advantageous to the City. Any issues that arise during the term of the contract are covered by a service plan. Any hardware failures will be replaced automatically at no cost to the City. The existing units purchased are up to five years old and will be replace and will be upgraded automatically to keep pace with technological advances.

Leasing of these GPS/AVL equipment's will provide flexibility and protection against technological obsolescence. The equipment will be upgraded automatically to keep pace with Technology. Additional equipment can be easily installed should the fleet be expanded. A service plan is part of the lease agreement that includes a turnkey solution covering any related hardware issues, installation and other services as required to maintain GPS/AVL equipment and SAAS Fleet Management System.

The GPS/AVL locator hardware units were designed and manufactured by Webtech Wireless Inc. and functions with their proprietary system. Webtech Wireless Inc. is the exclusive and unique sole source provider to all Webtech Wireless AVL hardware and software. Webtech products have copyrighted proprietary source code and intellectual property that is owned by Webtech Wireless. No other vendor or service provider has the rights or source code for this service offering.

The renewal contract includes additional services such as Route Compliance package, Public Information package to provide service to the Mobile Roads App, Sensors to be installed on all plows that will enable verification of plow up/plow down status, preseason service and "light up" to test functionality and reporting of all hardware locator units, training modules and a hardware maintenance package.

Snow Storage Requirements

In early 2014, the City took ownership of a parcel of land located at 7300 West Credit Avenue. The property is identified for a future transit maintenance and storage facility. Until such time, it is proposed that the lands be available for use by Transportation & Works, Community Services and Enersource for the storage of materials.

In order to utilize a portion of the site for snow storage, an access driveway and asphalt pad will be required to accommodate vehicles and snow placement. Snow melt treatment structures will also be installed to meet environmental requirements.

The use of this parcel of land will have the positive impact of reducing the snow storage requirements at Dunton Park. The park is typically

scheduled for use by the first week of May and with excessive snow storage it is not possible to prepare the park for early season usage without mechanically removing the snow.

Additional future permanent snow storage requirements have been previously identified in the business plan for future consideration. These requirements will be addressed at three future permanent sites including the proposed Loreland South East Works Yard, and two additional locations to be determined in the North West and North Central zones. Further, the City is also currently working with the Region of Peel to find land in the South West quadrant of the city for a shared use facility. The addition of the temporary snow storage site at 7300 West Credit Avenue will alleviate pressure until permanent sites become available.

FINANCIAL IMPACT: Winter Maintenance Tender

Detailed winter contract bid costs by each vendor for each of the 14 items tendered are provided in Appendix 2.

An overall summary of winter contractor costs is provided in Appendix 3. The winter contract standby and operational project costs (excluding H.S.T.) for the first year (2014/15) are summarized as follows:

| Standby Cost | Operational Cost | Total Cost |
|----------------|------------------|-----------------|
| \$9,810,908.66 | \$4,015,046.22 | \$13,825,954.88 |

The contract project costs for the first winter season are established as per the tender, while the contract project costs for the subsequent six winter seasons are subject to a consumer price adjusting index (CPI) which may increase or decrease the seasonal contract project costs.

The unadjusted seven-year contract project cost is estimated to be valued at \$96,781,683.60 (excl. HST).

The 2015 Preliminary Budget included an expected inflation increase of approximately \$0.7 million. When added to the approved 2014 budget of \$14.5 million, the total 2015 preliminary budget was \$16.2

million.

If the tender is awarded as recommended in this report, the estimated 2015 Winter Maintenance Cost is \$15,176,000 as shown in Appendix 3. This results in a \$971k reduction in the 2015 estimated original budget.

Secondary Sidewalk Winter Maintenance Level of Service

To add a new service level of Secondary Sidewalk Winter Maintenance an annual budget of \$3.0 million which equates to a 0.8% tax rate increase in 2015 is required. These costs would be required to fund contract costs associated with the works as well as additional staff to supervise and inspect the work.

As the new service level will begin in the Fall of 2014, the 2014 sidewalk winter maintenance budget will need to be increased by \$1.1 million and funded from the Reserve for Winter Maintenance. Two new full time positions would need to be hired in 2014 which would require Council approval.

The 2014 costs will need to be recovered from the Reserve for Winter Maintenance. The balance in this Reserve is \$8.3 million but this may change at year end due to over expenditures as a result of the severe winter weather.

GPS/AVL Fleet Management System – Contract Renewal

A monthly leasing unit price including a service plan and GPS/AVL hardware installation on all vehicles has been obtained. The unit leasing price also includes all desired reporting, public information services, winter light up and professional services.

| Annual Lease of Hardware | Annual Lease of Services (SAAS) | Extended Annual Cost |
|--------------------------|---------------------------------|----------------------|
| \$72,735.04 | \$224,573.88 | \$297,308.92 |

Snow Storage Requirements

In order to facilitate use of the 7300 West Credit Avenue site for snow storage purposes, the site will need to be upgraded. This will require the installation of an access road, earthworks, granular and asphalt, storm sewers and culvert installation, snow melt treatment structures and fencing for a total cost estimate of \$480,000. It is anticipated that a recovery cost share for the access road in the amount of \$24,000 can be obtained giving a net cost of \$456,000.

A new capital project (PN 14-192) for the West Credit Temporary Snow Storage Site will need to be created which will be funded from the Capital Reserve Fund (Account #33121).

CONCLUSION:

Winter Maintenance Tender

The Transportation and Works Department recommends that a seven year contract be awarded to the vendors as outlined in Appendix 2 of this report. A seven year contract period as well as process improvements identified in the tender have resulted in very competitive bid prices.

The equipment levels recommended incorporate the Council approved enhanced level of service for priority sidewalk and bus stop winter maintenance as per the October 16, 2008 Corporate Report from the Commissioner of Transportation and Works.

The funding for the recommended bid award for the Winter Maintenance Tender is within budget for the proposed budget amount for 2015.

Sidewalk Winter Maintenance Level of Service

In non-priority areas the City has adopted the practice of regularly

requesting residents to cooperate with the City by clearing sidewalks adjoining their property through advertisements, flyers and staff visits in response to complaints on non-priority sidewalks. This practice has worked well on non-priority sidewalks.

Adding this new service of winter maintenance on non-priority sidewalks, which generally has lower pedestrian and vehicular roadway counts, would have a substantial impact on the winter maintenance budget and require an additional \$3.0 million annually in funding. Original estimates included land purchase costs in order to store the required winter equipment. This has now been included as a land lease and it is anticipated that land will be available for lease in the required areas. It is expected that resident complaints will increase significantly due to windrows left behind from sidewalk plows, damages to sod and other encroachments, effect of salt on pets and the general increase of salt impacts to our watercourses and natural areas.

GPS/AVL Fleet Management System – Contract Renewal

The current contract for GPS/AVL Fleet Management System expires in 2014 with Webtech Wireless Inc. The new contract renewal is proposed as a single source award for seven years to align with the timing and award of the new seven year Winter Maintenance Contract. A monthly leasing unit price arrangement has been obtained which includes service plan and GPS/AVL hardware installation on all vehicles.

Snow Storage Requirements

Utilizing the property located at 7300 West Credit Avenue will provide a temporary snow storage facility. This will alleviate the issues from the snow storage at Dunton Park by reducing snow storage requirements at that location. This will allow Parks Department to bring early spring programs online reducing concern for potential program start delays.

This temporary snow storage facility will provide temporary measures until such time as additional permanent snow storage sites becomes available through the development of the Loreland Works Yard, the proposed North-West and North Central sites as well as additional snow storage through a shared joint facility with the region of Peel which is currently under study.

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14

BIDS RECEIVED

**ITEM 1: DUAL PURPOSE TANDEM AXLE SPREADER/PLOW TRUCK WITH OPERATOR
C/W PLOW AND WING, SPREADER BOX, DUAL SIDE OR REAR SPINNERS,
AND ELECTRONIC SPREADER CONTROL SYSTEM**

Winter Season
2014/2015 Winter Season

Operational Amount per Unit (excl. HST)
\$65.00 per hour x 200 hours = \$13,000.00

| Order | Vendor | 2014/2015 Bid Amount Per Unit (Excl. HST) | No. of Units Offered (Min. 15 Units) | Comments |
|-------|--|---|--------------------------------------|-------------------------|
| 1 | PACIFIC PAVING 5845 Luke Road, Suite 204 Mississauga, ON L4W 2K5 | \$59,835.00 | 19 | 19 units required |
| 2 | BONUM CONTRACTING INC. 11 Hugo Road Brampton, ON L6P 1W4 | \$60,705.00 | 20 | 20 units required |
| 3 | MELROSE PAVING CO. LTD. 3540 Hawkestone Rd. Mississauga, ON L5C 2V2 | \$67,238.70 | 25 | 10 of 25 units required |
| 4 | A & G THE ROAD CLEANERS LTD. 47 Simpson Road Bolton, ON L7E 2R6 | \$67,375.00 | 21 | Units not required |
| 5 | 742731 ONTARIO INC. o/a HART LAKE INDUSTRIES 15276 Dixie Rd. Caledon, ON L7C 2M3 | \$67,955.00 | 19 | Units not required |
| 6 | RAFAT GENERAL CONTRACTOR INC. 8850 George Bolton PKWY Caledon, ON L7E 2Y4 | \$71,000.00 | 19 | Units not required |
| 7 | S&J GRERI TRUCKING LTD. 4111 Clevedon Drive Mississauga, ON L4Z 1J4 | \$72,435.50 | 19 | Units not required |
| 8 | STEED AND EVANS LIMITED 3000 Amenl Line St. Jacobs, ON N0B 2N0 | \$85,500.00 | 19 | Units not required |

Total Units Available: 142

Total Units Required: 49

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14

BIDS RECEIVED

**ITEM 2: DUAL PURPOSE TANDEM AXLE SPREADER/PLOW TRUCK WITH OPERATOR
C/W PLOW AND WING, SPREADER BOX, DUAL SIDE OR REAR SPINNERS,
DIRECT LIQUID APPLICATION CAPABILITY AND ELECTRONIC SPREADER CONTROL SYSTEM**

Winter Season Standby Days Per Unit Operational Amount per Unit (excl. GST)
2014/2015 Winter Season 145 Days (\$65.00 per hour x 200 hours) = \$65.00 per hr x 35 hours) = \$15,275.00

| Order | Vendor | 2014/2015 Bid Amount Per Unit (Excl. HST) | No. of Units Offered (Min. 6 Units) | Comments |
|-------|---|---|-------------------------------------|------------------------|
| 1 | BONUM CONTRACTING INC. 11 Hugo Road Brampton, ON L6P 1W4 | \$64,430.00 | 6 | 6 units required |
| 2 | A & G THE ROAD CLEANERS LTD. 47 Simpson Road Bolton, ON L7E 2R6 | \$71,825.00 | 15 | 9 of 15 units required |
| 3 | RAFAT GENERAL CONTRACTOR INC. 8850 George Bolton PKWY Caledon, ON L7E 2Y4 | \$75,415.67 | 6 | Units not required |
| 4 | PAVE-TAR CONSTRUCTION LTD. 388 Watline Avenue Mississauga, ON L4Z 1X2 | \$76,900.00 | 7 | Units not required |
| 6 | 2375072 OTARIO INC. 1230 Mid-way Blvd. Mississauga, ON L5T 2B8 | \$77,190.00 | 10 | Units not required |
| 6 | STEED AND EVANS LIMITED 3000 Ament Line St. Jacobs, ON N0B 2N0 | \$89,355.00 | 6 | Units not required |

Total Units Available: 60

Total Units Required: 15

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14

BIDS RECEIVED

**ITEM 3: DUAL PURPOSE SINGLE AXLE SPREADER/PLOW TRUCK WITH OPERATOR
C/W PLOW AND WING, SPREADER BOX, DUAL SIDE OR REAR SPINNERS,
AND ELECTRONIC SPREADER CONTROL SYSTEM**

Winter Season Standby Days Per Unit Operational Amount per Unit (excl. GST)
2014/2015 Winter Season 145 Days \$60.00 per hour x 200 hours = \$12,000.00

| Order | Vendor | 2014/2015 Bid Amount Per Unit (Excl. HST) | No. of Units Offered (Min. 10 Units) | Comments |
|-------|--|---|--------------------------------------|------------------------|
| 1 | RAFAT GENERAL CONTRACTOR INC. 8850 George Bolton PKWY Caledon, ON L7E 2Y4 | \$48,250.00 | 10 | 10 units required |
| 2 | PACIFIC PAVING 5845 Luke Road, Suite 204 Mississauga, ON L4W 2K5 | \$58,110.00 | 10 | 10 units required |
| 3 | PAVE-TAR CONSTRUCTION LTD. 366 Watline Avenue Mississauga, ON L42 1X2 | \$59,705.00 | 20 | 20 units required |
| 4 | 742731 ONTARIO INC. o/a HART LAKE INDUSTRIES 15276 Dixie Rd. Caledon, ON L7C 2M3 | \$62,460.00 | 10 | 3 of 10 units required |
| 5 | FERMAR PAVING LIMITED 1921 Albion Rd. Rexdale, ON M9W 6S9 | \$65,625.25 | 20 | Units not required |
| 6 | T. BOLTON SOD CO. LIMITED 9043 Country Road 1, R.R. #1 Palgrave, ON L0N 1P0 | \$65,940.00 | 10 | Units not required |
| 7 | STEED AND EVANS LIMITED 3000 Arment Line St. Jacobs, ON N0B 2N0 | \$79,555.00 | 10 | Units not required |
| 8 | DEFINA HAULAGE LTD. 42 Prince Adam Crt. King City, ON L7B 1M1 | \$80,585.00 | 20 | Units not required |
| 9 | ASHLAND PAVING LTD. 340 Bowes Rd. Concord, ON L4K 1K1 | \$82,325.00 | 15 | Units not required |
| 10 | 2375072 OTARIO INC. 1230 Mid-way Blvd. Mississauga, ON L6T 2B8 | \$83,920.00 | 10 | Units not required |
| 11 | GAZZOLA PAVING LIMITED 529 Carlingview Drive Etobicoke, ON M9W 5H2 | \$106,260.00 | 10 | Units not required |

Total Units Available: 135
Total Units Required: 43

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14

BIDS RECEIVED

ITEM 4: TANDEM AXLE TRUCK PLOW WITH OPERATOR C/W PLOW AND WING

Winter Season Standby Days Per Unit Operational Amount per Unit (excl. GST)
 2014/2015 Winter Season 103 Days \$65.00 per hour x 60 hours = \$3,260.00

| Order | Vendor | 2014/2015 Bid Amount Per Unit (Excl. HST) | No. of Units Offered (Min. 5 Units) | Comments |
|-------|--|---|-------------------------------------|-----------------------|
| 1 | RAFAT GENERAL CONTRACTOR INC. 8850 George Bolton PKWY Caledon, ON L7E 2Y4 | \$34,150.00 | 6 | 6 units required |
| 2 | CLEANSITE DISPOSAL INC. 118 Bloomsbury Ave. Brampton, ON L6P 2X1 | \$35,592.00 | 6 | 6 units required |
| 3 | A & G THE ROAD CLEANERS LTD. 47 Simpson Road Bolton, ON L7E 2R6 | \$36,725.00 | 6 | 6 units required |
| 4 | 2375072 OTARIO INC. 1230 Mid-way Blvd. Mississauga, ON L6T 2B8 | \$43,214.00 | 4 | 3 of 4 units required |
| 5 | STEED AND EVANS LIMITED 3000 Ament Line St. Jacobs, ON N0B 2N0 | \$48,168.00 | 4 | Units not required |
| 6 | JOHN EEK & SON LTD. 190 Artesian Parkway P.O. Box 149 Bradford, ON L3Z 2A7 | \$57,428.00 | 6 | Units not required |

Total Units Available: 31

Total Units Required: 20

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14

BIDS RECEIVED

ITEM 5: ARTICUATED LOADER PLOW WITH OPERATORC/W PLOW AND BUCKET

Winter Season **Standby Days Per Unit** **Operational Amount per Unit (excl. GST)**
 2014/2015 Winter Season 103 Days \$65.00 per hour x 65 hours = \$4,225.00

| Order | Vendor | 2014/2015 Bid Amount Per Unit (Excl. GST) | No. of Units Offered (Min. 6 Units) | Comments |
|-------|--|---|-------------------------------------|------------------------|
| 1 | 2415188 ONTARIO INC. o/a JEFFERY BULLOCK R.R. #1 Faversham, ON MoC 1C0 | \$29,161.00 | 12 | 12 units required |
| 2 | ROBERT B. MEISNER CONSTRUCTION INC. 125 Orenda Road Brampton, ON L6W 1W3 | \$29,973.97 | 20 | 9 of 20 units required |
| 3 | 614128 ONTARIO LTD. o/a TRISAN CONSTRUCTION 17250 HWY, 27 Schomberg, ON L0G 1T0 | \$32,653.00 | 10 | Units not required |
| 4 | PACIFIC PAVING 6845 Luke Road, Suite 204 Mississauga, ON L4W 2K5 | \$38,165.00 | 10 | Units not required |
| 5 | ALTON CENTURY FARMS LTD. 85565 Lucknow Line, R.R. #2 Lucknow, ON N0G 2H0 | \$38,970.00 | 10 | Units not required |
| 6 | RAFAT GENERAL CONTRACTOR INC. 8850 George Bolton PKWY Caledon, ON L7E 2Y4 | \$37,185.00 | 10 | Units not required |
| 7 | LAKESIDE CONTRACTING COMPANY LIMITED 3513 Mavis Road Mississauga, ON L6C 1T7 | \$40,275.00 | 10 | Units not required |
| 8 | ISLINGTON NURSURIES LTD. 1000 Islington Avenue Toronto, ON M6Z 4P8 | \$41,620.00 | 10 | Units not required |
| 9 | VBN PAVING LIMITED 385 Enford Road, Unit 2 Richmond Hill, ON L4C 3G2 | \$44,189.00 | 10 | Units not required |
| 10 | SUPCO CONSTRUCTION LIMITED, Suite 381 18-13085 Yonge St. Richmond Hill, ON L4E 0K2 | \$50,060.00 | 10 | Units not required |
| 11 | MTM LANDSCAPING CONTRACTORS INC. 2034 Dixie Rd. Mississauga, ON L4Y 1Y8 | \$210,225.00 | 10 | Units not required |

Total Units Available: 122

Total Units Required: 21

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14

BIDS RECEIVED

ITEM 6: TRACTOR PLOW WITH OPERATOR C/W PLOW AND BUCKET

Winter Season
2014/2016 Winter Season

Standby Days Per Unit
103 Days

Operational Amount per Unit (excl. HST)
\$65.00 per hour x 85 hours = \$5,525.00

| Order | Vendor | 2014/2016 Bid Amount Per Unit (Excl. HST) | No. of Units Offered (Min. 10 Units) | Comments |
|-------|--|---|--------------------------------------|--------------------|
| 1 | 614128 ONTARIO LTD. o/a TRISAN CONSTRUCTION 17250 HWY. 27 Schomberg, ON L0G 1T0 | \$22,507.00 | 10 | 10 units required |
| 2 | ROBERT B. MEISNER CONSTRUCTION INC. 125 Orenda Road Brampton, ON L6W 1W3 | \$29,790.00 | 10 | Units not required |
| 3 | CEDAR SPRINGS LANDSCAPE GROUP LIMITED 1328 Butler Road West Aricaster, ON L9G 3L1 | \$32,305.00 | 10 | Units not required |
| 4 | ALTON CENTURY FARMS LTD. 85565 Lucknow Line, R.R. # 2 Lucknow, ON N0G 2H0 | \$34,671.00 | 10 | Units not required |
| 5 | 1336668 ONTARIO INC. o/a WINSOM LANDSCAPING 11 Veneto Drive Vaughan, ON L4L 8X4 | \$34,777.00 | 10 | Units not required |
| 6 | DONALDSON CUSTOM FARMING INC. P.O. Box 209, 2390 Haldibrook Rd. Binbrook, ON L0R 1C0 | \$34,880.00 | 10 | Units not required |
| 7 | RAFAT GENERAL CONTRACTOR INC. 8850 George Bolton PKWY Caledon, ON L7E 2Y4 | \$36,425.00 | 10 | Units not required |

Total Units Available: 70

Total Units Required: 10

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14

BIDS RECEIVED

ITEM 7: SNOW CLEARING LOADER BACKHOE WITH OPERATOR C/W BUCKET

Winter Season Standby Days Per Unit Operational Amount per Unit (excl. HST)
2014/2015 Winter Season 103 Days \$60.00 per hour x 50 hours = \$1,500.00

| Order | Vendor | 2014/2015 Bid Amount Per Unit (Excl. GST) | No. of Units Offered (Min. 2 Units) | Comments |
|-------|---|---|-------------------------------------|------------------------|
| 1 | MAVIS GARDEN SUPPLIES CO. LTD. 3539 Mavis Road Mississauga, ON L5C 1T7 | \$13,197.00 | 2 | 2 units required |
| 2 | R-CON CONTRACTING INC. 112 Summitcrest Drive Richmond Hill, ON L4S 1A8 | \$16,184.00 | 12 | 8 of 12 units required |
| 3 | EXTREME LANDSCAPING & CONTRACTING LTD. 60 Bristol Road East Mississauga, ON L4Z 3K8 | \$16,287.00 | 2 | Units not required |
| 4 | MUNICIPAL MAINTENANCE INC. 52 Proctor Road Schomberg, ON L0G 1T0 | \$18,450.00 | 2 | Units not required |
| 4 | SUPCO CONSTRUCTION LIMITED, Suite 361 19-13085 Yonge St Richmond Hill, ON L4E 0K2 | \$18,450.00 | 4 | Units not required |
| 6 | DIAMOND EARTHWORKS CORPORATION 74 Meeley Rd. Bolton, ON L7E 6A7 | \$19,401.00 | 2 | Units not required |
| 7 | DI BROS INC. 23 Torkork Dr. Toronto, ON M9L 1X9 | \$21,952.00 | 5 | Units not required |
| 8 | LAKESIDE CONTRACTING COMPANY LIMITED 3513 Mavis Road Mississauga, ON L5C 1T7 | \$23,085.00 | 2 | Units not required |
| 9 | MADILL FARMS R.R. #3 (Fire #076676) Markdale, ON M0C 1H0 | \$23,210.77 | 13 | Units not required |
| 10 | RAFAT GENERAL CONTRACTOR INC. 8850 George Bolton PKWY Caledon, ON L7E 2Y4 | \$23,600.00 | 2 | Units not required |
| 11 | 814128 ONTARIO LTD. o/a TRISAN CONSTRUCTION 17250 HWY 27 Schomberg, ON L0G 1T0 | \$25,361.00 | 4 | Units not required |
| 12 | DEFINA HAULAGE LTD. 42 Prince Adam Crt. King City, ON L7B 1M1 | \$25,454.00 | 2 | Units not required |
| 13 | 1338588 ONTARIO INC. o/a WINSOM LANDSCAPING 11 Veneto Drive Vaughan, ON L4L 8X4 | \$28,029.00 | 2 | Units not required |
| 14 | IPAC PAVING LTD. 9251 Yonge Street, Suite B - 872 Richmond Hill, ON L4C 9T3 | \$31,840.00 | 3 | Units not required |
| 15 | 2376072 OTARIO INC. 1230 Mid-way Blvd. Mississauga, ON L5T 2B8 | \$33,282.00 | 2 | Units not required |

Total Units Available: 59

Total Units Required: 10

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14

BIDS RECEIVED

**ITEM 8: SIDEWALK PLOW/SPREADER WITH OPERATOR
C/W PLOW, BLOWER, SPREADER AND MATERIAL FEEDING**

Winter Season Standby Days Per Unit Operational Amount per Unit (excl. HST)
2014/2015 Winter Season 145 Days \$70.00 per hour x 200 hours + \$75.00 per hr x 50 hrs = \$17,750.00

| Order | Vendor | 2014/2015 Bid Amount Per Unit (Excl. HST) | No. of Units Offered (Min. 12 Units) | Comments |
|-------|---|---|--------------------------------------|-----------------------------|
| 1 | J. DI IORIO CONSTRUCTION LTD. 11 Julland Road Toronto, ON M8Z 2G6 | \$30,085.00 | 14 | 14 units required |
| 2 | 614128 ONTARIO LTD. o/a TRISAN CONSTRUCTION 17250 HWY. 27 Schomberg, ON L0G 1T0 | \$32,550.00 | 36 | 36 units required |
| 3 | AQUATECH SOLUTIONS Box 276 Schomberg, ON L0G 1T0 | \$33,710.00 | 24 | 22 of 24 units not required |
| 4 | MUNICIPAL MAINTENANCE INC. 52 Proctor Road Schomberg, ON L0G 1T0 | \$35,450.00 | 12 | Units not required |
| 5 | SALID INVESTMENTS LTD. 8314 Ninth Line Mississauga, ON L6N 0C1 | \$35,491.67 | 12 | Units not required |
| 6 | T. BOLTON SOD CO. LIMITED 9043 Country Road 1, R.R. #1 Palgrave, ON L0N 1P0 | \$39,810.00 | 24 | Units not required |
| 7 | 1338568 ONTARIO INC. o/a WINSOM LANDSCAPING 11 Venajo Drive Vaughan, ON L4L 8X4 | \$42,655.00 | 12 | Units not required |
| 8 | LIMA'S GARDENS & CONSTRUCTION INC. 115 Toryork Drive Toronto, ON M9L 1X6 | \$47,060.00 | 12 | Units not required |
| 9 | MTM LANDSCAPING CONTRACTORS INC. 2034 Dixie Rd. Mississauga, ON L4Y 1Y8 | \$53,576.00 | 24 | Units not required |

Total Units Available: 170

Total Units Required: 72

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14

BIDS RECEIVED

ITEM 9: SNOW CLEARING/SPREADING CREW FOR BUS STOPS AND CROSSINGS INCLUDING MATERIAL FEEDING & TRAFFIC PROTECTION C/W EQUIPMENT, OPERATORS AND LABOUR

Winter Season Standby Days Per Unit Operational Amount per Crew (excl. HST)
2014/2015 Winter Season 145 Days (\$55.00 per hour x 120 hours) + (\$115.00 per hour x 60 hours) = \$13,500.00

| Order | Vendor | 2014/2015 Bid Amount Per Crew (Excl. HST) | No. of Crews Offered (Min. 15 Crews) | Comments |
|-------|--|---|--------------------------------------|-------------------------|
| 1 | MUNICIPAL MAINTENANCE INC. 52 Proctor Road Schomberg, ON L0G 1T0 | \$32,350.00 | 45 | 45 crews required |
| 2 | DIAMOND EARTHWORKS CORPORATION 74 Mealey Rd. Bolton, ON L7E 5A7 | \$34,561.25 | 15 | 15 crews required |
| 3 | 614126 ONTARIO LTD. o/a TRISAN CONSTRUCTION 17250 HWY. 27 Schomberg, ON L0G 1T0 | \$34,670.00 | 45 | 17 of 45 crews required |
| 4 | R-CON CONTRACTING INC. 112 Summitcrest Drive Richmond Hill, ON L4S 1A8 | \$34,960.00 | 25 | Crews not required |
| 5 | BONUM CONTRACTING INC. 11 Hugo Road Brampton, ON L6P 1W4 | \$35,105.00 | 25 | Crews not required |
| 6 | AQUATECH SOLUTIONS Box 276 Schomberg, ON L0G 1T0 | \$35,505.00 | 15 | Crews not required |
| 7 | ROCKLAND CONTRACTING INC. 2415 Poplar Cres. Mississauga, ON L5J 4H2 | \$35,585.00 | 15 | Crews not required |
| 8 | 2128087 ONTARIO INC. o/a DOBROCON 14398 Gradview Rd. Chellenham, ON L7C 1N5 | \$43,660.00 | 15 | Crews not required |
| 9 | LIMA'S GARDENS & CONSTRUCTION INC. 116 Toryork Drive Toronto, ON M9L 1X6 | \$50,188.00 | 15 | Crews not required |
| 10 | CEDAR SPRINGS LANDSCAPE GROUP LIMITED 1326 Butler Road West Ancaster, ON L9G 3L1 | \$54,100.00 | 15 | Crews not required |
| 11 | VBN PAVING LIMITED 385 Enford Road, Unit 2 Richmond Hill, ON L4C 8Q2 | \$62,220.00 | 16 | Crews not required |

Total Crews Available: 245

Total Crews Required: 77

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14

BIDS RECEIVED

**ITEM 10: SNOW BLOWER WITH OPERATOR (MINIMUM 1.8 M WIDTH)
C/W FRONT MOUNTED DUAL STAGE BLOWER**

Winter Season Standby Days Per Unit Operational Amount per Unit (excl. HST)
2014/2015 Winter Season 103 Days \$65.00 per hour x 30 hours = \$1,950.00

| Order | Vendor | 2014/2015 Bid Amount Per Unit (Excl. HST) | No. of Units Offered (Min. 4 Units) | Comments |
|-------|--|---|-------------------------------------|-----------------------|
| 1 | MAVIS GARDEN SUPPLIES CO. LTD. 3539 Mavis Road Mississauga, ON L6C 1T7 | \$22,035.00 | 4 | 4 units required |
| 2 | 614128 ONTARIO LTD. o/a TRISAN CONSTRUCTION 17250 HWY. 27 Schomberg, ON L0G 1T0 | \$23,680.00 | 4 | 1 of 4 units required |
| 3 | AQUATECH SOLUTIONS Box 276 Schomberg, ON L0G 1T0 | \$24,713.00 | 4 | Units not required |
| 4 | 1938588 ONTARIO INC. o/a WINBOM LANDSCAPING 11 Veneto Drive Vaughan, ON L4L 8X4 | \$29,142.00 | 6 | Units not required |
| 6 | ALTON CENTURY FARMS LTD. 85665 Lucknow Line, R.R. # 2 Lucknow, ON N0G 2H0 | \$31,099.00 | 6 | Units not required |
| 8 | DONALDSON CUSTOM FARMING INC. P.O. Box 209, 2380 Halden Rd. Binbrook, ON L0R 1C0 | \$36,800.00 | 4 | Units not required |

Total Units Available: 28

Total Units Required: 6

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14

BIDS RECEIVED

**ITEM 11: SNOW REMOVAL SERVICES FOR THE TRELAWNY LANES AND TENTH LINE LANES
C/W EQUIPMENT, OPERATORS AND LABOUR**

Winter Season **Standby Days Per Unit** **Operational Amount per Unit (excl. HST)**
2014/2015 Winter Season 103 Days Varies per Snow Event

| Order | Vendor | 2014/2015 Bid Amount Per Unit (Excl. HST) | No. of Crews Offered (Min. 2 Crews) | Comments |
|-------|--|---|-------------------------------------|--------------------|
| 1 | 614126 ONTARIO LTD. o/a TRISAN CONSTRUCTION 17260 HWY. 27 Schomberg, ON L0G 1T0 | \$88,614.00 | 2 | 2 crews required |
| 2 | ROBERT B. MEISNER CONSTRUCTION INC. 126 Orenda Road Brampton, ON L6W 1W3 | \$108,500.00 | 2 | Crews not required |
| 3 | MACHINABILITY ROBOTICS 1616 Rebecca St. P.O. Box 60011 Oakville, ON L6L 6R4 | \$115,850.00 | 2 | Crews not required |
| 4 | MAVIS GARDEN SUPPLIES CO. LTD. 3530 Mavis Road Mississauga, ON L6C 1T7 | \$128,295.00 | 2 | Crews not required |
| 5 | WINTER WEATHER SPECIALISTS INC. P.O. Box 214 Oakville, ON L6K 0A4 | \$213,944.50 | 2 | Crews not required |
| 6 | LAKESIDE CONTRACTING COMPANY LIMITED 3513 Mavis Road Mississauga, ON L6C 1T7 | \$275,018.00 | 2 | Crews not required |
| 7 | 782873 ONTARIO LIMITED o/a H&S EQUIPMENT 8171 Yonge St., Suite 303 Thornhill, ON L3T 2C6 | \$535,000.00 | 2 | Crews not required |

Total Crews Available: 14

Total Crews Required: 2

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14

BIDS RECEIVED

ITEM 12: SNOW REMOVAL CREW FOR VARIOUS LOCATIONS CW EQUIPMENT, OPERATORS AND LABOUR

Winter Season Standby Days Per Unit Operational Amount per Crew (excl. HST)
2014/2015 Winter Season 103 Days Varies per Snow Event

| Order | Vendor | 2014/2015 Bid Amount Per Crew (Excl. HST) | No. of Crews Offered (Min. 1 Crew) | Comments |
|-------|--|---|------------------------------------|-----------------------|
| 1 | LAKESIDE CONTRACTING COMPANY LIMITED 3513 Mavis Road Mississauga, ON L5C 1T7 | \$62,800.00 | 1 | 1 crew required |
| 2 | MAVIS GARDEN SUPPLIES CO. LTD. 3539 Mavis Road Mississauga, ON L5C 1T7 | \$82,947.00 | 3 | 3 crews required |
| 3 | 614128 ONTARIO LTD. o/a TRISAN CONSTRUCTION 17250 HWY. 27 Schomberg, ON L0G 1T0 | \$79,494.00 | 5 | 3 of 5 crews required |
| 4 | SUPCO CONSTRUCTION LIMITED, Suite 361 19-13085 Yonge St. Richmond Hill, ON L4E 0K2 | \$80,736.00 | 1 | Crews not required |
| 5 | AQUATECH SOLUTIONS INC. Box 276 Schomberg, ON L0G 1T0 | \$81,863.00 | 2 | Crews not required |
| 6 | PAVE-TAR CONSTRUCTION LTD. 366 Watline Avenue Mississauga, ON L4Z 1X2 | \$88,300.00 | 3 | Crews not required |
| 7 | WINTER WEATHER SPECIALISTS INC. P.O. Box 214 Oakville, ON L8K 0A4 | \$89,691.00 | 2 | Crews not required |
| 8 | FUSILLO GROUP LTD. 3038 Frenze Drive Mississauga, ON L6A 2R7 | \$89,627.00 | 3 | Crews not required |
| 9 | PACIFIC PAVING 5945 Luke Road, Suite 204 Mississauga, ON L4W 2K5 | \$90,497.00 | 2 | Crews not required |
| 10 | 792873 ONTARIO LIMITED o/a H&S EQUIPMENT 8171 Yonge St., Suite 303 Thornhill, ON L3T 2C6 | \$122,400.00 | 4 | Crews not required |
| 11 | 2376072 OTARIO INC. 1230 Mid-way Blvd. Mississauga, ON L5T 2B8 | \$169,988.00 | 1 | Crews not required |

Total Crews Available: 27

Total Crews Required: 7

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14

BIDS RECEIVED

ITEM 13: DIRECT LIQUID APPLICATION VEHICLES C/W EQUIPMENT, OPERATORS

Winter Season Standby Days Per Crew Operational Amount per Crew (excl. HST)
 2014/2015 Winter Season Dates Vary, 93 Days To Be Bid On

| Order | Vendor | 2014/2015 Bid Amount Per Unit (Excl. HST) | No. of Units Offered (Min. 2 Units) | Comments |
|-------|---|---|-------------------------------------|------------------|
| 1 | A & G THE ROAD CLEANERS LTD. 47 Simpson Road Bolton, ON L7E 2R6 | \$7,875.00 | 3 | 3 units required |
| 2 | | | | |
| 3 | | | | |
| 4 | | | | |

Total Crews Available: 3

Total Crews Required: 6

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14

BIDS RECEIVED

**ITEM 14: PROVISIONAL ITEM
SIDEWALK PLOW/SPREADER WITH OPERATOR
C/W PLOW, BLOWER, SPREADER AND MATERIAL FEEDING**

Winter Season Standby Days Per Unit Operational Amount per Crew (excl. HST)
2014/2015 Winter Season 145 Days \$70.00 per hour x 200 hours + \$75.00 per hr x 50 hrs = \$17,750.00

| Order | Vendor | 2014/2015 Bid Amount Per Crew (Excl. HST) | No. of Crews Offered (Min. 12 Crews) | Comments |
|-------|---|---|--------------------------------------|------------------------|
| 1 | 614128 ONTARIO LTD. c/a TRISAN CONSTRUCTION 17250 HWY. 27 Schomberg, ON L0G 1T0 | \$37,561.52 | 23 | 23 crews required |
| 2 | AQUATECH SOLUTIONS INC. Box 276 Schomberg, ON L0G 1T0 | \$35,885.00 | 12 | 12 crews required |
| 3 | T. BOLTON SOD CO. LIMITED 9043 County Road 1, R.R. # 1 Palgrave, ON L0N 1P0 | \$40,235.00 | 12 | 12 crews required |
| 4 | GMS SERVICE CONTRACTING LIMITED 42 Montcalm Place Brampton, ON L6S 2X6 | \$40,670.00 | 12 | 3 of 12 crews required |
| 5 | MUNICIPAL MAINTENANCE INC. 52 Proctor Road Schomberg, ON L0G 1T0 | \$41,250.00 | 12 | Crews not required |

Total Crews Available: 71

Total Crews Required: 60

WINTER MAINTENANCE TENDER - PROCUREMENT FA 49.324-14
2014/2015 PROPOSED COSTS FOR NEW CONTRACT - Based on Actual Bid Costs

| EQUIPMENT | 2014/2015 STANDBY COSTS (Excl. Taxes) | | | | 2014/2015 STANDBY COSTS (Excl. Taxes) | | | | 2014/2015 STANDBY COSTS (Excl. Taxes) | | | | TOTAL STANDBY AND OPERATIONAL COSTS (Excl. Taxes) |
|---|---------------------------------------|---------------|---------------------------------------|-------------------------------|---------------------------------------|--|---------------------------|-----------------------------------|---------------------------------------|----------------|--|--|---|
| | NUMBERS OF UNITS | DAYS PER UNIT | AVERAGE STANDBY PER DAY RATE PER UNIT | AVERAGE STANDBY COST PER UNIT | STANDBY COST (Excl. Tax) | EST. HOURS PER UNIT | OPERATIONAL RATE PER UNIT | AVERAGE OPERATIONAL COST PER UNIT | OPERATIONAL COST (Excl. Tax) | | | | |
| Dual Purpose Tandem Axle Spreader/Plows | 49 | 145 | \$342.00 | \$49,590.00 | \$2,429,910.00 | 200 | \$65.00 | \$13,000.00 | \$637,000.00 | \$3,066,910.00 | | | |
| Dual Purpose Tandem Axle Spreader/Plows With Third Liquid Application | 16 | 145 | \$365.00 | \$5,925.00 | \$730,875.00 | 206 | \$65.00 | \$15,270.00 | \$228,125.00 | \$1,023,000.00 | | | |
| Single Axle Dual Purpose Spreader/Plow | 43 | 145 | \$713.00 | \$45,385.00 | \$1,981,868.00 | 200 | \$60.00 | \$12,000.00 | \$516,000.00 | \$2,497,868.00 | | | |
| Tandem Axle Truck Plows | 20 | 103 | \$322.00 | \$6,440.00 | \$6,832,000.00 | 35 | \$65.00 | \$2,275.00 | \$45,500.00 | \$708,820.00 | | | |
| Articulated Loader Plows | 21 | 103 | \$246.00 | \$5,166.00 | \$532,098.00 | 65 | \$45.00 | \$4,225.00 | \$68,725.00 | \$600,823.00 | | | |
| Tractor Plows | 10 | 103 | \$215.00 | \$2,150.00 | \$221,450.00 | 65 | \$65.00 | \$5,825.00 | \$55,250.00 | \$276,700.00 | | | |
| Snow Clearing Loader/Bulldozer | 10 | 103 | \$114.00 | \$1,140.00 | \$117,400.00 | 50 | \$60.00 | \$5,000.00 | \$30,000.00 | \$147,400.00 | | | |
| Sidewalk Plow/Spreader/Blower | 72 | 145 | \$120.00 | \$8,640.00 | \$1,169,280.00 | 210 | \$73.00 | \$15,330.00 | \$1,103,760.00 | \$2,273,040.00 | | | |
| Bus Stop/Crossing Snow Clearing Crews | 77 | 145 | \$142.00 | \$10,934.00 | \$1,585,430.00 | 150 | \$77.00 | \$11,550.00 | \$689,350.00 | \$2,474,780.00 | | | |
| 1.8 m Wide Snow Blowers | 5 | 103 | \$303.00 | \$3,030.00 | \$1,043,445.00 | 30 | \$66.00 | \$1,980.00 | \$9,760.00 | \$114,205.00 | | | |
| Snow Removal at Tricamby & Tenth Line | 2 | 103 | \$334.00 | \$668.00 | \$68,804.00 | 6 | \$9,000.00 | \$54,000.00 | \$108,000.00 | \$176,804.00 | | | |
| Snow Removal Crews | 6 | 103 | \$203.00 | \$2,030.00 | \$143,594.00 | 5,000 (Carb-Meters) | \$3.80 | \$44,500.00 | \$207,000.00 | \$410,594.00 | | | |
| Direct Liquid Application Trucks | 3 | 0 | \$0.00 | \$0.00 | \$0.00 | 3.5 | \$208.00 | \$7,280.00 | \$23,025.00 | \$23,025.00 | | | |
| Sidewalk Plow/Spreader/Blower | 50 | 145 | \$157.50 | \$7,875.00 | \$1,138,250.00 | 210 | \$73.00 | \$15,330.00 | \$768,500.00 | \$1,904,780.00 | | | |
| Total 2014/2015 Standby Amount (incl. Taxes): | | | | \$10,919,001.00 | \$1,919,001.00 | Total 2014/2015 Operational Amount (incl. Taxes): | | | | \$4,789,885.00 | | | |
| 13% HST: | | | | \$1,419,471.03 | \$1,419,471.03 | 13% HST: | | | | \$620,046.68 | | | |
| Sub-Total: | | | | \$12,338,472.03 | \$3,338,472.03 | Sub-Total: | | | | \$5,389,931.68 | | | |
| Less Tax Rebate (11.24%): | | | | \$1,227,400.24 | \$1,227,400.24 | Less Tax Rebate (11.24%): | | | | (\$506,101.26) | | | |
| Total 2014/2015 Standby Cost: | | | | \$11,111,071.79 | \$2,111,071.79 | Total 2014/2015 Operational Cost: | | | | \$4,883,830.42 | | | |
| Total 2014/2015 Standby Cost: Without additional sidewalk machines | | | | \$9,883,671.55 | \$1,883,671.55 | Total 2014/2015 Operational Cost: Without additional sidewalk machines | | | | \$4,377,729.26 | | | |

Focus on Contractor Costs

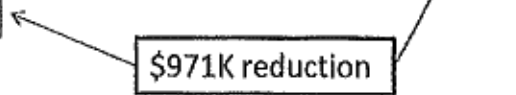
Estimated 2015 Costs

| Description | Amount (\$000's) |
|---|------------------|
| AVL leasing | 360 |
| Contractor Costs | 13,850 |
| Secondary contracts | 300 |
| Winter Fencing | 50 |
| Weather Monitoring | 16 |
| Snow Melting Equipment Annual Allowance on demand | 300 |
| Subtotal | 14,876 |
| Contingency at 2% | 300 |
| Total | 15,176 |

2015 Estimated Original Budget

| Description | Amount (\$000's) |
|------------------------------------|------------------|
| 2014 Budget | 15,470 |
| Estimated 2015 Increase BAU | 676.8 |
| Estimated 2015 Budget Total | 16,147 |

\$971K reduction



Appendix 2

Existing Council-approved Levels of Service for Winter Maintenance

Winter Maintenance Service Standards

| Snowfall Accumulation of: | Less than 8 cm (3") | 8 cm (3") to 15 cm (6") | 15 cm to 30 cm (6"-12") | More than 30 cm (12") or Back to Back Storms |
|--|---------------------|---|---|--|
| Major/Priority Road | Salting Only | Plowing and salting Cleared within 12 hrs after the end of a snowfall | Plowing and salting Cleared within 24 hrs after the end of a snowfall | Plowing and salting More than 24 hrs after the end of a snowfall |
| Residential/Secondary Roads Priority Sidewalks Bus Stops Pedestrian Crossings | Salting Only | Plowing and salting Cleared within 24 hrs after the end of a snowfall | Plowing and salting Cleared within 36 hrs after the end of a snowfall | |

Appendix 3

| Actions of other Municipalities – Windrow Clearing Winter Maintenance Activities | |
|---|--|
| Brampton, Ontario | City Council has authorized a Financial Assistance Program to help senior citizens and physically challenged homeowners with costs incurred from hiring a service provider to remove snow from their sidewalks and driveways. Qualifying applicants can receive a grant of up to \$200 for non-corner lot properties or up to \$300 for corner lot properties with sidewalks on two sides of the property and where both sidewalks are not cleared by City forces. |
| Burlington, Ontario | The City of Burlington offers a windrow clearing program for person with disabilities. Within 16 hours of the road being plowed, a contractor working on behalf of the city will plow the windrow at the bottom of driveway. Proof of disability must be shown at registration. A non-refundable fee of \$53.58 must be paid upon registration. The program is limited to the first 150 registrants and is only opened to residents living south of Dundas street and within the Alton community only. |
| Hamilton, Ontario | The City of Hamilton offers a support program called "Helping Hands" which provides home support to eligible low income seniors (65 and older) and the disabled. Snow shovelling is included in this program. |
| London, Ontario | Currently does not offer windrow program. |
| Markham, Ontario | The City of Markham provides windrow-clearing service for residents who meet the following criteria. Are 65 years of age or older, and or physically disabled. Crews will be dispatched to clear the centre portion of snow windrows (one car width only) on all roads following a 7.5 cm snow fall. Windrows will be cleared within 8 hours after crews plow the road. The City reserves the right to decide when snow windrow service will take place. |
| Mississauga, Ontario | Current in-house program includes approximately 170 homes for eligible residents who are 65 years of age and older and for residents with disabilities which prevent them from performing the task. |
| Newmarket, Ontario | Currently does not offer windrow program. |
| Niagara Falls, Ontario | Currently does not offer windrow program. |
| Oakville, Ontario | The Town of Oakville provides windrow-clearing service for residents who meet the following criteria. Are 65 years of age or older, and or physically disabled or have a medical condition. The service is provided after a snowfall exceeds 7.5cm and will only be complete after all roads have been plowed. It may take up to 36 hours for windrows to be cleared. The cost of this service is non-refundable \$102. |
| Ottawa, Ontario | Currently does not offer windrow program. |
| Richmond Hill, Ontario | Revised their program in 2019 to include a windrow clearing program for all residential driveways. |
| Toronto, Ontario | For Etobicoke, North York and Scarborough only, windrow clearing will commence on local roads at the same time as roadway ploughing only when a windrow height exceeds 25cms and is to be completed within 2 hours of roadway ploughing. Collector and arterial roads will commence at the final round of the roadway ploughing when windrow height exceeds 25 cm |
| Vaughan, Ontario | The City of Vaughan provides windrow-clearing service for all residential driveways. Windrow machines are designed to clear about 80 per cent of snow left by plows at the end of the driveway within four hours after the plow has passed. Due to the limited size and reach of the windrow clearing units, they can only clear a portion of the driveway entrance. The service does not clear windrows left by sidewalk plows, hardened snow, ice or the entire driveway. |

Winter Maintenance Program - 2015-2019 YTD

| | 2019 Actual June YTD | 2019 Budget June YTD | Variance Surplus (Deficit) | 2018 Actual | 2018 Budget | Variance Surplus (Deficit) | 2017 Actual | 2017 Budget | Variance Surplus (Deficit) | 2016 Actual | 2016 Budget | Variance Surplus (Deficit) | 2015 Actual | 2015 Budget | Variance Surplus (Deficit) |
|----------------------------------|----------------------------|----------------------------|----------------------------------|-------------|-------------|----------------------------------|-------------|-------------|----------------------------------|-------------|-------------|----------------------------------|-------------|-------------|----------------------------------|
| Total Costs | 18,381,117 | 17,029,037 | -1,352,080 | 22,579,081 | 23,012,743 | 433,662 | 20,583,066 | 23,208,633 | 2,625,567 | 22,808,113 | 23,236,974 | 428,861 | 19,496,091 | 22,731,625 | 3,235,534 |
| Recoveries (Internal & External) | -413,507 | -415,125 | -1,618 | -814,131 | -703,500 | 110,631 | -618,185 | -703,500 | -85,315 | -517,153 | -643,500 | -126,347 | -701,677 | -613,500 | 88,177 |
| Total Winter Program (Net) | 17,967,610 | 16,613,912 | -1,353,698 | 21,764,950 | 22,309,243 | 544,293 | 19,964,881 | 22,505,133 | 2,540,252 | 22,290,960 | 22,593,474 | 302,514 | 18,794,414 | 22,118,125 | 3,323,711 |
| Transfer to Winter Reserve | | | 0 | | | 544,293 | | | 0 | | | 0 | | | 0 |

Note 1 - Costs include labour; vehicle expenses; contractor costs; salt, brine and pretreated salt costs; and, other operating costs.

Note 2 - 2018 Was the first year that the Surplus from the Winter Program was transferred to the Winter Reserve. Prior year surplus was addressed through the year-end surplus by law.

Note 3 - 2018 Contractor Budget was reduced by \$200k as a result of historical trends.

Note 4 - Winter Reserve (#30120) Balance as of June, 2019 is \$12,157,217.

Note 5 - Recoveries External - Include Region Roads (Cawthra, Winston Churchill & Queensway); Toronto (Matheson & Eglington; Halton (Dundas St) for Salt Spreading, Plowing and Standby Charge.
Recoveries Internal - Transitway- Charge to Transit and then Transit recovers from Metrolinx; Parks & Forestry- For Salt Pickup for Community Centers and trails.

Winter Maintenance Service Levels

| Snowfall Accumulation of: | Less than 8 cm (3") | 8 cm (3") to 15 cm (6") | 15 cm to 30 cm (6"-12") | More than 30 cm (12") or Back to Back Storms |
|---|--|---|---|--|
| Major/Priority Roads Priority Sidewalks Bus Stops Pedestrian Crossings Designated Roadside Multi-use Trails | Salting Only Within 12 hrs after the end of a snowfall | Plowing and salting Cleared within 12 hrs after the end of a snowfall | Plowing and salting Cleared within 24 hrs after the end of a snowfall | Plowing and salting More than 24 hrs after the end of a snowfall |
| Residential/Secondary Roads | Salting Only Within 24 hrs after the end of a snowfall | Plowing and salting Cleared within 24 hrs after the end of a snowfall | Plowing and salting Cleared within 36 hrs after the end of a snowfall | Plowing and salting More than 36 hrs after the end of a snowfall |

| | |
|--|--------------------------------|
| Date: July 3, 2020 | Originator's files: |
| To: Mayor and Members of Council | |
| From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works | Meeting date: July 22, 2020 |

Subject

Additional Information – 2021 to 2029 Winter Maintenance Contract

Recommendation

That the report from the Commissioner of Transportation and Works, dated June 26, 2020 and entitled “*Additional Information – 2021 to 2029 Winter Maintenance Contract*” be received for information.

Report Highlights

- On June 24, 2020 Budget Committee considered a report from the Commissioner of Transportation and Works, dated May 28, 2020 and entitled “*2020 through 2029 Winter Maintenance Contract*”. The report was deferred by Budget Committee to the July 22, 2020 meeting of Council.
- The purpose of this report is to provide additional information on the new Winter Maintenance Contract, to assist Council in its decision-making, as well as to respond to the comments made by Mr. Christian Parise in his email sent to the Chair and Members of Budget Committee, dated June 23, 2020 and entitled “*Urgent Concerns Re: Winter Maintenance Tender Corporate Report to Budget Committee*”.
- This report provides further information on the new Winter Maintenance Contract. In particular, additional information is provided on the timing of the award for the procurement, detailed information on the list of bids received for the procurement, clarification of increases in the base contract, information on service levels for secondary (residential) roads and clarification of legislative issues in the existing contract versus the new contract.
- Works Operations and Maintenance (WOM) staff have determined that the budget impact of the Base Contract in the New Winter Maintenance contract is \$2.2M annually and \$0.8M for 2021, and not \$3.8M and \$1.3M, respectively, and as previously reported, given identified operational and material savings by using the right number and mix of equipment to perform the job. This also takes into account the cost impact on winter

maintenance of Council's approval on July 8, 2020 of the new on-road and separated bicycle lanes to be introduced in locations across the city to rapidly improve the active transportation network in 2020 as part of the City's COVID-19 Recovery Framework.

Background

At its meeting of June 24, 2020 Budget Committee considered a report from the Commissioner of Transportation and Works, dated May 28, 2020 and entitled "2020 through 2029 Winter Maintenance Contract". The report was deferred by Budget Committee to the July 22, 2020 meeting of Council.

The purpose of this report is to provide additional information on the new Winter Maintenance Contract, to assist Council in its decision-making, as well as to respond to the comments made by Mr. Christian Parise in his email sent to the Chair and Members of Budget Committee, dated June 23, 2020 and entitled "Urgent Concerns Re: Winter Maintenance Tender Corporate Report to Budget Committee". A copy of Mr. Parise's email is attached to this report as Appendix 1.

Comments

Mr. Parise raised the following concerns with the new Winter Maintenance Contract:

"- We have time

Before I delve into these 4 concerns raised I would like to assure Members of Council that there is no rush to make a decision on Wednesday."

Additional comments from Mr. Parise are summarized below:

"These concerns represent a range of issues relating to both the quality of information presented within the Corporate Report, the winter maintenance contract & resulting costs, however I will focus on the following 4 points:

- 1. Removal of detailed financial analysis of bid prices, of standby costs (fixed costs) and of operational costs (variable costs) per service item from the Corporate Report.*
- 2. The significant increase to the base contract of \$3.8 million annually and the failure to present an honest assessment of cost changes associated with changes incorporated in to the base contract.*
- 3. The "baked-in" increase in level of service to secondary roads to the base budget by eliminating snow pack conditions through equipment changes that allow salting of secondary roads at the same time as plowing, which was not a formal Council directed activity and which carries a cost increase.*
- 4. Information provided by staff in this report that indicates contractors under the existing contract are not adhering to conditions of the existing contract and that contractors under employment of the City are in contravention with HTA regulation 555/06 'Hours of Service' . *Legal implications**

Timing of Contract:

As part of the preparation of the procurement for the new Winter Maintenance Contract, staff consulted with potential bidders with a view to improving the procurement process. A consistent message from potential bidders was the requirement to have 18 months lead time from the award of the procurement to the commencement of the new contract, to provide time for the successful bidders to secure the required vehicles and equipment.

In addition, the existing winter maintenance contract cannot be extended for the following reasons:

- All 19 contractors in the existing contract would have to agree to extend for the extra one year holding their 2020-2021 prices for the 2021-2022 winter season. Staff discussed this with the existing contractors in 2019 during the pre-work for the new procurement and all 19 contractors were not willing to extend; therefore, this option was not pursued any further.
- Tendering individual procurements for those unwilling to extend would be problematic to administer, would likely lead to significantly higher operational costs due to the short contract duration and would require significant staff efforts above and beyond that which has already been exerted.
- Using this option would not allow for the improvements and efficiencies to be made to operations in terms of efficiencies, deployment and adherence to standards, practices and regulations as described further in this report.
- As a result, this option is simply not feasible.

Detailed Financial Analysis:

In consultation with staff from Materiel Management, WOM staff made the decision not to include the list of bids received for this procurement as appendices in the report from the Commissioner of Transportation and Works dated May 28, 2020 and entitled "*2021 through 2029 Winter Maintenance Contract*". As mentioned by members of Budget Committee at its meeting of June 24, 2020, the report is detailed and complicated as is, and for this reason, staff chose not to include the results of the procurement in the report with a view to streamlining the document.

In response to Mr. Parise's request, attached as Appendix 2 is the list of bids received for the procurement for the new Winter Maintenance Contract.

Base Winter Maintenance Contract:

A staff team comprising Scott Holmes, Senior Manager, Works Administration, Operations and Maintenance; Ken Laupé, Manager, Works Operations; Jerry Pinchak, Maintenance Contract Co-ordinator; Justin Hollet, Maintenance Contracts Co-ordinator, Ryan McHugh, Supervisor,

Operations Program Co-ordinator; and, Stephan Banic, Operations Co-ordinator, have been working on the new Winter Maintenance Contract since March 2019, approximately 18 months. The staff on this team have dedicated the better part of their municipal careers to winter maintenance best practices and procedures and has a combined 70+ years of experience in winter maintenance contracts, management and execution of winter maintenance activities.

Further, the City is well served by several of the above staff who provide volunteer instruction on behalf of the Ontario Good Roads Association (OGRA):

- Ken Laupé, in addition to his 30+ years of municipal winter maintenance experience, is also a Past President of the OGRA, and provides winter instruction at both their Road and Snow Schools. The Snow School is recognized as the premier training school in Ontario for teaching best winter maintenance practices. Ken was also a contributor to the OGRA/Conservation Ontario “*Good Practices for Salt Management in Vulnerable Areas*” document and sits on the Minimum Maintenance Standards (MMS) for Municipal Highways Review Committee.
- Both Scott Holmes and Ryan McHugh have recently joined the OGRA instruction team in teaching winter maintenance to other municipalities; they both provide an important complementary skill set perspective to winter operations.

Some of the City of Mississauga’s winter maintenance practices are outdated and not consistent with current industry best practices. For example, with respect to the existing contract the following provides more specific information:

- front end loaders and farm style tractors are used to plow secondary roads followed by trucks to salt the roads, rather than using combination plow and salt trucks to do both activities at the same time;
- inadequate numbers of the above loaders and tractors combined with subsequent (and sometimes multiple) salting operations result in route completion times sometimes taking longer than approved City service levels and the Province’s MMS, rather than utilizing the appropriate number of combination plow and salt trucks; and,
- with the existing operations, more salt is required in attempting to break up the snow pack road surface as a result of vehicle traffic prior to plowing operations.

In summary, the City’s outdated winter maintenance practices result in increased operational costs and additional salt use based on existing procedures. Winter maintenance service levels and the MMS are met, for the most part, given the City’s ability to “set the clock” with legislation recently introduced by the Province. Municipalities now have the ability to declare a Significant Weather Event to delay the start of the clock, subject to certain conditions as established by Environment Canada.

In addition, consultants were engaged in 2019 to conduct a Yard Master Plan review for the Parks, Forestry and Environment (PFE) and WOM Divisions. The results of the Yard Master Plan review will inform the 2022 Business Planning and Budget Process.

There are four yards shared by the PFE and WOM Divisions, namely Clarkson, Malton, Mavis and Meadowvale. The Mavis yard was constructed in 1956 and is 64 years old. The Clarkson and Malton yards were the next yards constructed in 1977 and are 43 years old. The Meadowvale yard was the most recent yard constructed in 1996 and is 24 years old.

Preliminary results from Phase One of the Yard Master Plan review indicate the following for the shared yards:

“At all of the Yards, there is insufficient outdoor space to store the vehicles, equipment and materials. For example, some contractor employees are forced to use one parking stall for both their private vehicle and their work vehicles. This requires additional time for parking and decreases contractor productivity;

At all of the Yards, there is insufficient outdoor space to manoeuvre the vehicles, equipment and materials safely and efficiently around the yard. This shortage of space increases the time required to park the vehicles, and increases the risk of vehicle and pedestrian accidents. It also increases the risk of work refusals;”

The ability of WOM staff to continue to meet winter maintenance service levels and MMS is not sustainable given the status of the yards and related facilities, as well as the number and mix of vehicles and equipment included in the existing Winter Maintenance Contract.

As a result and as a first step, WOM staff prepared the new base Winter Maintenance Contract with a focus on ensuring operational efficiency and setting equipment levels based on established best service delivery and salt management practices with a view to providing Council approved service levels and to meeting the MMS for winter operations under the *Municipal Act 2001*.

The new Winter Maintenance Contract also had to take into account the additional winter maintenance requirements of the Hurontario LRT targeted for implementation in 2024.

At its meeting on July 8, 2020 Council considered the report from the Commissioner of Transportation and Works entitled *“The City of Mississauga’s Active Transportation COVID-19 Recovery Framework”*. The Active Transportation COVID-19 Recovery Framework recommends adding 17.9 kilometres (11.1 miles) of new on-road bicycle lanes and separated bicycle lanes in locations across the City. The new Winter Maintenance Contract considers revisions to operations as the modes of transportation change as the City moves forward with both the Hurontario LRT and Active Transportation initiatives.

The cost increase in the new base Winter Maintenance Contract, in comparison to the existing base winter contract, is as a result of the following:

- various increases in the operational and standby rates;
- increased number of standby days for certain types of equipment;
- changes to the mix of equipment; and,
- increases in the number of equipment.

Appendix 3 summarizes, in detail, the above-noted changes and the related cost impact, not taking into account operational efficiencies.

Secondary (Residential) Roads:

The City's service level for secondary roads varies between 24 hours to more than 36 hours after a winter event depending on the amount of snow accumulation.

The Province's MMS service level for secondary roads is more specific for their treatment (salt or plow/salt) after a winter event:

- within 24 hours for snow accumulation; and,
- within 16 hours for icy roadway conditions.

The MMS service level, while voluntary to be adopted by municipalities, is deemed by the Province to be a reasonable standard in providing protection from legal claims regarding personal injury and property damage.

Currently, completion of secondary roads following a winter event generally meets the City's 24 hour service level for snow accumulations of 15 cm or less. However, when subsequent salting operations are included due to extended winter events or back-to-back storms, then the 24 hour service level is usually exceeded on a number of routes.

As noted earlier in this report, one of the many focuses of the new Winter Maintenance Contract includes meeting the Province's MMS. As both the City's and MMS service levels are consistent regarding snow accumulation at 15 cm or less (24 hours), staff's efforts in procuring additional equipment is not an increase in service level but rather a diligent endeavour to meet both service levels with respect to plowing and salting by following industry best practice of utilizing combination plow and salter units.

Legislative Issues:

O. Regulation 555/06, Hours of Service of the Highway Traffic Act speaks to the hours of operation of Commercial Vehicle Operators Registration (CVOR) licensed equipment by drivers, which typically includes dump trucks with plows and wings and larger pickup trucks. However,

they do not include graders, front end loaders, farm tractors, sidewalk tractors, backhoes and skid steers, and the drivers of this equipment are exempt from the regulation.

Drivers of CVOR licensed equipment can be on duty (combination of driving and non-driving time while at work) up to 14 hours in a 24 hour period, with the remaining time deemed off duty or a rest period. During prolonged or severe winter events, under the regulation, the City can declare an “Hours of Service Exemption”, which allows drivers to exceed the 14 hours. The City though, limits its staff to 16 hours in keeping with its collective agreement with CUPE Local 66, while allowing contractor drivers to exceed 16 hours as they operate under their own CVOR certificate, and not the City’s.

During the past two winter seasons with a new Works Administration and Operations Maintenance management team in place, it was identified that several contractors using CVOR licensed equipment did not have replacement drivers as required under the contract when routes were still incomplete. Summarily, liquidated damages were applied and routes were either done by others or left unattended until the drivers returned. This may result in service levels not being met. In speaking with the contractors, they admit to staffing challenges at the beginning of the winter season as the same drivers are used for their summer construction operations; retention of drivers who sometimes go to the “highest bidder” for their services; and, the lack of qualified drivers, whose pool is shared with other GTA contractors. Staff have confirmed the same in discussion with other municipalities and contractors.

For the upcoming year of the current contract, staff are reviewing routes to determine if efficiencies can be found to shorten their lengths. In addition, staff will continue to emphasize to the contractors the need to follow the contract with respect to a sufficient number of qualified replacement drivers when required. Staff will continue to apply liquidated damages against the contractors when the contract is not adhered to.

Further, Mr. Parise claims that WOM staff may be in collusion with winter maintenance contractors. WOM considers this a very serious allegation as staff are expected to strictly adhere to the City’s Code of Conduct. We are unaware of any actions by staff to support Mr. Parise’s allegations and therefore welcome Mr. Parise to provide evidence to support his claims so that this matter can be further investigated.

To address the industry challenges, and ensure adherence to both the City’s service levels and Province’s MMS, staff are requesting additional equipment. This will allow for:

- route completion times more in line with the maximum “Hours Of Service” driving times (thereby mitigating but not necessarily eliminating the need for replacement drivers);
- ensuring industry best practices are applied for better efficiencies regarding equipment deployment; and,

- better adherence to effective salt management principles (“the right amount in the right place at the right time”) with a view to material savings especially in salt vulnerable areas.

Financial Impact

In light of the presentations at the Budget Committee meeting of June 24, 2020 from Gary Kent, Commissioner of Corporate Services and Chief Financial Officer, and Jeff Jackson, Director of Finance and Treasurer, on the COVID-19: Financial Recovery Pillar, 2020 Financial Update and the Preliminary 2021 Operating Budget, WOM staff diligently reviewed the base contract in the New Winter Maintenance Contract with a view to identifying and quantifying the operational efficiencies and material (salt) savings, and related impact, to the annual and 2021 base contract budget increases.

The following table shows the results:

| Winter Services | Existing Contract Total | New Contract Total | Contract Increase Annual | % Tax Increase Annual | Contract Increase 2021 | % Tax Increase 2021 |
|---|-------------------------|--------------------|--------------------------|-----------------------|------------------------|---------------------|
| Base Contract | \$14.8 | \$18.6 | \$3.8 | 0.71% | \$1.3 | 0.24% |
| Operational cost savings in New Contract Base | Not applicable | -\$1.7 | -\$1.7 | -0.31% | -\$0.6 | -0.1% |
| Material Savings in New Contract Base | Not applicable | -\$0.4 | -\$0.4 | -0.07% | -\$0.1 | -0.02% |
| Total New Contract Base | Not applicable | \$16.5 | \$1.7 | 0.33% | \$0.6 | 0.12% |

As part of the City’s COVID-19 Recovery Framework, it was recommended that new on-road and separated bicycle lanes be introduced in locations across the city to rapidly improve the active transportation network in 2020. On July 8, 2020, Council approved moving forward with this recommendation. This will result in an increase of \$0.5M annually in 2021 operating budget for Winter Maintenance, which will partially offset the operational and material savings identified above from \$2.1M to \$1.6M on annual basis and \$0.7M to \$0.5M for 2021, exclusively.

Conclusion

This report provides further information for Budget Committee’s consideration on the new Winter Maintenance Contract. In particular, additional information is provided on the timing of the award for the procurement, list of bids received for this procurement, clarification of increases in the base contract, information on service levels for secondary (residential) roads and clarification of legislative issues in the existing contract versus the new contract.

In addition, WOM staff have determined that the budget impact of the Base Contract in the New Winter Maintenance contract is \$2.2M annually and \$0.8M for 2021, and not \$3.8M and \$1.3M, respectively, given identified operational and material savings by using the right number and mix of equipment to perform the job.

Attachments

- Appendix 1: Email from Mr. Christian Parise to the Chair and Members of Budget Committee, dated June 23, 2020 entitled "*Urgent Concerns Re: Winter Maintenance Tender Corporate Report to Budget Committee*"
- Appendix 2: List of Bids received for the Procurement for the New Winter Maintenance Contract
- Appendix 3: Explanation of Changes in Base Contract for New Winter Maintenance Contract



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

Prepared by: Mickey Frost, Director, Works Operations and Maintenance Division

Mickey Frost

Subject: Urgent Concerns Re: Winter Maintenance Tender Corporate Report to Budget Committee

From: Christian Parise

Sent: Tuesday, June 23, 2020 12:36 AM

To: Mayor Bonnie Crombie; Stephen Dasko; Karen Ras; Chris Fonseca; John Kovac; Carolyn Parrish; Ron Starr; Dipika Damerla; Matt Mahoney; Pat Saito; Sue McFadden; George Carlson

Cc: Paul Mitcham; Geoff Wright; Mickey Frost; Scott Holmes

Subject: Urgent Concerns Re: Winter Maintenance Tender Corporate Report to Budget Committee

Madame Mayor & Members of Budget Committee,

I write to you with significant concerns regarding a Corporate Report coming to the Budget Committee on Wednesday (Agenda Item 6.4) which recommends the award of the 2021-2029 Winter Maintenance Contract. In light of the strenuous fiscal future that lies ahead for everyone I implore that both Council and staff see pause to this contract award given the concerns I will detail in this communication. These concerns represent a range of issues relating to both the quality of information presented within the Corporate Report, the winter maintenance contract & resulting costs, however I will focus on the following 4 points:

1. Removal of detailed financial analysis of bid prices, of standby costs (fixed costs) and of operational costs (variable costs) per service item from the Corporate Report.
2. The significant increase to the base contract of \$3.8 million annually and the failure to present an honest assessment of cost changes associated with changes incorporated in to the base contract.
3. The "baked-in" increase in level of service to secondary roads to the base budget by eliminating snow pack conditions through equipment changes that allow salting of secondary roads at the same time as plowing, which was not a formal Council directed activity and which carries a cost increase.
4. Information provided by staff in this report that indicates contractors under the existing contract are not adhering to conditions of the existing contract and that contractors under employment of the City are in contravention with HTA regulation 555/06 'Hours of Service'. *Legal implications*

To be clear I am not a friend, relative and/or acquaintance of any prospective winter maintenance contractor or employee and have nothing to gain personally by addressing these matters. I believe I offer Council a uniquely qualified opinion on this matter for a few reasons briefly summarized in this paragraph. The geographical assignment of resources (namely vehicular) is a topic I have great passion for and which I have studied on my own time for several years, namely through the lens of transit scheduling. Winter maintenance activities can be quantified very similarly to the way public transit operations are. Service levels are not determined by policy, but by how much resources you apply to any given area and based on the productivity of such resources. With this in mind it should be of no surprise that I took a very keen interest in municipal winter maintenance back in the fall of 2012. In person observation of winter maintenance activities with many sleepless nights along with the study of staff reports and winter maintenance tenders of various GTA municipalities has contributed to my knowledge base and continued interest in the topic. It is with this experience and knowledge that I bring you these concerns and by extension a better deal for Mississauga.

- We have time

Before I delve into these 4 concerns raised I would like to assure Members of Council that there is no rush to make a decision on Wednesday. If Council chooses to award this contract on Wednesday then it will be doing so 16 months in advance of the start of contracted services. This 16 month period is far longer than the previous

contract which was awarded 4 months in advance of the contracted services start date. Likewise various surrounding GTA municipalities have had far shorter award periods:

- The City of Toronto awarded its winter maintenance contracts for approximately 1000 pieces of equipment/crews on 12 & 19 March and 12 May 2015, 5-7 months in advance of the contracted services start date.
- The City of Vaughan awarded their winter maintenance contracts for 123 pieces of equipment/crews on 19 April 2016, 6 months in advance of the contracted services start date.
- The City of Brampton awarded their winter maintenance contracts for 250 pieces of equipment/crews around April-May of 2017, 5-6 months in advance of the contracted services start date.
- The Region of Peel awarded their winter maintenance contract for 54 pieces of equipment/crews on 31 May 2019, 5 months in advance of the contracted services start date
- The City of Hamilton awarded their winter maintenance contract for 52 pieces of equipment/crews on 27 January 2020, 9 months in advance of the contract services start date.
- The City of Burlington awarded their winter maintenance contract for 24 pieces of equipment/crews on 21 April 2020, 6 months in advance of the contracted services start date.

In addition to the above, provision 10 of the Form of Tender of this contract stipulates that bid prices received will remain open for acceptance for a period of 210 days from the closing day of the tender. This tender closed on 4 May 2020 which means that the bid prices received are able to be accepted by the City up until 30 November 2020.

- The Concerns

1: The removal of detailed financial analysis of bid prices, of standby costs (fixed costs) and of operational costs (variable costs) per service item from the Corporate Report.

I am often critical of transparency at The City of Mississauga, however on the subject of Winter Maintenance Tender Award Reports the City has been a leader. The provision of detailed financial analysis of contracted winter maintenance costs dates back to the formation of the Corporation in 1974 and has been applied consistently until this Corporate Report. The inclusion of this information has shown Council and the public how much equipment is being procured and at what cost. It demonstrates exactly what the City's contracted standby (fixed) costs are per service item, costs we assume regardless of the amount of winter events we see, and what the estimated operational hours and costs are, costs which we incur only as we see winter events.

The removal of this information from the Corporate Report is akin to removing a microscope on the costs of the winter maintenance program. It is a step in the direction away from transparency and trust and it is particularly egregious at a time when the City and its citizens face troubling financial headwaters. I believe for this reason alone it is inappropriate for the Committee to follow staff's recommendation to award this contract at this time and until a full breakdown of prices is provided.

For reference I have appended a folder to the end of this email containing every single Winter Maintenance Contract Award Report from 1974 onward with the exception of the 1979/1980 and 2000/2003 contract reports which have not been located. APPENDIX A

2: The significant increase to the base contract of \$3.8 million annually and the failure to present an honest assessment of cost changes associated with changes incorporated in to the base contract.

It is crucial to pay close attention to standby costs as these are costs we assume regardless of how much the equipment/crews are used, they represent the fixed cost of the program. Likewise a contract that assumes there

will be operational savings to offset the increase in standby costs depends on high volumes of winter events, as the less winter events we see the less opportunity there is to generate savings through operational costs. Let's examine these costs.

2014-2021 Tender:

- 2014-2015 Contract Season (initial term)
- Standby Cost: \$9,810,908.66 (71% of total cost)
- Operational Cost: \$4,015,046.22 (29% of total cost)
- Total Cost: \$13,825,954.88

2020-2021 Contract Season (with 2% annual cost escalation applied to initial term costs)

- Standby Cost: \$11,184,435.87 (71% of total cost)
- Operational Cost: \$4,577,152.69 (29% of total cost)
- Total Cost: \$15,761,588.56

2021-2029 Tender:

- 2021-2022 Contract Season (initial term)
- Standby Cost: \$15,074,617 (72.5% of total cost)
- Operational Cost: \$5,698,589 (27.5% of total cost)
- Total Cost: \$20,773,206

Change in Costs from 2020-2021 to 2021-2022:

- Standby Cost: + \$3,890,181.13 (35% increase)
- Operational Cost: + \$1,121,436.31 (24.5% increase)
- Total Cost: + \$5,011,617.44 (32% increase)

As we can see from the above analysis this new contract involves a significant increase to both standby and operational costs totaling \$5,011,617.44 annually representing just under a 32% increase. It should be noted that this report actually cites two different numbers for the 2021-2022 winter costs. On page 6 in the breakdown of standby, operational and total costs it cites a total cost of \$20,773,206, however in Table 1 on page 9 cites a total annual cost of \$18.6 million. Likewise where my analysis based on a 2% annual cost escalation shows a total cost of the last year of the existing contract to be \$15,761,588.56, Table 1 on page 9 cites a total annual cost of \$14.8 million for the existing contract. Unfortunately and despite providing a different set of numbers, Table 1 on page 9 does not breakdown the standby and operational costs associated with each line item.

On page 3 of this Report we are told that:

"An eight year period was selected to take advantage of more competitive pricing that is expected for a longer term contract. The existing contract was seven years in length. Staff decided to move forward with an eight-year contract based on discussions with other municipalities and also based on the financial benefit received from increasing the City's previous contract from five to seven years."

I believe it is reasonable for staff to have expected more competitive pricing as it's a simple question of amortization. If I need to procure a piece of equipment that costs \$200,000 and I need to recuperate that cost in seven years, then to break even I need to charge \$28,571 annually to break even on capital acquisition costs. However, if I instead have 8 years to recuperate that capital acquisition cost of \$200,000, then I need to charge \$25,000 annually to break even on capital acquisition costs, which represents a savings of \$3,571 annually per piece of equipment. Multiply that by 200 pieces of equipment and you stand to generate annual savings of \$714,200. If this contract did in fact receive more competitive pricing on a per unit basis then that would mean

that the increase in costs of the base contract are in fact greater than the \$3.8 million cited in the report and are offset by savings achieved through a longer contract term. To indicate both the savings achieved by the longer term of the contract and the true cost impact of changes to the contract would be a far more honest presentation of this new contract. This report camouflages these positive and negative impacts by only presenting the net impact on the budget and by extension removes the opportunity for scrutiny.

3: The "baked-in" increase in level of service to secondary roads to the base budget by eliminating snow pack conditions through equipment changes that allow salting of secondary roads at the same time as plowing, which was not a formal Council directed activity and which carries a cost increase.

Let's examine average standby prices provided in the initial term of the 2014-2021 winter maintenance tenders:

- Average standby costs for Tractor plows were \$22,145 per unit and multiplied by 10 units for a total annual standby cost of \$221,450.
- Average standby for Loader plows were \$25,338 and multiplied by 21 units for a total annual standby cost of \$532,098.
- Total standby costs for the 31 loader and tractor plows were \$753,548, for an average per unit standby cost of \$24,308
- Average standby costs for single axle combination trucks were \$45,385 representing a premium of \$21,077 per unit compared to loader/tractor plows

Based on this information we can then apply a per unit premium of \$21,077 to the 31 loader/tractor units being replaced with single axle combination trucks, along with a \$45,385 cost for the additional 24 single axle combination truck costs. Based on the 2014-2021 tender prices we can therefore calculate the cost increase for this equipment/service level change:

- An annual increase in standby costs of \$653,387 for the conversion of 31 loader/tractor plows to single axle combination trucks
- An annual increase in standby costs of \$1,089,240 for the addition of 24 single axle combination trucks
- An annual increase in total standby costs of \$1,742,627

Owing to the significant premium for combination salt/plow trucks and at an operational rate of \$80 an hour, this change would require each vehicle to produce an annual savings of **396 hours** in order to break even. Per the new winter maintenance contract (PRC002049) each single axle combination truck is estimated to work an average of **200 hours** per year. In other words it is virtually impossible for this change to produce any cost savings for the City.

Given that this change in service level was not directed by Council, why was it appropriate for staff to bake this change into the contract? Fortunately staff included a request for loader plows in the contract so this is not a change that is set in stone.

4: Information provided by staff in this report that indicates contractors under the existing contract are not adhering to conditions of the existing contract and that contractors working for the City are in contravention with HTA regulation 555/06 'Hours of Service'.

On page 5 of the Report in the section regarding the base contract we are told that:

"Further, in the existing Winter Maintenance Contract, there are 31 tractor and loader plow units, which using the same operator, are required to operate for more than 24 consecutive hours to complete their routes, which is outside MMS Regulation 239/02. To ensure the City is in compliance with the time limits around all

applicable legislation for winter operations, including prescribed time limits that operators can work under the Hours of Service (HOS) requirements in the Highway Traffic Act, staff have replaced these 31 units with 55 units of single-axle and tandem axle vehicle plows, which are more appropriate for the intended work, and result in a net increase to the base contract of 24 units. The additional equipment will provide for a more effective removal of packed snow on the secondary roads, while applying road salt at the same time. This would be in keeping with best practices currently being performed by other GTA municipalities."

In this paragraph staff suggest that not only are Council established levels of service and MMS 239/09 levels of service are not being met on secondary roads, they also indicate that City contractors are not in compliance with the Ontario HTA Regulation 555/06 "Hours of Service" which restrict extended operation of commercial vehicles by a single operator to no more than 14 hours of active duty time within a 24 hour time period. City staff note that loader/tractor plows are being operated for more than 24 consecutive hours, 10 hours in excess of the HTA regulation.

On the subject of service levels not being met on secondary roads following plowing events, this report represents the first time that staff have noted in a Corporate Report that this is in fact the case. However, in the 2020 Roads Budget & Business Plan Document Key Performance Indicators we are told that staff met Winter Response Times 100% of the time for 2016, 2017, 2018 and that levels would be met 100% for 2019 through 2023. If this is not in fact the case and that levels of service on secondary roads are not being met then why are we only being told this 6 years into the existing winter maintenance contract?

On the subject of loader/tractor plows being operated by the same operator for more than 24 consecutive hours, this in spite of the existing winter maintenance contract including provisions that are meant to prevent this very sort of thing from happening. Tender FA.49.324-14 (existing winter maintenance contract) includes the following special provisions:

- SP 28 QUALIFIED OPERATORS

The Contractor shall provide qualified winter roadway maintenance operators that are competent to operate the equipment supplied. A qualified operator shall have the appropriate licenses to operate the equipment specified and has operated a similar piece of equipment for winter roadway maintenance purposes. The qualified operate shall also understand and be able to operate the equipment including all apparatus and controls in a safe, efficient and effective manner while completing work.

In addition, the Contractor is required to supply qualified spare operators during prolonged snow falls in order that operations are continuous. Failure to provide competent and trained operators and trained operators, including spare operators, will result in liquidated damages being applied against the Contractor (refer to SP 35 - Liquidated Damages).

-SP 30 HOURS OF WORK

The contractor shall ensure that all equipment and operating personnel comply with the hour requirement of the Highway Traffic Act, as amended, and Ontario Regulation 555/06.

-SP 35 LIQUIDATED DAMAGES

All liquidated damages, as prescribed in the table below, may be deducted from any payments due to the Contractor:

Item - Qualified Operators

Description - Failure to provide competent and trained equipment operators (including spares).

Liquidated Damages - One (1) days standby amount per occurrence.

Further to the Special Provisions set out in the tender, per the "*Minutes of the Bidder's Information Meeting of Thursday, April 24, 2014*" this required compliance to HTA Regulation 555/06 is reaffirmed in response to two questions which with staff responses are cited in their entirety below:

Question 11: In order to comply with the hours of work regulations during continuous operation, do we have to bring in additional operators?

Response: Yes. The Contractor shall ensure that all equipment and operating personnel comply with the work hour requirements of the highway Traffic Act, as amended, and Ontario Regulation 555/06, please see SP28 and SP30.

Question 31: Does the hours of work requirements for licensed vehicles apply to non-license units?

Response: The work hour requirements of the Highway Traffic Act and associated regulations are to be observed for both licensed and non-licensed vehicles.

If contractors are not in compliance with HTA 555/06 "Hours of Service" regulations then City staff are failing to enforce provisions and apply liquidated damages as set out in the existing winter maintenance contract (FA.49.324-14). This responsibility falls squarely on the managers and supervisors of the Winter Maintenance Program. **This could be the result of contractors colluding with City staff and providing kickbacks to staff for not having to bear the cost of supplying spare operators to ensure compliance with the above cited regulation and this is something that should be investigated by the City's Audit and Legal Departments.**

In line with the existing tender, the new tender (PRC002049) includes clear language that indicates winter maintenance contractors must comply with "Hours of Service" Regulation 555/06.

For reference I have appended in a folder the Contract Document of the existing contract (FA.49.324-14) and the Minutes of the Bidder Information Session cited above. APPENDIX B

- Where do we go from here?

Given the number of concerns outlined above, I strongly suggest that Budget Committee seek greater understanding of the City's Winter Maintenance Operations before making any decisions on the future of Winter Maintenance in the City of Mississauga. In a worst case scenario City staff could pursue an additional one year extension to the existing contract. A number of GTA municipalities have extended their winter maintenance contracts in order for various reviews to be conducted including The Region of Peel in 2015 and in 2017 and the City of Vaughan in 2014. The City of Markham in 2015 chose to pursue a 3 year extension to their roadway salting and plowing contract in light of staff being under the impression that better prices could not be achieved through re-tender. In 2017 Markham chose to pursue a 2 year extension to their residential roadway plowing contract under the same basis.

For reference I have appended a folder with the Staff Reports to the respective councils requesting extensions to existing contracts. APPENDIX C

I am currently in the process of performing a route by route analysis of the City's winter maintenance operations that has been made possible thanks to a FOI request I filed with the City for winter maintenance route maps in February of this year (FOI #2020-1062). I have completed the analysis of the City's priority plow and secondary plow routes, along with having completed priority salt route tabulations for the Mavis Works yard. I expect to be able to furnish Madame Mayor, Members of Council and City Staff with my analysis in **3 weeks time**. I

believe the analysis I am performing could be instrumental in designing a more balanced winter maintenance program by identifying unbalanced routes, risks of poor productivity, changes to operational methodologies among other suggestions based on studied material and in person observations.

I have appended in a folder my completed route analysis work to date for those who wish to see. APPENDIX D

Given the weight of the concerns expressed here I trust that the Committee and Staff will make the right decision.

Respectfully,
Christian Parise

Appendix A

 [Corporate Reports on Winter Maintenance Contrac...](#)

Appendix B

 [Mississauga 2014-2021 Winter Tender](#)

Appendix C

 [Winter Maintenance Contract Extensions](#)

Appendix D

 [Mississauga Winter Control Route Analysis](#)

CC:
Paul Mitcham,
Chief Administrative Officer

Geoff Wright,
Commissioner of Transportation & Works

Mickey Frost,
Director, Works Operation & Maintenance

Scott Holmes,
Senior Manager, Works Administration, Operations and
Maintenance

2021 - 2029 Winter Maintenance Services Contract

Item 1A - Combination Single Axle Truck with Operator

Clarkson District

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Standby Bid Amount |
|------|---|------------------------------------|---------------------------------|----------------|--|---------------------|--------------------|
| 1A | Combination Single Axle Truck with Operator | 14 | 144 | \$954,132.48 | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 14 | \$991,872.00 |
| | | | | | A & G The Road Cleaners Ltd. | 14 | \$844,704.00 |
| | | | | | Ashland Construction Group Ltd. | 14 | \$905,184.00 |
| | | | | | Ferrovia Services Canada Ltd | 14 | \$2,157,664.32 |
| | | | | | Gazzola Paving Limited | 14 | \$1,294,272.00 |
| | | | | | infrastructure Maintenance Ltd | 14 | \$1,108,800.00 |
| | | | | | Melrose Paving Co. Ltd. | 14 | \$761,725.44 |
| | | | | | Rafat General Contractor Inc. | 14 | \$645,120.00 |
| | | | | | ROA INC. | 14 | \$774,103.68 |
| | | | | | Thorntree Industries Ltd. | 14 | \$683,424.00 |

Mavis

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Standby Bid Amount |
|------|---|------------------------------------|---------------------------------|----------------|--|---------------------|--------------------|
| 1A | Combination Single Axle Truck with Operator | 29 | 144 | \$1,976,417.28 | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 29 | \$2,012,832.00 |
| | | | | | 1942537 ONTARIO LTD. | 10 | \$532,800.00 |
| | | | | | A & G The Road Cleaners Ltd. | 29 | \$2,021,184.00 |
| | | | | | Ashland Construction Group Ltd. | 29 | \$1,875,024.00 |
| | | | | | Ferrovia Services Canada Ltd | 29 | \$3,917,797.92 |
| | | | | | Gazzola Paving Limited | 29 | \$2,422,080.00 |
| | | | | | infrastructure Maintenance Ltd | 29 | \$2,296,800.00 |
| | | | | | Melrose Paving Co. Ltd. | 29 | \$1,513,841.76 |
| | | | | | PAVE-TAR CONSTRUCTION LTD. | 29 | \$1,490,832.00 |
| | | | | | Rafat General Contractor Inc. | 29 | \$1,670,400.00 |
| | | | | | ROA INC. | 29 | \$1,603,500.48 |
| | | | | | Thorntree Industries Ltd. | 29 | \$1,415,664.00 |

Malton

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Standby Bid Amount |
|------|---|------------------------------------|---------------------------------|----------------|--|---------------------|--------------------|
| 1A | Combination Single Axle Truck with Operator | 9 | 144 | \$613,370.88 | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 9 | \$650,592.00 |
| | | | | | A & G The Road Cleaners Ltd. | 9 | \$458,784.00 |
| | | | | | Ashland Construction Group Ltd. | 9 | \$581,904.00 |
| | | | | | Ferrovia Services Canada Ltd | 9 | \$1,555,459.20 |
| | | | | | Forest Ridge Landscaping Inc. | 9 | \$745,200.00 |
| | | | | | Gazzola Paving Limited | 9 | \$918,864.00 |
| | | | | | infrastructure Maintenance Ltd | 9 | \$712,800.00 |
| | | | | | Maple-Crete Inc. | 9 | \$644,112.00 |
| | | | | | Melrose Paving Co. Ltd. | 9 | \$504,247.68 |
| | | | | | Pacific Paving Ltd | 9 | \$511,920.00 |
| | | | | | PAVE-TAR CONSTRUCTION LTD. | 9 | \$505,440.00 |
| | | | | | Rafat General Contractor Inc. | 9 | \$440,640.00 |
| | | | | | ROA INC. | 9 | \$497,638.08 |
| | | | | | Thorntree Industries Ltd. | 9 | \$439,344.00 |

Meadowvale

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Standby Bid Amount |
|------|---|------------------------------------|---------------------------------|----------------|--|---------------------|--------------------|
| 1A | Combination Single Axle Truck with Operator | 15 | 144 | \$1,022,284.80 | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 15 | \$1,058,400.00 |
| | | | | | A & G The Road Cleaners Ltd. | 15 | \$905,040.00 |
| | | | | | Ashland Construction Group Ltd. | 15 | \$969,840.00 |
| | | | | | Ferrovia Services Canada Ltd | 15 | \$2,248,754.40 |
| | | | | | Gazzola Paving Limited | 15 | \$1,350,000.00 |
| | | | | | infrastructure Maintenance Ltd | 15 | \$1,188,000.00 |
| | | | | | Melrose Paving Co. Ltd. | 15 | \$810,907.20 |
| | | | | | Pacific Paving Ltd | 15 | \$683,640.00 |
| | | | | | Rafat General Contractor Inc. | 15 | \$864,000.00 |
| | | | | | ROA INC. | 15 | \$829,396.80 |
| | | | | | Thorntree Industries Ltd. | 15 | \$732,240.00 |

2021 - 2029 Winter Maintenance Services Contract

Item 2A - Combination Tandem Axle Truck with Operator

Clarkson District

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Standby Bid Amount |
|------|---|------------------------------------|---------------------------------|----------------|--|---------------------|--------------------|
| 2A | Combination Tandem Axle Truck with Operator | 5 | 144 | \$366,278.40 | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 5 | \$396,000.00 |
| | | | | | A & G The Road Cleaners Ltd. | 5 | \$265,680.00 |
| | | | | | Ashland Construction Group Ltd. | 5 | \$344,880.00 |
| | | | | | Ferrovia Services Canada Ltd | 5 | \$1,125,439.20 |
| | | | | | Forest Ridge Landscaping Inc. | 5 | \$421,200.00 |
| | | | | | Gazzola Paving Limited | 5 | \$624,960.00 |
| | | | | | infrastructure Maintenance Ltd | 5 | \$612,000.00 |
| | | | | | Melrose Paving Co. Ltd. | 5 | \$355,680.00 |
| | | | | | Rafat General Contractor Inc. | 5 | \$288,000.00 |
| | | | | | ROA INC. | 5 | \$290,304.00 |
| | | | | | sanscon construction ltd | 5 | \$369,057.60 |
| | | | | | Thorntree Industries Ltd. | 5 | \$323,280.00 |

Mavis

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Standby Bid Amount |
|------|---|------------------------------------|---------------------------------|----------------|--|---------------------|--------------------|
| 2A | Combination Tandem Axle Truck with Operator | 20 | 144 | \$1,465,113.60 | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 20 | \$1,471,680.00 |
| | | | | | 1942537 ONTARIO LTD. | 10 | \$561,600.00 |
| | | | | | A & G The Road Cleaners Ltd. | 20 | \$1,062,720.00 |
| | | | | | Ashland Construction Group Ltd. | 20 | \$1,379,520.00 |
| | | | | | Ferrovia Services Canada Ltd | 20 | \$2,927,865.60 |
| | | | | | Gazzola Paving Limited | 20 | \$1,817,280.00 |
| | | | | | infrastructure Maintenance Ltd | 20 | \$1,308,412.80 |
| | | | | | Melrose Paving Co. Ltd. | 20 | \$1,145,404.80 |
| | | | | | PAVE-TAR CONSTRUCTION LTD. | 20 | \$1,396,800.00 |
| | | | | | Rafat General Contractor Inc. | 20 | \$1,440,000.00 |
| | | | | | ROA INC. | 20 | \$1,161,216.00 |
| | | | | | sanscon construction ltd | 5 | \$369,057.60 |

Malton

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Standby Bid Amount |
|------|---|------------------------------------|---------------------------------|----------------|--|---------------------|--------------------|
| 2A | Combination Tandem Axle Truck with Operator | 30 | 144 | \$2,197,670.40 | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 30 | \$2,190,240.00 |
| | | | | | A & G The Road Cleaners Ltd. | 30 | \$1,594,080.00 |
| | | | | | Ashland Construction Group Ltd. | 30 | \$2,069,280.00 |
| | | | | | Ferrovia Services Canada Ltd | 30 | \$4,060,670.40 |
| | | | | | Gazzola Paving Limited | 30 | \$2,656,800.00 |
| | | | | | infrastructure Maintenance Ltd | 30 | \$1,832,371.20 |
| | | | | | Maple-Crete Inc. | 10 | \$748,800.00 |
| | | | | | Melrose Paving Co. Ltd. | 30 | \$1,703,116.80 |
| | | | | | Pacific Paving Ltd | 30 | \$1,857,600.00 |
| | | | | | Rafat General Contractor Inc. | 30 | \$1,944,000.00 |
| | | | | | ROA INC. | 30 | \$1,741,824.00 |

Meadowvale

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Standby Bid Amount |
|------|---|------------------------------------|---------------------------------|----------------|--|---------------------|--------------------|
| 2A | Combination Tandem Axle Truck with Operator | 19 | 144 | \$1,391,857.92 | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 19 | \$1,400,832.00 |
| | | | | | A & G The Road Cleaners Ltd. | 19 | \$1,009,584.00 |
| | | | | | Ashland Construction Group Ltd. | 19 | \$1,310,544.00 |
| | | | | | Ferrovia Services Canada Ltd | 19 | \$2,802,977.28 |
| | | | | | Gazzola Paving Limited | 19 | \$1,737,360.00 |
| | | | | | infrastructure Maintenance Ltd | 19 | \$1,295,003.52 |
| | | | | | Melrose Paving Co. Ltd. | 19 | \$1,098,093.60 |
| | | | | | Pacific Paving Ltd | 19 | \$1,042,416.00 |
| | | | | | Rafat General Contractor Inc. | 19 | \$1,368,000.00 |
| | | | | | ROA INC. | 19 | \$1,103,155.20 |

2021 - 2029 Winter Maintenance Services Contract

Item 3A - Combination Tri-Axle Truck with Operator

Clarkson District

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Standby Bid Amount |
|------|--|------------------------------------|---------------------------------|----------------|--|---------------------|--------------------|
| 3A | Combination Tri-Axle Truck with Operator | 7 | 144 | \$534,643.20 | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 7 | \$552,384.00 |
| | | | | | 1942537 ONTARIO LTD. | 7 | \$413,280.00 |
| | | | | | A & G The Road Cleaners Ltd. | 7 | \$397,152.00 |
| | | | | | CSL Group Ltd | 7 | \$897,120.00 |
| | | | | | Ferroval Services Canada Ltd | 7 | \$1,357,392.96 |
| | | | | | Gazzola Paving Limited | 7 | \$736,848.00 |
| | | | | | Melrose Paving Co. Ltd. | 7 | \$438,661.44 |
| | | | | | Rafat General Contractor Inc. | 7 | \$443,520.00 |
| | | | | | ROA INC. | 7 | \$379,501.92 |
| | | | | | sanscon construction ltd | 7 | \$533,524.32 |

Mavis

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Standby Bid Amount |
|------|--|------------------------------------|---------------------------------|----------------|--|---------------------|--------------------|
| 3A | Combination Tri-Axle Truck with Operator | 6 | 144 | \$458,265.60 | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 6 | \$478,656.00 |
| | | | | | 1942537 ONTARIO LTD. | 6 | \$354,240.00 |
| | | | | | A & G The Road Cleaners Ltd. | 6 | \$340,416.00 |
| | | | | | Ferroval Services Canada Ltd | 6 | \$1,297,935.36 |
| | | | | | Gazzola Paving Limited | 6 | \$650,592.00 |
| | | | | | Humberview Maintenance Group Ltd. | 6 | \$405,639.36 |
| | | | | | infrastructure Maintenance Ltd | 6 | \$591,840.00 |
| | | | | | Melrose Paving Co. Ltd. | 6 | \$430,729.92 |
| | | | | | PAVE-TAR CONSTRUCTION LTD. | 6 | \$578,880.00 |
| | | | | | Rafat General Contractor Inc. | 6 | \$414,720.00 |
| | | | | | ROA INC. | 6 | \$325,287.36 |
| | | | | | sanscon construction ltd | 6 | \$457,306.56 |

Malton

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Standby Bid Amount |
|------|--|------------------------------------|---------------------------------|----------------|--|---------------------|--------------------|
| 3A | Combination Tri-Axle Truck with Operator | 2 | 144 | \$152,755.20 | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 2 | \$184,608.00 |
| | | | | | 1942537 ONTARIO LTD. | 2 | \$118,080.00 |
| | | | | | A & G The Road Cleaners Ltd. | 2 | \$113,472.00 |
| | | | | | Ferroval Services Canada Ltd | 2 | \$721,653.12 |
| | | | | | Forest Ridge Landscaping Inc. | 2 | \$198,720.00 |
| | | | | | Gazzola Paving Limited | 2 | \$282,528.00 |
| | | | | | Humberview Maintenance Group Ltd. | 2 | \$119,232.00 |
| | | | | | infrastructure Maintenance Ltd | 2 | \$197,280.00 |
| | | | | | Melrose Paving Co. Ltd. | 2 | \$124,951.68 |
| | | | | | Norbok Contracting Ltd. | 2 | \$178,030.08 |
| | | | | | Rafat General Contractor Inc. | 2 | \$141,120.00 |
| | | | | | ROA INC. | 2 | \$108,429.12 |
| | | | | | Thorn tree Industries Ltd. | 2 | \$135,072.00 |

Meadowvale

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Standby Bid Amount |
|------|--|------------------------------------|---------------------------------|----------------|--|---------------------|--------------------|
| 3A | Combination Tri-Axle Truck with Operator | 2 | 144 | \$152,755.20 | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 2 | \$184,608.00 |
| | | | | | 1942537 ONTARIO LTD. | 2 | \$118,080.00 |
| | | | | | A & G The Road Cleaners Ltd. | 2 | \$113,472.00 |
| | | | | | Ferroval Services Canada Ltd | 2 | \$722,390.40 |
| | | | | | Forest Ridge Landscaping Inc. | 2 | \$198,720.00 |
| | | | | | Gazzola Paving Limited | 2 | \$282,528.00 |
| | | | | | Melrose Paving Co. Ltd. | 2 | \$125,069.76 |
| | | | | | Pacific Paving Ltd | 2 | \$115,200.00 |
| | | | | | Rafat General Contractor Inc. | 2 | \$144,000.00 |
| | | | | | ROA INC. | 2 | \$108,429.12 |
| | | | | | Thorn tree Industries Ltd. | 2 | \$135,072.00 |

2021 - 2029 Winter Maintenance Services Contract

Item 4A - Articulated Loader Plow with Operator

Clarkson District

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Standby Bid Amount |
|------|---------------------------------------|------------------------------------|---------------------------------|----------------|--|---------------------|--------------------|
| 4A | Articulated Loader Plow with Operator | 46 | 101 | \$1,579,593.54 | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 17 | \$501,364.00 |
| | | | | | A & G The Road Cleaners Ltd. | 17 | \$985,558.00 |
| | | | | | A.I. ROADTECH SERVICES INC | 17 | \$758,914.00 |
| | | | | | Aqua Tech Solutions Inc | 17 | \$650,743.00 |
| | | | | | Buist Landscaping Inc. | 5 | \$408,752.05 |
| | | | | | Ferrovial Services Canada Ltd | 17 | \$2,379,607.47 |
| | | | | | Gazzola Paving Limited | 17 | \$1,152,107.00 |
| | | | | | Humberview Maintenance Group Ltd. | 17 | \$944,350.00 |
| | | | | | infrastructure Maintenance Ltd | 17 | \$888,616.18 |
| | | | | | Melrose Paving Co. Ltd. | 17 | \$827,576.83 |
| | | | | | Municipal Maintenance Inc | 17 | \$664,479.00 |
| | | | | | Pacific Paving Ltd | 17 | \$549,440.00 |
| | | | | | Rafat General Contractor Inc. | 17 | \$549,440.00 |
| | | | | | ROA INC. | 17 | \$614,016.37 |
| | | | | | Robert B. Meisner Construction Inc. | 17 | \$472,175.00 |

Mavis

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Standby Bid Amount |
|------|---------------------------------------|------------------------------------|---------------------------------|----------------|--|---------------------|--------------------|
| 4A | Articulated Loader Plow with Operator | 10 | 101 | \$343,389.90 | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 10 | \$294,920.00 |
| | | | | | 1942537 ONTARIO LTD. | 10 | \$282,800.00 |
| | | | | | A & G The Road Cleaners Ltd. | 10 | \$529,240.00 |
| | | | | | A.I. ROADTECH SERVICES INC | 10 | \$427,230.00 |
| | | | | | Aqua Tech Solutions Inc | 10 | \$382,790.00 |
| | | | | | bonum contracting | 10 | \$581,760.00 |
| | | | | | Defina Haulage Ltd | 10 | \$420,048.90 |
| | | | | | Ferrovial Services Canada Ltd | 10 | \$1,556,834.20 |
| | | | | | Forest Ridge Landscaping Inc. | 10 | \$565,600.00 |
| | | | | | Gazzola Paving Limited | 10 | \$716,090.00 |
| | | | | | Humberview Maintenance Group Ltd. | 10 | \$459,550.00 |
| | | | | | Melrose Paving Co. Ltd. | 10 | \$497,606.80 |
| | | | | | Municipal Maintenance Inc | 10 | \$390,870.00 |
| | | | | | Pacific Paving Ltd | 10 | \$323,200.00 |
| | | | | | Rafat General Contractor Inc. | 10 | \$404,000.00 |
| | | | | | ROA INC. | 10 | \$361,186.10 |
| | | | | | Robert B. Meisner Construction Inc. | 10 | \$277,750.00 |

Malton

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Standby Bid Amount |
|------|---------------------------------------|------------------------------------|---------------------------------|----------------|--|---------------------|--------------------|
| 4A | Articulated Loader Plow with Operator | 8 | 101 | \$274,711.92 | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 8 | \$235,936.00 |
| | | | | | A & G The Road Cleaners Ltd. | 8 | \$382,992.00 |
| | | | | | A.I. ROADTECH SERVICES INC | 8 | \$339,360.00 |
| | | | | | Aqua Tech Solutions Inc | 8 | \$306,232.00 |
| | | | | | bonum contracting | 8 | \$465,408.00 |
| | | | | | Ferrovial Services Canada Ltd | 8 | \$1,381,154.80 |
| | | | | | Forest Ridge Landscaping Inc. | 8 | \$452,480.00 |
| | | | | | Gazzola Paving Limited | 8 | \$590,648.00 |
| | | | | | Humberview Maintenance Group Ltd. | 8 | \$366,832.00 |
| | | | | | infrastructure Maintenance Ltd | 8 | \$331,578.96 |
| | | | | | Maple-Crete Inc. | 8 | \$321,559.76 |
| | | | | | Melrose Paving Co. Ltd. | 8 | \$408,557.12 |
| | | | | | Municipal Maintenance Inc | 8 | \$312,696.00 |
| | | | | | Pacific Paving Ltd | 8 | \$258,560.00 |
| | | | | | Rafat General Contractor Inc. | 8 | \$282,800.00 |
| | | | | | ROA INC. | 8 | \$288,948.88 |
| | | | | | Robert B. Meisner Construction Inc. | 8 | \$222,200.00 |

Meadowdale

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Standby Bid Amount |
|------|---------------------------------------|------------------------------------|---------------------------------|----------------|--|---------------------|--------------------|
| 4A | Articulated Loader Plow with Operator | 11 | 101 | \$377,728.89 | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 11 | \$324,412.00 |
| | | | | | A & G The Road Cleaners Ltd. | 11 | \$582,164.00 |
| | | | | | A.I. ROADTECH SERVICES INC | 11 | \$457,732.00 |
| | | | | | Aqua Tech Solutions Inc | 11 | \$421,069.00 |
| | | | | | bonum contracting | 11 | \$639,936.00 |
| | | | | | Ferrovial Services Canada Ltd | 11 | \$1,709,517.92 |
| | | | | | Gazzola Paving Limited | 11 | \$833,250.00 |
| | | | | | Humberview Maintenance Group Ltd. | 11 | \$611,050.00 |
| | | | | | infrastructure Maintenance Ltd | 11 | \$470,919.57 |
| | | | | | Melrose Paving Co. Ltd. | 11 | \$547,789.66 |
| | | | | | Municipal Maintenance Inc | 11 | \$429,957.00 |
| | | | | | Pacific Paving Ltd | 11 | \$341,077.00 |
| | | | | | Rafat General Contractor Inc. | 11 | \$444,400.00 |
| | | | | | ROA INC. | 11 | \$397,304.71 |
| | | | | | Robert B. Meisner Construction Inc. | 11 | \$305,525.00 |

2021 - 2029 Winter Maintenance Services Contract

Item 5A - Sidewalk Machine with Operator

Clarkson District

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Standby Bid Amount |
|------|--------------------------------|------------------------------------|---------------------------------|----------------|--|---------------------|--------------------|
| 5A | Sidewalk Machine with Operator | 12 | 144 | \$289,059.84 | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 12 | \$511,488.00 |
| | | | | | 2601448 Ontario Inc | 12 | \$535,680.00 |
| | | | | | Aqua Tech Solutions Inc | 12 | \$571,968.00 |
| | | | | | Buist Landscaping Inc. | 10 | \$414,720.00 |
| | | | | | CSL Group Ltd | 12 | \$786,240.00 |
| | | | | | Ferrovia Services Canada Ltd | 12 | \$2,005,240.32 |
| | | | | | Forest Ridge Landscaping Inc. | 12 | \$993,600.00 |
| | | | | | Humberview Maintenance Group Ltd. | 12 | \$475,200.00 |
| | | | | | JARLIAN CONSTRUCTION INC. | 12 | \$1,083,456.00 |
| | | | | | Lima's Gardens & Construction Inc. | 12 | \$298,944.00 |
| | | | | | Municipal Maintenance Inc | 12 | \$527,040.00 |
| | | | | | Rafat General Contractor Inc. | 12 | \$1,209,600.00 |

Mavis

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Standby Bid Amount |
|------|--------------------------------|------------------------------------|---------------------------------|----------------|--|---------------------|--------------------|
| 5A | Sidewalk Machine with Operator | 27 | 144 | \$650,384.64 | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 27 | \$1,150,848.00 |
| | | | | | 1942537 ONTARIO LTD. | 10 | \$285,120.00 |
| | | | | | Aqua Tech Solutions Inc | 27 | \$1,353,024.00 |
| | | | | | Ferrovia Services Canada Ltd | 27 | \$3,894,648.48 |
| | | | | | Humberview Maintenance Group Ltd. | 27 | \$890,352.00 |
| | | | | | Lima's Gardens & Construction Inc. | 27 | \$672,624.00 |
| | | | | | Municipal Maintenance Inc | 27 | \$1,185,840.00 |
| | | | | | Rafat General Contractor Inc. | 27 | \$2,721,600.00 |

Malton

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Standby Bid Amount |
|------|--------------------------------|------------------------------------|---------------------------------|----------------|--|---------------------|--------------------|
| 5A | Sidewalk Machine with Operator | 25 | 144 | \$602,208.00 | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 25 | \$1,065,600.00 |
| | | | | | Aqua Tech Solutions Inc | 25 | \$1,252,800.00 |
| | | | | | Ferrovia Services Canada Ltd | 25 | \$3,659,112.00 |
| | | | | | Humberview Maintenance Group Ltd. | 25 | \$784,800.00 |
| | | | | | Lima's Gardens & Construction Inc. | 25 | \$586,800.00 |
| | | | | | Municipal Maintenance Inc | 25 | \$1,098,000.00 |
| | | | | | Rafat General Contractor Inc. | 25 | \$2,520,000.00 |

Meadowvale

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Standby Bid Amount |
|------|--------------------------------|------------------------------------|---------------------------------|----------------|--|---------------------|--------------------|
| 5A | Sidewalk Machine with Operator | 18 | 144 | \$433,589.76 | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 18 | \$767,232.00 |
| | | | | | Aqua Tech Solutions Inc | 18 | \$881,280.00 |
| | | | | | Ferrovia Services Canada Ltd | 18 | \$2,758,510.08 |
| | | | | | Forest Ridge Landscaping Inc. | 18 | \$1,490,400.00 |
| | | | | | Humberview Maintenance Group Ltd. | 18 | \$686,880.00 |
| | | | | | JARLIAN CONSTRUCTION INC. | 18 | \$1,371,168.00 |
| | | | | | Lima's Gardens & Construction Inc. | 18 | \$422,496.00 |
| | | | | | Municipal Maintenance Inc | 18 | \$790,560.00 |
| | | | | | Rafat General Contractor Inc. | 18 | \$1,814,400.00 |

2021 - 2029 Winter Maintenance Services Contract

Item 6A -Manual Clearing of Bus Stops and Crossings with Driver/Labourer

Clarkson District

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Standby Bid Amount |
|------|------------------------------|------------------------------------|---------------------------------|----------------|--|---------------------|--------------------|
| 6A | Manual Clearing of Bus Stops | 16 | 144 | \$457,482.24 | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 16 | \$317,952.00 |
| | | | | | ADCRO Group | 4 | \$115,200.00 |
| | | | | | Aqua Tech Solutions Inc | 16 | \$569,088.00 |
| | | | | | bonum contracting | 16 | \$499,968.00 |
| | | | | | Buist Landscaping Inc. | 16 | \$368,640.00 |
| | | | | | Forest Ridge Landscaping Inc. | 16 | \$864,000.00 |
| | | | | | Humberview Maintenance Group Ltd. | 16 | \$426,240.00 |
| | | | | | Lima's Gardens & Construction Inc. | 16 | \$327,168.00 |
| | | | | | Municipal Maintenance Inc | 16 | \$391,680.00 |
| | | | | | Rafat General Contractor Inc. | 16 | \$806,400.00 |

Mavis

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Standby Bid Amount |
|------|------------------------------|------------------------------------|---------------------------------|----------------|--|---------------------|--------------------|
| 6A | Manual Clearing of Bus Stops | 30 | 144 | \$857,779.20 | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 30 | \$578,880.00 |
| | | | | | ADCRO Group | 4 | \$115,200.00 |
| | | | | | Aqua Tech Solutions Inc | 30 | \$1,067,040.00 |
| | | | | | bonum contracting | 30 | \$1,023,840.00 |
| | | | | | Humberview Maintenance Group Ltd. | 30 | \$624,240.00 |
| | | | | | Lima's Gardens & Construction Inc. | 30 | \$613,440.00 |
| | | | | | Municipal Maintenance Inc | 30 | \$972,000.00 |
| | | | | | Rafat General Contractor Inc. | 30 | \$1,944,000.00 |

Malton

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Standby Bid Amount |
|------|------------------------------|------------------------------------|---------------------------------|----------------|--|---------------------|--------------------|
| 6A | Manual Clearing of Bus Stops | 27 | 144 | \$772,001.28 | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 27 | \$520,992.00 |
| | | | | | ADCRO Group | 4 | \$115,200.00 |
| | | | | | Aqua Tech Solutions Inc | 27 | \$960,336.00 |
| | | | | | bonum contracting | 27 | \$921,456.00 |
| | | | | | Humberview Maintenance Group Ltd. | 27 | \$555,012.00 |
| | | | | | Lima's Gardens & Construction Inc. | 27 | \$513,216.00 |
| | | | | | Municipal Maintenance Inc | 27 | \$874,800.00 |
| | | | | | Rafat General Contractor Inc. | 27 | \$1,360,800.00 |

Meadowvale

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Standby Bid Amount |
|------|------------------------------|------------------------------------|---------------------------------|----------------|--|---------------------|--------------------|
| 6A | Manual Clearing of Bus Stops | 23 | 144 | \$657,630.72 | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 23 | \$447,120.00 |
| | | | | | ADCRO Group | 4 | \$115,200.00 |
| | | | | | Aqua Tech Solutions Inc | 23 | \$818,064.00 |
| | | | | | bonum contracting | 23 | \$784,944.00 |
| | | | | | Forest Ridge Landscaping Inc. | 23 | \$1,242,000.00 |
| | | | | | Humberview Maintenance Group Ltd. | 23 | \$612,720.00 |
| | | | | | Lima's Gardens & Construction Inc. | 23 | \$437,184.00 |
| | | | | | Municipal Maintenance Inc | 23 | \$745,200.00 |
| | | | | | Rafat General Contractor Inc. | 23 | \$1,490,400.00 |

*See evaluation with Item 7 as they must be considered together

2021 - 2029 Winter Maintenance Services Contract

Item 7A -Mechanical Snow Clearing of Bus Stops and Crossings with Driver/Labourer

Clarkson District

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Standby Bid Amount | Item 6 Standby Bid Amount | Total Standby Bid Amount Item 6 & 7 |
|------|--|------------------------------------|---------------------------------|----------------|--|---------------------|--------------------|---------------------------|-------------------------------------|
| 7A | Mechanical Clearing of Bus Stops and Crossings | 16 | 101 | \$320,872.96 | | | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 16 | \$337,744.00 | \$317,952.00 | \$655,696.00 |
| | | | | | Aqua Tech Solutions Inc | 16 | \$255,328.00 | \$569,088.00 | \$824,416.00 |
| | | | | | bonum contracting | 16 | \$342,592.00 | \$499,968.00 | \$842,560.00 |
| | | | | | Buist Landscaping Inc. | 16 | \$258,560.00 | \$368,640.00 | \$627,200.00 |
| | | | | | Forest Ridge Landscaping Inc. | 16 | \$630,240.00 | \$864,000.00 | \$1,494,240.00 |
| | | | | | Humberview Maintenance Group Ltd. | 16 | \$323,200.00 | \$426,240.00 | \$749,440.00 |
| | | | | | Lima's Gardens & Construction Inc. | 16 | \$256,944.00 | \$327,168.00 | \$584,112.00 |
| | | | | | Municipal Maintenance Inc | 16 | \$226,240.00 | \$391,680.00 | \$617,920.00 |
| | | | | | ORIN CONTRACTORS CORP | 16 | \$363,600.00 | \$0.00 | \$363,600.00 |
| | | | | | Rafat General Contractor Inc. | 16 | \$606,000.00 | \$806,400.00 | \$1,412,400.00 |

Mavis

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Standby Bid Amount | Item 6 Standby Bid Amount | Total Standby Bid Amount Item 6 & 7 |
|------|--|------------------------------------|---------------------------------|----------------|--|---------------------|--------------------|---------------------------|-------------------------------------|
| 7A | Mechanical Clearing of Bus Stops and Crossings | 30 | 101 | \$601,636.80 | | | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 30 | \$621,150.00 | \$578,880.00 | \$1,200,030.00 |
| | | | | | Aqua Tech Solutions Inc | 30 | \$478,740.00 | \$1,067,040.00 | \$1,545,780.00 |
| | | | | | bonum contracting | 30 | \$702,960.00 | \$1,023,840.00 | \$1,726,800.00 |
| | | | | | Humberview Maintenance Group Ltd. | 30 | \$543,885.00 | \$624,240.00 | \$1,168,125.00 |
| | | | | | Lima's Gardens & Construction Inc. | 30 | \$481,770.00 | \$613,440.00 | \$1,095,210.00 |
| | | | | | Municipal Maintenance Inc | 30 | \$590,850.00 | \$972,000.00 | \$1,562,850.00 |
| | | | | | ORIN CONTRACTORS CORP | 30 | \$636,300.00 | \$0.00 | \$636,300.00 |
| | | | | | Rafat General Contractor Inc. | 30 | \$1,136,250.00 | \$1,944,000.00 | \$3,080,250.00 |

Malton

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Standby Bid Amount | Item 6 Standby Bid Amount | Total Standby Bid Amount Item 6 & 7 |
|------|--|------------------------------------|---------------------------------|----------------|--|---------------------|--------------------|---------------------------|-------------------------------------|
| 7A | Mechanical Clearing of Bus Stops and Crossings | 27 | 101 | \$541,473.12 | | | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 27 | \$561,762.00 | \$520,992.00 | \$1,082,754.00 |
| | | | | | Aqua Tech Solutions Inc | 27 | \$430,866.00 | \$960,336.00 | \$1,391,202.00 |
| | | | | | bonum contracting | 27 | \$632,664.00 | \$921,456.00 | \$1,554,120.00 |
| | | | | | Humberview Maintenance Group Ltd. | 27 | \$463,590.00 | \$555,012.00 | \$1,018,602.00 |
| | | | | | Lima's Gardens & Construction Inc. | 27 | \$406,323.00 | \$513,216.00 | \$919,539.00 |
| | | | | | Municipal Maintenance Inc | 27 | \$531,765.00 | \$874,800.00 | \$1,406,565.00 |
| | | | | | ORIN CONTRACTORS CORP | 27 | \$591,759.00 | \$0.00 | \$591,759.00 |
| | | | | | Rafat General Contractor Inc. | 27 | \$1,022,625.00 | \$1,360,800.00 | \$2,383,425.00 |

Meadowvale

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Standby Bid Amount | Item 6 Standby Bid Amount | Total Standby Bid Amount Item 6 & 7 |
|------|--|------------------------------------|---------------------------------|----------------|--|---------------------|--------------------|---------------------------|-------------------------------------|
| 7A | Mechanical Clearing of Bus Stops and Crossings | 23 | 101 | \$461,254.88 | | | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 23 | \$480,861.00 | \$447,120.00 | \$927,981.00 |
| | | | | | Aqua Tech Solutions Inc | 23 | \$367,034.00 | \$818,064.00 | \$1,185,098.00 |
| | | | | | bonum contracting | 23 | \$538,936.00 | \$784,944.00 | \$1,323,880.00 |
| | | | | | Forest Ridge Landscaping Inc. | 23 | \$905,970.00 | \$1,242,000.00 | \$2,147,970.00 |
| | | | | | Humberview Maintenance Group Ltd. | 23 | \$464,600.00 | \$437,184.00 | \$901,784.00 |
| | | | | | Lima's Gardens & Construction Inc. | 23 | \$346,127.00 | \$874,800.00 | \$1,220,927.00 |
| | | | | | Municipal Maintenance Inc | 23 | \$452,985.00 | \$745,200.00 | \$1,198,185.00 |
| | | | | | ORIN CONTRACTORS CORP | 23 | \$513,383.00 | \$0.00 | \$513,383.00 |
| | | | | | Rafat General Contractor Inc. | 23 | \$871,125.00 | \$1,490,400.00 | \$2,361,525.00 |

2021 - 2029 Winter Maintenance Services Contract

Item 8 - Snow Removal & Application of De-icing Material Services for the Trelawny Lanes and Tenth Line Lanes

| Item | Description | Estimated Number of Crews Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Standby | | | Operational | | | | | | | Item 8 Bid Total | | | |
|------|-----------------------|------------------------------------|---------------------------------|----------------|--|---------------------|---------------------------------|--------------------|---|---------------------|--------------|--|---------------------|-------------|--|------------------|---------------------|----------------|--------------------------|
| | | | | | | Number of Crews Bid | Number of Standby Days Per Unit | Standby Bid Amount | Estimated Number of Snow Events: 15cm or Less | Number of Crews Bid | Sub-Total | Estimated Number of Snow Events: More than 15cm and 30cm or Less | Number of Crews Bid | Sub-Total | Estimated Number of Snow Events: More than 30cm or Successive Storms | | Number of Crews Bid | Sub-Total | Total Operational Amount |
| 8 | Snow Removal Trelawny | 2 | 101 | \$91,756.48 | | | | | | | | | | | | | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 2 | 101 | \$78,780.00 | 5 | 2 | \$81,900.00 | 2 | 2 | \$35,280.00 | 1 | 2 | \$17,640.00 | \$134,820.00 | \$213,600.00 |
| | | | | | Agua Tech Solutions Inc | 2 | 101 | \$176,346.00 | 5 | 2 | \$96,430.00 | 2 | 2 | \$34,056.00 | 1 | 2 | \$15,556.00 | \$146,042.00 | \$322,388.00 |
| | | | | | Bullit Landscaping Inc. | 2 | 101 | \$28,280.00 | 5 | 2 | \$90,000.00 | 2 | 2 | \$55,000.00 | 1 | 2 | \$28,000.00 | \$1,714,000.00 | \$1,742,280.00 |
| | | | | | Forest Ridge Landscaping Inc. | 2 | 101 | \$125,240.00 | 5 | 2 | \$45,000.00 | 2 | 2 | \$36,000.00 | 1 | 2 | \$24,000.00 | \$105,000.00 | \$230,240.00 |
| | | | | | Humberview Maintenance Group Ltd. | 2 | 101 | \$92,920.00 | 5 | 2 | \$75,000.00 | 2 | 2 | \$30,000.00 | 1 | 2 | \$15,000.00 | \$120,000.00 | \$212,920.00 |
| | | | | | Melrose Paving Co. Ltd. | 2 | 101 | \$181,800.00 | 5 | 2 | \$20,988.00 | 2 | 2 | \$16,790.40 | 1 | 2 | \$12,594.80 | \$50,373.20 | \$232,173.20 |
| | | | | | Robert B. Meisner Construction Inc. | 2 | 101 | \$101,000.00 | 5 | 2 | \$250,000.00 | 2 | 2 | \$20,000.00 | 1 | 2 | \$10,000.00 | \$280,000.00 | \$381,000.00 |

2021 - 2029 Winter Maintenance Services Contract

Item 9 - Snow Removal & Application of De-icing Material Services for Various Locations

| Item | Description | Estimated Number of Crews Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Crews Bid | Standby | | Operational | | Item 9 Bid Total | |
|------|--|------------------------------------|---------------------------------|----------------|------------|---------------------|---------------------------------|--------------------|--------------------------------|---------------------|------------------|--------------------|
| | | | | | | | Number of Standby Days Per Unit | Standby Bid Amount | Estimated Curb Metres Per Crew | Number of Crews Bid | | Operational Amount |
| 9 | Snow Removal Various Locations | 9 | 101 | \$492,023.52 | | | | | | | | |
| | 614128 Ontario Ltd o/a Trisan Construction | | | | | 3 | 101 | \$88,779.00 | 5000 | 3 | \$117,000.00 | \$205,779.00 |
| | 1942537 ONTARIO LTD. | | | | | 9 | 101 | \$336,330.00 | 5000 | 9 | \$225,000.00 | \$561,330.00 |
| | ADCRO Group | | | | | 4 | 101 | \$80,800.00 | 5000 | 4 | \$2,200,000.00 | \$2,280,800.00 |
| | Aqua Tech Solutions Inc | | | | | 3 | 101 | \$68,478.00 | 5000 | 3 | \$172,650.00 | \$241,128.00 |
| | bonum contracting | | | | | 2 | 101 | \$106,050.00 | 5000 | 2 | \$165,000.00 | \$271,050.00 |
| | Buist Landscaping Inc. | | | | | 3 | 101 | \$37,875.00 | 5000 | 3 | \$128,250.00 | \$166,125.00 |
| | CSL Group Ltd | | | | | 1 | 101 | \$123,725.00 | 5000 | 1 | \$10,000.00 | \$133,725.00 |
| | Defina Haulage Ltd | | | | | 1 | 101 | \$70,700.00 | 5000 | 1 | \$50,000.00 | \$120,700.00 |
| | Forest Ridge Landscaping Inc. | | | | | 2 | 101 | \$64,640.00 | 5000 | 2 | \$160,000.00 | \$224,640.00 |
| | Humberview Maintenance Group Ltd. | | | | | 2 | 101 | \$135,340.00 | 5000 | 2 | \$44,900.00 | \$180,240.00 |
| | Melrose Paving Co. Ltd. | | | | | 3 | 101 | \$89,385.00 | 5000 | 3 | \$133,500.00 | \$222,885.00 |
| | Municipal Maintenance Inc | | | | | 9 | 101 | \$411,777.00 | 5000 | 9 | \$413,550.00 | \$825,327.00 |
| | Pacific Paving Ltd | | | | | 2 | 101 | \$222,200.00 | 5000 | 2 | \$100,000.00 | \$322,200.00 |

2021 - 2029 Winter Maintenance Services Contract

Item 10A - MUT & Pathway Snow Clearing with Driver/Labourer

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Number of Standby Days Per Unit | Standby Bid Amount |
|------|-----------------------------|------------------------------------|---------------------------------|----------------|--|---------------------|---------------------------------|--------------------|
| 10A | MUT & Pathway Snow Clearing | 4 | 144 | \$114,370.56 | | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 4 | 144 | \$91,008.00 |
| | | | | | 1942537 ONTARIO LTD. | 4 | 144 | \$54,720.00 |
| | | | | | 2601448 Ontario Inc | 4 | 144 | \$247,104.00 |
| | | | | | ADCRO Group | 4 | 144 | \$115,200.00 |
| | | | | | Aqua Tech Solutions Inc | 4 | 144 | \$113,472.00 |
| | | | | | bonum contracting | 4 | 144 | \$97,056.00 |
| | | | | | CSL Group Ltd | 4 | 144 | \$285,120.00 |
| | | | | | Forest Ridge Landscaping Inc. | 4 | 144 | \$146,880.00 |
| | | | | | Humberview Maintenance Group Ltd. | 4 | 144 | \$97,344.00 |
| | | | | | JARLIAN CONSTRUCTION INC. | 4 | 144 | \$359,424.00 |
| | | | | | Lima's Gardens & Construction Inc. | 4 | 144 | \$76,032.00 |
| | | | | | Melrose Paving Co. Ltd. | 4 | 144 | \$221,760.00 |
| | | | | | Pacific Paving Ltd | 4 | 144 | \$132,480.00 |
| | | | | | Robert B. Meisner Construction Inc. | 4 | 144 | \$112,320.00 |

2021 - 2029 Winter Maintenance Services Contract

Item 11A - Residential Driveway Windrow Clearing Machine with Operator

Clarkson District

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Number of Standby Days Per Unit | Standby Bid Amount |
|------|---------------------------------------|------------------------------------|---------------------------------|----------------|--|---------------------|---------------------------------|--------------------|
| 11A | Residential Driveway Windrow Clearing | 46 | 101 | \$1,579,593.54 | | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 46 | 101 | \$2,364,814.00 |
| | | | | | Aqua Tech Solutions Inc | 46 | 101 | \$2,834,060.00 |
| | | | | | Humberview Maintenance Group Ltd. | 46 | 101 | \$2,137,160.00 |
| | | | | | Infrastructure Maintenance Ltd | 46 | 101 | \$1,488,671.32 |
| | | | | | Melrose Paving Co. Ltd. | 46 | 101 | \$1,575,923.20 |

Mavis

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Number of Standby Days Per Unit | Standby Bid Amount |
|------|---------------------------------------|------------------------------------|---------------------------------|----------------|--|---------------------|---------------------------------|--------------------|
| 11A | Residential Driveway Windrow Clearing | 68 | 101 | \$2,335,051.32 | | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 68 | 101 | \$3,495,812.00 |
| | | | | | 1942537 ONTARIO LTD. | 50 | 101 | \$1,010,000.00 |
| | | | | | Aqua Tech Solutions Inc | 68 | 101 | \$4,271,896.00 |
| | | | | | Humberview Maintenance Group Ltd. | 68 | 101 | \$2,582,368.00 |
| | | | | | Infrastructure Maintenance Ltd | 68 | 101 | \$1,727,302.00 |
| | | | | | Melrose Paving Co. Ltd. | 68 | 101 | \$2,315,752.24 |

Malton

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Number of Standby Days Per Unit | Standby Bid Amount |
|------|---------------------------------------|------------------------------------|---------------------------------|----------------|--|---------------------|---------------------------------|--------------------|
| 11A | Residential Driveway Windrow Clearing | 34 | 101 | \$1,167,525.66 | | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 34 | 101 | \$1,751,340.00 |
| | | | | | Aqua Tech Solutions Inc | 34 | 101 | \$2,029,494.00 |
| | | | | | Forest Ridge Landscaping Inc. | 34 | 101 | \$2,129,080.00 |
| | | | | | Humberview Maintenance Group Ltd. | 34 | 101 | \$1,236,240.00 |
| | | | | | Infrastructure Maintenance Ltd | 34 | 101 | \$863,479.30 |
| | | | | | Melrose Paving Co. Ltd. | 34 | 101 | \$1,172,401.94 |

Meadowvale

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Number of Standby Days Per Unit | Standby Bid Amount |
|------|---------------------------------------|------------------------------------|---------------------------------|----------------|--|---------------------|---------------------------------|--------------------|
| 11A | Residential Driveway Windrow Clearing | 76 | 101 | \$2,609,763.24 | | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 76 | 101 | \$3,899,408.00 |
| | | | | | Aqua Tech Solutions Inc | 76 | 101 | \$4,966,372.00 |
| | | | | | Humberview Maintenance Group Ltd. | 76 | 101 | \$3,653,776.00 |
| | | | | | Infrastructure Maintenance Ltd | 76 | 101 | \$2,396,523.96 |
| | | | | | Melrose Paving Co. Ltd. | 76 | 101 | \$2,584,739.48 |

2021 - 2029 Winter Maintenance Services Contract

Item 12A - Residential Sidewalk Machine with Operator

Clarkson District

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Number of Standby Days Per Unit | Standby Bid Amount |
|------|--|------------------------------------|---------------------------------|----------------|--|---------------------|---------------------------------|--------------------|
| 12A | Residential Sidewalk Machine with Operator | 8 | 144 | \$192,706.56 | | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 8 | 144 | \$395,136.00 |
| | | | | | Aqua Tech Solutions Inc | 8 | 144 | \$355,968.00 |
| | | | | | Forest Ridge Landscaping Inc. | 8 | 144 | \$564,480.00 |
| | | | | | JARLIAN CONSTRUCTION INC. | 8 | 144 | \$1,025,280.00 |
| | | | | | Municipal Maintenance Inc | 8 | 144 | \$334,080.00 |

Mavis

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Number of Standby Days Per Unit | Standby Bid Amount |
|------|--|------------------------------------|---------------------------------|----------------|--|---------------------|---------------------------------|--------------------|
| 12A | Residential Sidewalk Machine with Operator | 12 | 144 | \$289,059.84 | | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 12 | 144 | \$582,336.00 |
| | | | | | Aqua Tech Solutions Inc | 12 | 144 | \$533,952.00 |
| | | | | | Defina Haulage Ltd | 12 | 144 | \$587,520.00 |
| | | | | | Humberview Maintenance Group Ltd. | 12 | 144 | \$380,160.00 |
| | | | | | Municipal Maintenance Inc | 12 | 144 | \$623,808.00 |

Malton

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Number of Standby Days Per Unit | Standby Bid Amount |
|------|--|------------------------------------|---------------------------------|----------------|--|---------------------|---------------------------------|--------------------|
| 12A | Residential Sidewalk Machine with Operator | 8 | 144 | \$192,706.56 | | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 8 | 144 | \$395,136.00 |
| | | | | | Aqua Tech Solutions Inc | 8 | 144 | \$355,968.00 |
| | | | | | Defina Haulage Ltd | 8 | 144 | \$334,080.00 |
| | | | | | Forest Ridge Landscaping Inc. | 8 | 144 | \$564,480.00 |
| | | | | | Humberview Maintenance Group Ltd. | 8 | 144 | \$252,288.00 |
| | | | | | Municipal Maintenance Inc | 8 | 144 | \$415,872.00 |

Meadowvale

| Item | Description | Estimated Number of Units Required | Number of Standby Days Per Unit | Estimated Cost | Contractor | Number of Units Bid | Number of Standby Days Per Unit | Standby Bid Amount |
|------|--|------------------------------------|---------------------------------|----------------|--|---------------------|---------------------------------|--------------------|
| 12A | Residential Sidewalk Machine with Operator | 8 | 144 | \$192,706.56 | | | | |
| | | | | | 614128 Ontario Ltd o/a Trisan Construction | 8 | 144 | \$395,136.00 |
| | | | | | Aqua Tech Solutions Inc | 8 | 144 | \$355,968.00 |
| | | | | | Forest Ridge Landscaping Inc. | 8 | 144 | \$564,480.00 |
| | | | | | JARLIAN CONSTRUCTION INC. | 8 | 144 | \$1,025,280.00 |
| | | | | | Municipal Maintenance Inc | 8 | 144 | \$415,872.00 |

| | 2021 Contract | Current Contract 2019/2020 |
|---|---------------|----------------------------|
| Total Units | 67 | 43 |
| Total Cost (Operational and Standby) | \$4,168,008 | \$2,511,508.25 |
| Total Standby Days | 144 | 145 |
| Estimated Operational Hours | 200 | 200 |
| Operational Cost Per Unit/Hour | \$72 | \$61.63 |
| Average Standby Per Day Per Unit | \$332 | \$319.70 |

| | 2021 Contract | Current Contract 2019/2020 |
|---|----------------|----------------------------|
| Total Units | 74 | 64 |
| Total Cost (Operational and Standby) | \$5,166,270.80 | \$4,184,189.62 |
| Total Standby Days | 144 | 144 |
| Estimated Operational Hours | 200 | 200 |
| Operational Cost Per Unit/Hour | \$74 | \$66.77 |
| Average Standby Per Day Per Unit | \$386 | \$364.59 |

Item 3: Combination Tri Axles

| | 2021 Contract | Current Contract 2019/2020 | |
|---|------------------|----------------------------|-------------|
| Total Units | 17 | (TANDEM AXLE PLOW + DLA) | |
| | | 20 | 3 |
| Total Cost (Operational and Standby) | \$ 1,212,718.92 | \$739,493.90 | \$24,266.55 |
| Total Standby Days | 144 | 103 | |
| Estimated Operational Hours | 200 | 50 | 35 |
| Operational Cost Per Unit/Hour | \$76 | \$66.77 | \$240.22 |
| Average Standby Per Day Per Unit | \$395.12 | \$334.73 | |

Item 4: Articulated Loaders

| | 2021 Contract | Current Contract 2019/2020 |
|---|------------------|-------------------------------|
| Total Units | 46 | 21 |
| Total Cost (Operational and Standby) | \$1,492,988 | \$636,408.63 |
| Total Standby Days | 101 | 103 |
| Estimated Operational Hours | 50 | 65 |
| Operational Cost Per Unit/Hour | \$70 | \$69.40 |
| Average Standby Per Day Per Unit | \$285.50 | \$252.67 |

Item 5: Sidewalk Machines

| | 2021 Contract | Current Contract 2019/2020 |
|---|------------------|-------------------------------|
| Total Units | 82 | 73 |
| Total Cost (Operational and Standby) | \$3,866,896 | \$2,431,416.20 |
| Total Standby Days | 144 | 145 |
| Estimated Operational Hours | 200 | 200 |
| Operational Cost Per Unit/Hour | \$68 | \$74.73 |
| Average Standby Per Day Per Unit | \$248 | 119.9 |

Item 6: Manual Bus Stop Clearing

| | 2021 Contract | Current Contract 2019/2020 |
|---|------------------|-------------------------------|
| Total Units | 96 | 77 |
| Total Cost (Operational and Standby) | \$3,232,212 | \$2,633,151.30 |
| Total Standby Days | 144 | 145 |
| Estimated Operational Hours | 200 | 120 |
| Operational Cost Per Unit/Hour | \$65 | \$56.49 |
| Average Standby Per Day Per Unit/Hour | \$147.43 | \$149.91 |

Item 7: Mechanical Bus Stop Clearing

| | 2021 Contract | Current Contract 2019/2020 |
|---|------------------|-------------------------------|
| Total Units | 96 | 77 |
| Total Cost (Operational and Standby) | \$2,419,021 | \$2,633,151.30 |
| Total Standby Days | 101 | 145 |
| Estimated Operational Hours | 110 | 120 |
| Operational Cost Per Unit/Hour | \$68 | 56.49 |
| Average Standby Per Day Per Unit | \$176.50 | 149.91 |

Item 8: Trewlany Lanes Snow Removal

| | 2021 Contract | Current Contract 2019/2020 |
|---|------------------|-------------------------------|
| Total Units | 2 | 2 |
| Total Cost (Operational and Standby) | \$213,600 | \$184,095.72 |
| Total Standby Days | 101 | 103 |
| Estimated Operational Events | | 8 |
| Average Operational Cost Per Event | | \$7,088.95 |
| Average Standby Per Day Per Unit | \$390 | \$343.07 |

Item 9: Various Locations Snow Removal

| | 2021 Contract | Current Contract 2019/2020 |
|---|------------------|-------------------------------|
| Total Units | 9 | 7 |
| Total Cost (Operational and Standby) | \$561,330 | \$503,465.14 |
| Total Standby Days | 101 | 103 |
| Estimated Operational Curb Meters | 5000 | 5000 |
| Average Operational Cost Per Crew/ Per meter | \$5 | \$9.49 |
| Average Standby Per Day Per Unit | \$370 | \$238.64 |

Item 10: MUT Pathway Clearing

| | 2021 Contract | Current Contract 2019/2020 |
|---|------------------|-------------------------------|
| Total Units | 4 | 1 |
| Total Cost (Operational and Standby) | \$106,720 | 26,680 |
| Total Standby Days | 144 | 144 |
| Estimated Operational Hours | 200 | 200 |
| Average Operational Cost Per Unit | \$65.00 | \$65 |
| Average Standby Per Day Per Unit | \$95 | \$95 |

| | |
|--|--------------------------------|
| Date: July 8, 2020 | Originator's files: |
| To: Mayor and Members of Council | |
| From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works | Meeting date: July 22, 2020 |

Subject

Hurontario Light Trail Transit Project Update

Recommendation

That the report titled "Hurontario Light Rail Transit Project Update" dated July 8, 2020 from the Commissioner of Transportation and Works be received.

Report Highlights

- In October 2019, Infrastructure Ontario and Metrolinx awarded a contract to Mobilinx Hurontario General Partnership ("Mobilinx") for the Hurontario LRT (HuLRT). The contract requires Mobilinx to design, build, finance, operate and maintain the transit project for a 30-year term. Since contract award, the City of Mississauga has been working with Infrastructure Ontario, Metrolinx, Mobilinx, City of Brampton and Region of Peel on implementation of the project.
- City staff from several divisions have been and continue to review design submittal packages from Mobilinx to ensure compliance for city infrastructure. Major construction was initiated along the corridor in March 2020. Despite emergency measures caused by the COVID-19 pandemic, construction was allowed to continue under provincial guidelines. The City has been working with Mobilinx to advance aspects of construction to capitalize on low vehicular traffic on Hurontario during the pandemic. Mobilinx has provided a high-level construction schedule and HuLRT is scheduled to be completed in fall 2024. To date, construction has resulted in minimal complaints.
- There was an intention to sign an Implementation Agreement with Metrolinx prior to contract award that would define the City's roles and responsibilities during the construction phase of this project. While negotiations continue on a more formal agreement, Metrolinx has provided interim letters of agreement 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 by fall of this year.

Background

On April 21, 2015, the Ontario government announced a capital funding commitment for the light rail transit project. Metrolinx is managing the implementation of this project along with Infrastructure Ontario through their Alternative Financing and Procurement (AFP) model. This procurement model includes the design, build, finance, operations and maintenance of the light rail system for a 30-year concession period. Metrolinx established a project team and identified detailed scope and performance requirements for the project. Furthermore, Metrolinx identified that they would ultimately retain ownership and control of the project assets. The Cities of Mississauga and Brampton, and the Region of Peel, are active partners in HuLRT.

The previous update was provided to General Committee on June 26, 2019 through the report entitled, "Huronario Light Rail Transit Project Update and Negotiating Project Agreements with Metrolinx", dated June 10, 2019 from the Commissioner of Transportation and Works. The report outlined the development of the procurement documents for the HuLRT Project and the final scope changes to the project.

On October 21, 2019, Infrastructure Ontario and Metrolinx announced that Mobilinx, a consortium of local and international companies, was awarded a \$4.6 billion contract to design, build, finance, operate and maintain HuLRT through an open, fair and competitive procurement process that a third party fairness monitor oversaw. Mobilinx is responsible for constructing HuLRT on behalf of Metrolinx. It was also announced that Hurontario LRT would be completed by fall 2024.

While ongoing preparatory works to move utilities that began in 2017 under the direction of Metrolinx continued, construction by Mobilinx began in March 2020 with the removal of centre medians. When the HuLRT system begins operations, Mobilinx will be responsible for undertaking the operations and maintenance of the system and HuLRT infrastructure. The municipalities are expected to receive the farebox/advertising revenues and be responsible for funding the ongoing (30-year) operation and maintenance costs identified in the award. An Operations and Maintenance Agreement will be negotiated in the future and will be brought back to Council for endorsement.

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 working with Metrolinx, Mobilinx, City of Brampton and Region of Peel on a number of areas to advance the design and

construction of the Hurontario LRT. While the City's LRT Project Office is the primary conduit to the project, it has utilized the expertise of an extended team of individuals from several divisions in all departments to ensure the project is compliant for city infrastructure and is implemented in a timely manner.

With the 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. City staff completed training and became familiar with the AFP delivery model.

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

To date, close to 120 design packages have been reviewed by City staff. This includes the majority of the Mississauga section of the LRT at 30% and 50% design, and some packages more advanced at 90% level. 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. As the design has ramped up, City staff have been busy with an extensive review of design deliverables involving multiple segments along the corridor and, at the same time, dealing with multiple permits for investigations and other construction works. Currently, the City has met its prescribed timelines, but there is continuous pressure given the increasing number of submissions.

Construction

Under Metrolinx's direction, coordination of preparatory works has been taking place on the corridor since 2017, mainly the relocation of utilities. In Mississauga, this process had a total of 37 planned early works construction projects, the majority of which were Enbridge gas relocation projects. To date, 34 projects have been completed with the remaining 3 projects currently under construction and to be completed this year.

Mobilinx started its construction in March 2020, around the time the province enacted emergency measures in response to the COVID-19 pandemic. However, 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. The Plan includes, but not limited to: daily health screening forms, site safety briefings, physical distancing, cleaning/disinfecting high touch points, site signage and reminders, and preparations for emergency shutdown.

To date, Mobilinx has submitted for Mississauga more than 42 permit applications. Of those, 38 permits have been for investigative permits, 2 permits have been for construction permits and 2 permits for laydown area access road occupancy permits. City staff have continued to process all permit applications within the prescribed timelines and have been able to support the advancement of components of the construction schedule.

The primary phase of Mobilinx's 2020 work includes preparation work, such as surveying, borehole drilling and utilities work along Hurontario. The most visible part of the construction includes median removals, such as the removal of shrubs and vegetation, and structures. Median areas are then paved flush with the roadway and marked to manage future two-way traffic and to ensure pedestrian and vehicle safety. Sidewalks access will be maintained where possible. In some locations, sidewalks will be temporary asphalt until the permanent infrastructure is completed by Mobilinx.

The decrease in vehicular traffic on Hurontario has enabled crews to advance its median removal process and City staff are working with Mobilinx to advance other aspects of construction where appropriate. Mobilinx has completed its first section of median removal from Matheson to Highway 407 except for an area around Highway 401 interchange.

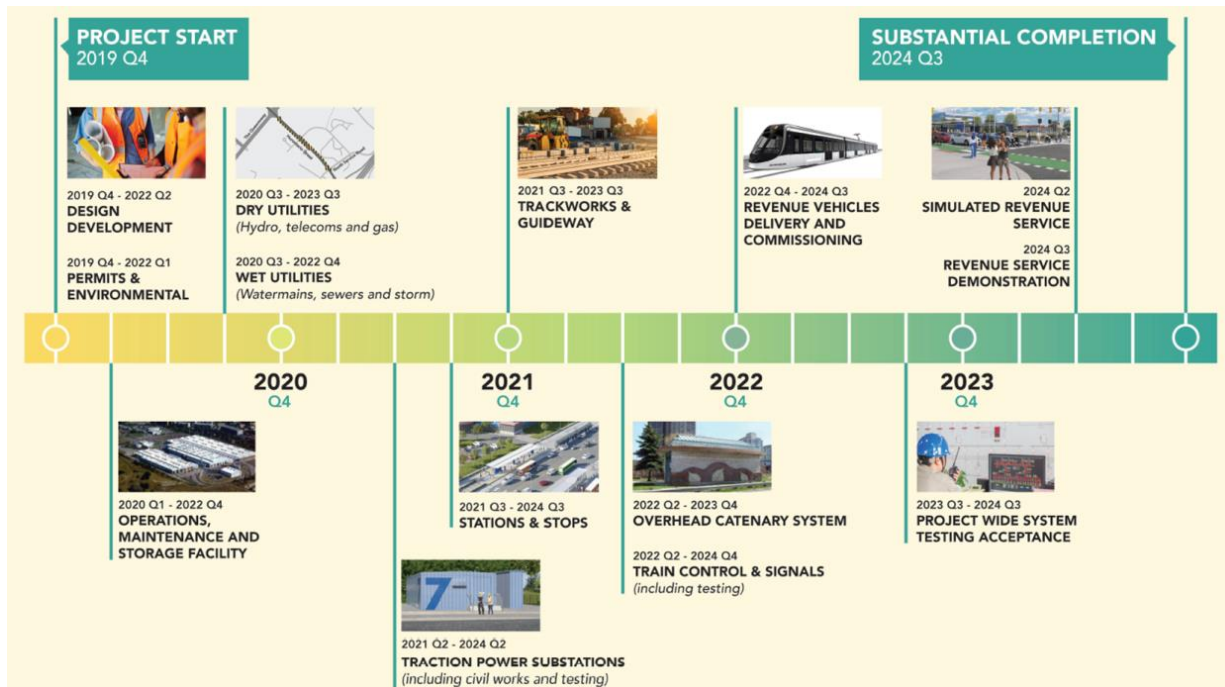
Mobilinx is currently working on the section between Dundas to Matheson. This section included the removal of trees in the centre median by the contractor to make way for future tracks. City staff explored options to transplant the trees. In 2018, a pilot project to transplant seven oaks was conducted to gather information for future decisions. While the trees survived the move, City staff found that they suffered considerable "transplant shock" and lost a significant portion of their limbs. Based on the conclusions from the pilot that the chances for the tree to flourish would be average coupled with the current financial climate, the decision was made for removal. Mobilinx developed an arborist report and associated tree inventory plans. As part of the Project Agreement, Mobilinx must follow the City's municipal standards as they pertain to tree assessments, protection, and replacements where trees will have to be removed to make way for required LRT infrastructure. Once median removals are completed this summer in this area, the final section south of Dundas is expected to be completed later this year, with utility works and roadwork initiating this fall as well.

Looking ahead to the late summer/fall, Mobilinx will begin the process of replacing of traffic signals on the road median islands, from poles to temporary signals on span wire and taking over the signal timing. This will take place one intersection at a time from Matheson north to Topflight and from Dundas to Matheson. Once the signals are replaced, Mobilinx will be managing signal timing and any complaints associated with the signals. This will allow construction crews to begin the process of utility, road and boulevards work, and the shifting of traffic. Prior to the start, City staff will review traffic management plans that will be implemented.

In Brampton, Mobilinx has initiated works at the future Operations Maintenance and Storage Facility (OMSF) just south of Highway 407. This included investigations, demolition, removal of

debris and fencing. In coming months, there will be more construction activity at this site, including the creation of a construction laydown area. The OMSF is scheduled to be completed by 2022.

Looking ahead, Mobilinx has provided a high-level construction schedule with key milestones.



To date, there have been minimal complaints about construction works through the City's LRT Project Office and 311, or through Metrolinx's community relations office.

Construction Laydown Areas

Mobilinx is considering up to 12 construction laydown areas and has identified one additional site to Metrolinx's committed lands.

Trees

As noted, trees have been removed in the centre medians to make way for future LRT infrastructure. During the construction phase of the LRT, a number of trees will be impacted along the corridor's right-of-way and the some will have to be removed to make way for infrastructure. The contractor is developing an arborist report and associated tree inventory plans to replace the trees, however, they may not be planted in the same areas.

Mobilinx is required to follow the City's municipal standards as they pertain to tree assessments, protection, and replacements where trees will have to be removed for required LRT infrastructure.

Transit Service

During the preparatory works phase of the project, as well as the construction phase, transit service has continued on the corridor. Some stops have been impacted by nearby construction where stops have closed or shifted. The LRT Project Office has been coordinating with MiWay with regards to these works so that stops are moved in a timely manner. All construction notices make note that works can impact transit services.

In April 2020, MiWay changed local service along the Hurontario corridor to minimize impacts to travel and deliver reliable service during LRT construction. The Route 19 was split into two separate routes: Route 2 between Port Credit GO Station and City Centre Transit Terminal, and Route 17 between City Centre Transit Terminal and Highway 407 Park and Ride. The Express 103 remains unchanged.

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 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 by fall of this year.

Municipal Capital Contributions

In 2017, the City identified opportunities for Additional Municipal Infrastructure (AMI) and Corridor Enhancements (CE) as part of the HuLRT Project, which would be funded by municipal capital contributions. In 2018, Council approved AMI funding of \$26,307,000 for items that would benefit from the coordinated reconstruction of the corridor. The timing of some of these projects will be adjusted as a result of the change in scope of the project such as the removal of the Downtown Loop. Council also approved CE funding of \$26,607,400 to elevate elements of the base project scope being provided by Metrolinx. Some modifications are anticipated in the CE projects as a result of changes in scope. However, no change to funding is being recommended until all design and construction phases of the HuLRT project are complete.

Community Engagement and Communications

Metrolinx-led community outreach and communications continue to be a vital component to the project as it approached and entered the construction phase.

In 2019, there was:

- More than 14,000 conversations with members of the public
- Participation in more than 31 community events
- 31 information sessions hosted by the project team
- 64 “Transit in Your Community” presentations in 22 schools
- The official opening of two community offices on the corridor (the Mississauga office is located 3024 Hurontario, below the Cooksville Library)
- Approximately 5,000 visitors to a mockup of the Alstom light rail vehicle that will be used on Hurontario at Square One over the Labour Day long weekend in September

Prior to the pandemic measures, the HuLRT project team was planning for similar in-person engagement events and opportunities through the spring and summer months, all of which have been cancelled or postponed indefinitely. This will limit the number of interactions with the public. For example, there were approximately 500 participants at 4 open houses in Mississauga in November 2019. Metrolinx hosted a virtual open house in June-July 2020 to provide a project update. More than 4,200 unique users visited the digital engagement platform and posed 67 questions for the project team to answer. The most asked questions were related to the following subjects: signal priority for the LRT, potential Lakeshore extension, two-way operation and bike lane safety. The Mississauga community office saw a growing number of foot traffic visiting after officially opening in 2019, which was part of the decision to have it located in a pedestrian-friendly area of the corridor. Community relations staff have continued to address phone, email and social media questions. In-person Trade Shows that were meant to highlight Mississauga and Brampton businesses to Mobilinx in the spring will be replaced by virtual information on the Mobilinx website that will be publicized at a time appropriate to the recovery phase in the economy.

Corridor Committees, which were formed to provide information and context by Metrolinx and City staff, were adjusted. They became Construction Liaison Committees, but still represent the same areas: Mississauga South, Mississauga Cooksville, Mississauga Downtown and Mississauga North. Rather than meeting quarterly, they are now meeting bi-monthly, and may become monthly meetings as construction ramps up. It is not within the scope of the Committees to approve or refuse project design plans or to make policy decisions.

Metrolinx maintains a social media (@HurontarioLRT) presence, especially when informing of construction, as the public is notified of construction works, timing, and impacts. Construction notices are also mailed to areas within 500m of the construction zone and digitally to multi-unit landlords. Notices are also sent directly to affected Ward offices. Metrolinx also manages a monthly e-newsletter with the latest information about the project and news in Peel. Metrolinx previously had a dedicated Hurontario LRT e-newsletter. That information is combined with Metrolinx news in Peel as the organization shifted its communications by region rather than project.

As noted earlier, complaints about the project have been minimal. 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).

The City will be embarking on a branding exercise in conjunction with the City of Brampton to develop the name, logo and branding and marketing strategies ahead of the launch of Hurontario LRT. It is expected to be a multi-phased process, and the project teams of both Cities will be bringing an option for approval by Council in the future.

Financial Impact

There are no financial impacts resulting from the recommendations in this report. Although some scope and timing changes are anticipated in both the Additional Municipal Infrastructure and Corridor Enhancement projects, funding is being maintained in these projects until all design and construction phases of the HuLRT project are complete.

Conclusion

After more than a decade of planning, the landscape of one of Mississauga's busiest and most important corridors is continuing its transformation. With major construction started, Hurontario, the public and businesses will be facing several challenges over the next four years through the construction phase, notwithstanding the current pandemic. Keeping Council and the public apprised of developments on the corridor will continue to be paramount.

While the City is a key partner in the project, the City's LRT Project Office has developed a good working relationship with Mobilinx as it embarked on its contract to design, build, finance, operate and maintain Hurontario LRT. The City continues to work well with Metrolinx, the owner of the project.

Reaching agreement with Metrolinx and getting Council endorsement on an Implementation Agreement on the construction phase this fall will be an important step in the project.



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

Prepared by: Tim Lai, Manager, LRT Stakeholder Communications

Date: May 20, 2020

To: Mayor and Members of Council

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

Originator's files:
MG.23.REP

Meeting date:
July 22, 2020

Subject

2020 Traffic Signal Installation and Modernization Program

Recommendation

That the 2020 Traffic Signal Installation and Modernization Program as outlined in the report from the Commissioner of Transportation and Works, dated May 20, 2020 and entitled "2020 Traffic Signal Installation and Modernization Program", be approved.

Background

The annual Capital Budget provides for the 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 the equipment and infrastructure, as well as anticipated increased maintenance costs indicate that upgrades and/or replacements are required. All new and modernized Traffic Control Signals are designed to the Accessibility for Ontarians with Disabilities Act (AODA) standard.

Comments

The need for the 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 2020 under these criteria are listed below and illustrated in the attached appendices:

- Bloor Street at Rymal Road – Ward 3 (refer to Appendix 1)
- Courtney Drive West and Madill Boulevard - Ward 5 (refer to Appendix 2)
- 2840 Battleford Road (Mid-block) - Ward 9 (refer to Appendix 3)

- 6880 Financial Drive (Mid-block) - Ward 11 (refer to Appendix 4)

The recommended traffic control signal modernization locations for 2020 are listed below and illustrated in the attached appendices:

- Tomken Road and Flagship Drive - Ward 3 (refer to Appendix 5)
- Morningstar Drive and Darcel Avenue - Ward 5 (refer to Appendix 6)

Financial Impact

As per the 2020 capital budget, PN 20198 has an approved net budget of \$900,000 for the installation of new traffic control signals and PN 20177 has an approved net budget of \$390,000 for the modernization of existing traffic control signals.

The estimated installation cost for a new traffic control signal is approximately \$185,000 and the estimated cost for the modernization of an existing traffic control signal is approximately \$195,000. It is recommended that four new traffic control signals be installed at a total cost of \$740,000, which can be accommodated for under PN 20198 and the two existing traffic control signals be modernized for a total cost of \$390,000 which can be accommodated for under PN 20177.

Any residual surplus funds from the new traffic control signals budget amount will be allocated to any related modifications to existing traffic signals as well as certain approved Road Safety initiatives i.e. “40 km/hr when flashing” in school zones on major collector and arterial roads.

Conclusion

As part of the 2020 Traffic Signal Installation and Modernization Program, staff recommends the installation of four new traffic control signals for a total capital cost of \$740,000 and the modernization of two existing traffic control signals for a cost of \$390,000. Sufficient Capital Budget exists for the installation of these traffic control signals.

Attachments

- Appendix 1: Proposed New Traffic Control Signal - Bloor Street and Rymal Road (Ward 3)
- Appendix 2: Proposed New Traffic Control Signal - Courtneypark Drive West and Madill Boulevard (Ward5)
- Appendix 3: Proposed New Traffic Control Signal - 2840 Battleford Road (Mid-block) (Ward 9)
- Appendix 4: Proposed New Traffic Control Signal - 6880 Financial Drive (Mid-block) (Ward 11)

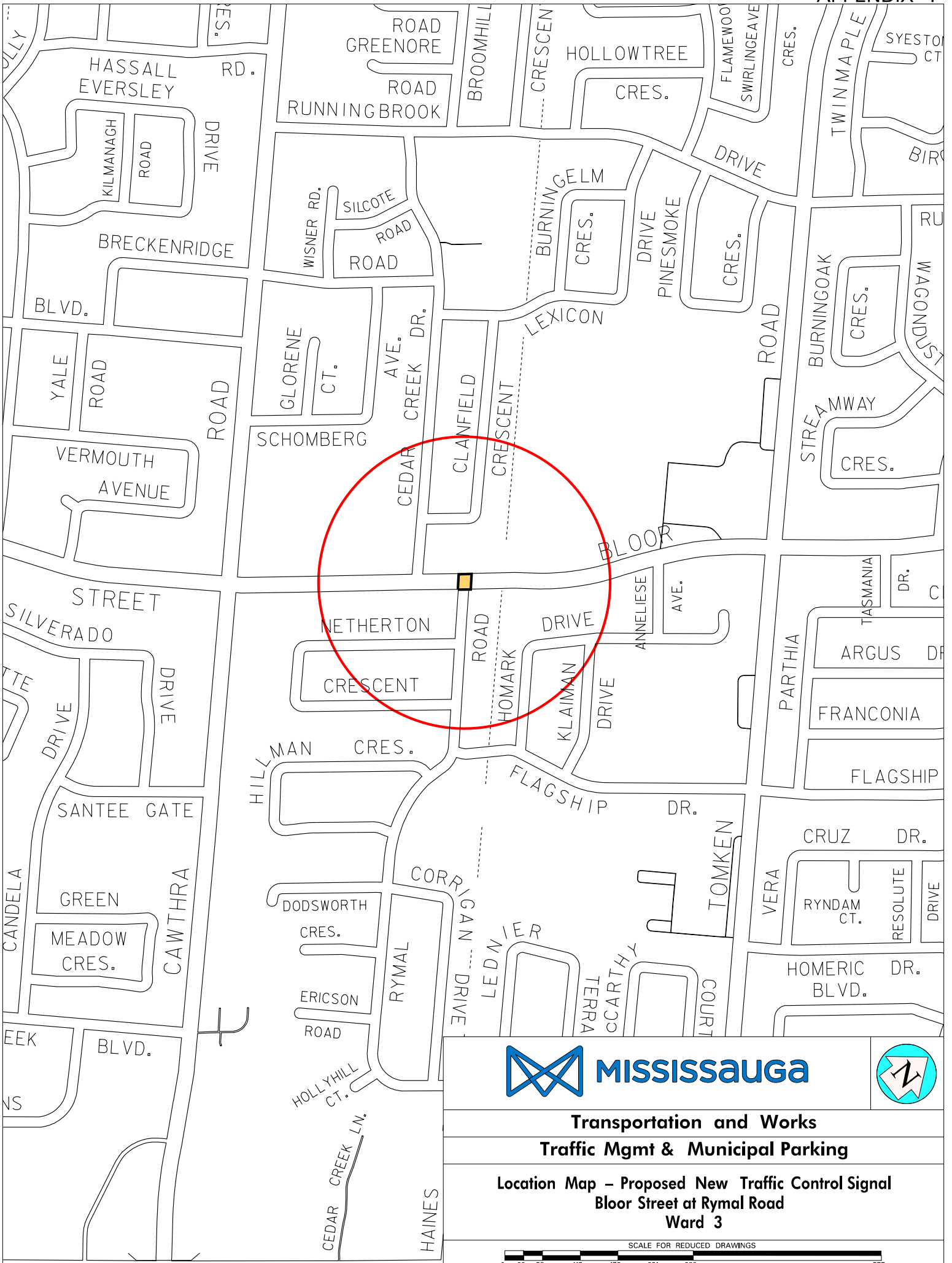
Appendix 5: Proposed Traffic Control Signal Modernization - Tomken Road and Flagship Drive (Ward 3)

Appendix 6: Proposed Traffic Control Signal Modernization - Morningstar Drive and Darcel Avenue Ward 5)

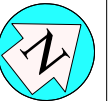


Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works

Prepared by: Darek Koziol, Traffic Signals Contract Coordinator

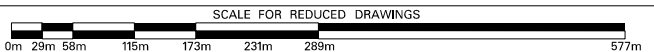


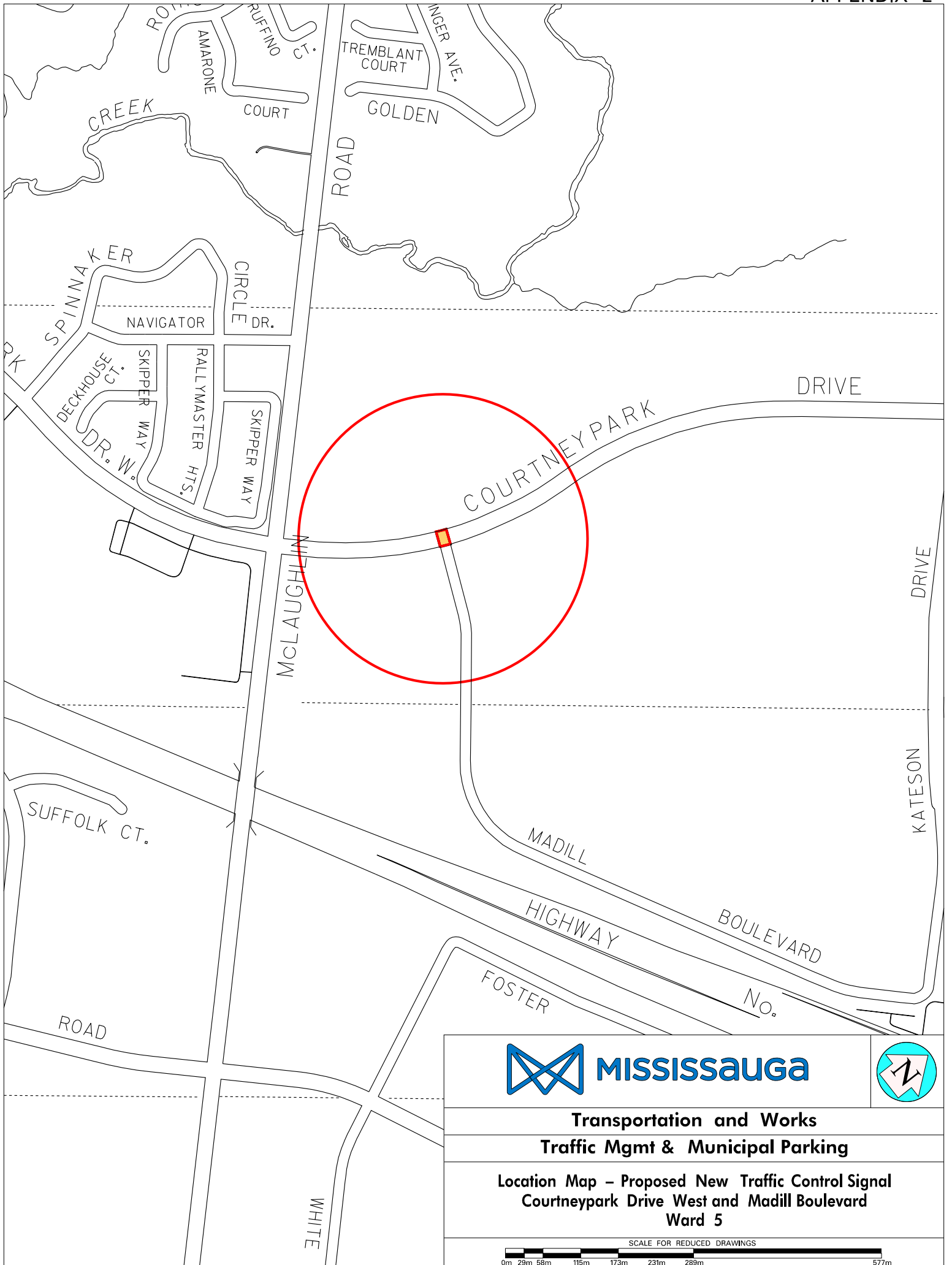
MISSISSAUGA

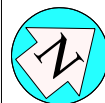
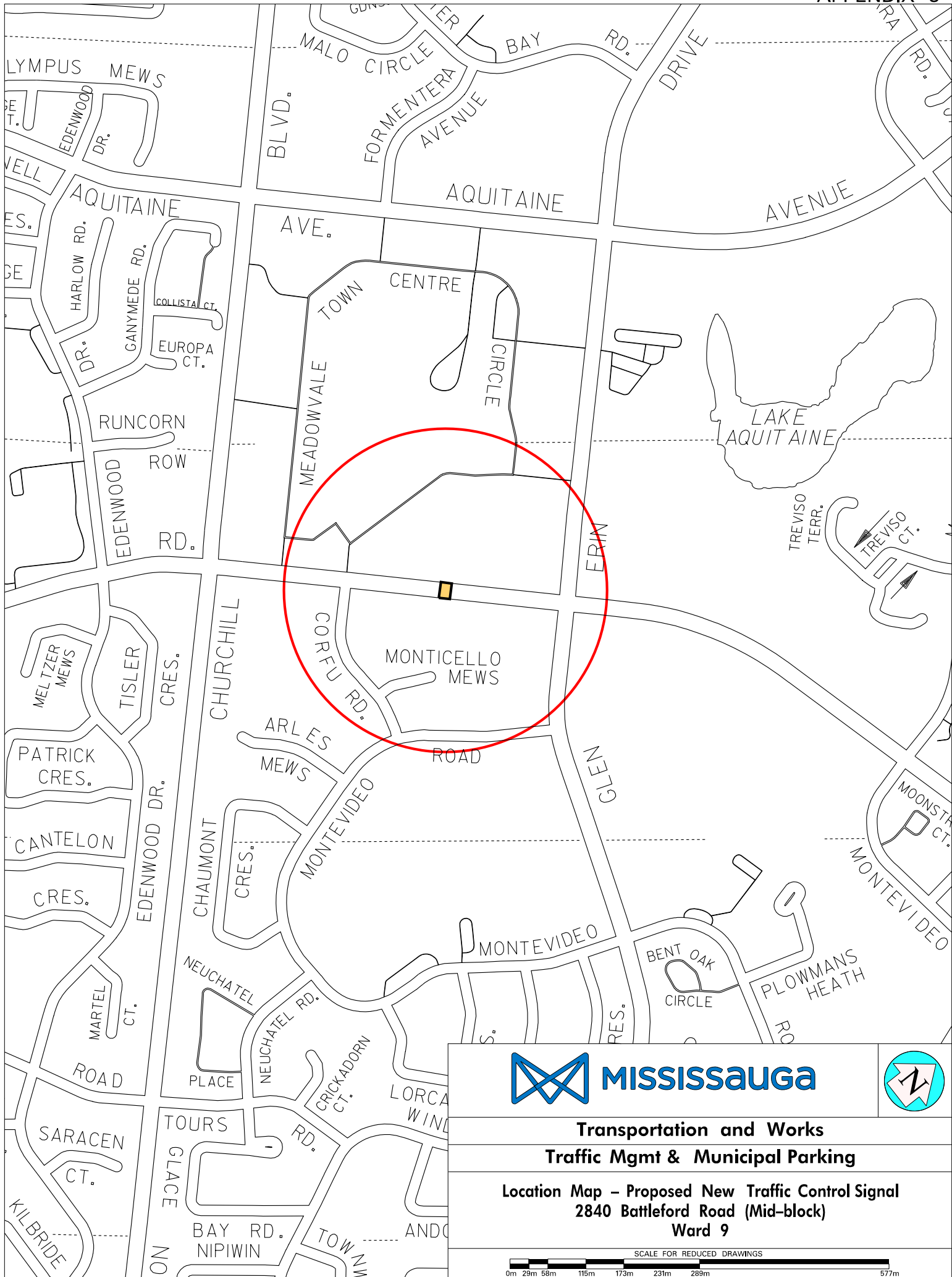


**Transportation and Works
Traffic Mgmt & Municipal Parking**

**Location Map – Proposed New Traffic Control Signal
Bloor Street at Rymal Road
Ward 3**

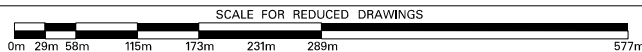


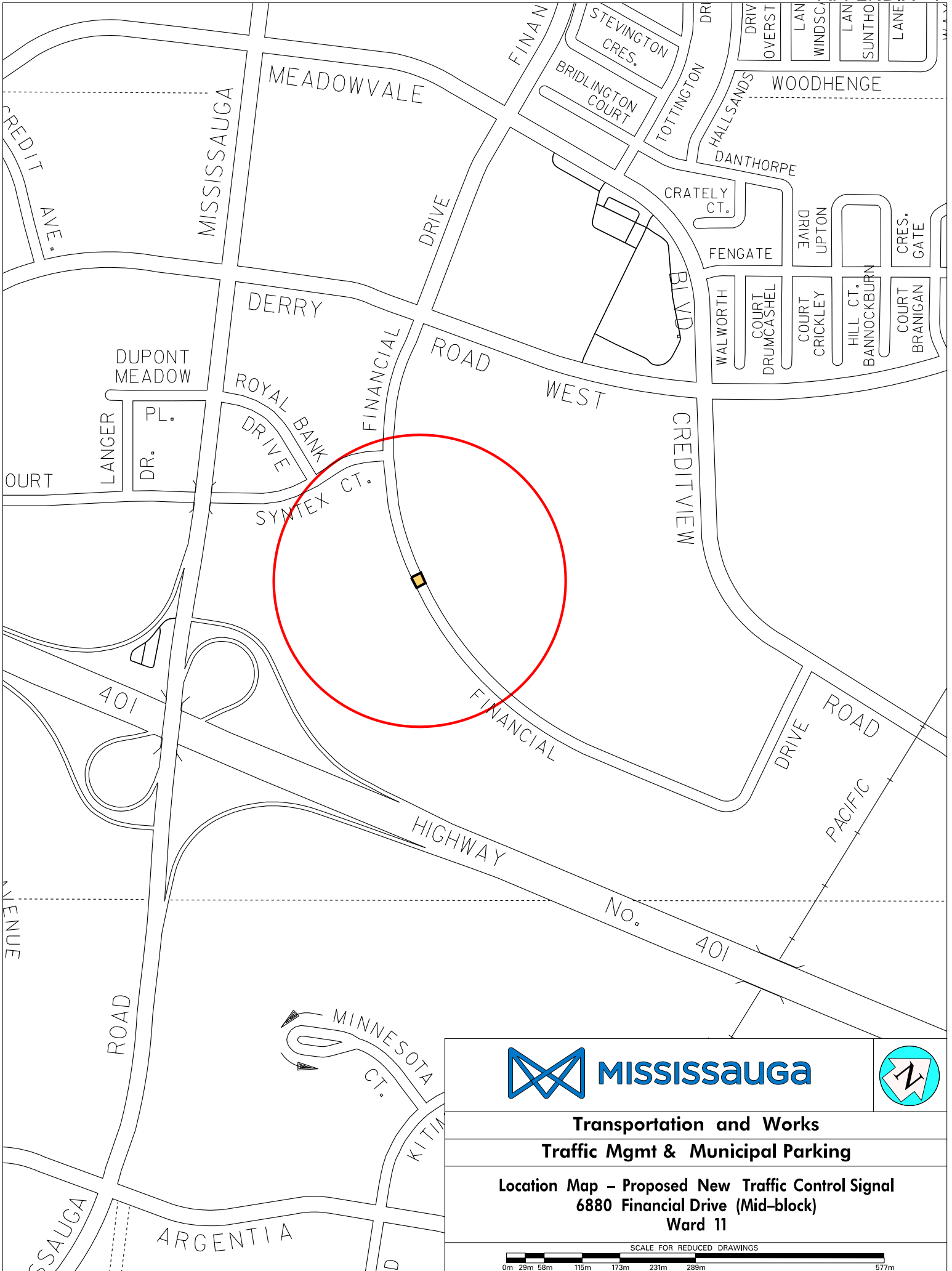




**Transportation and Works
Traffic Mgmt & Municipal Parking**

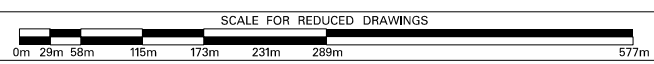
**Location Map – Proposed New Traffic Control Signal
2840 Battleford Road (Mid-block)
Ward 9**

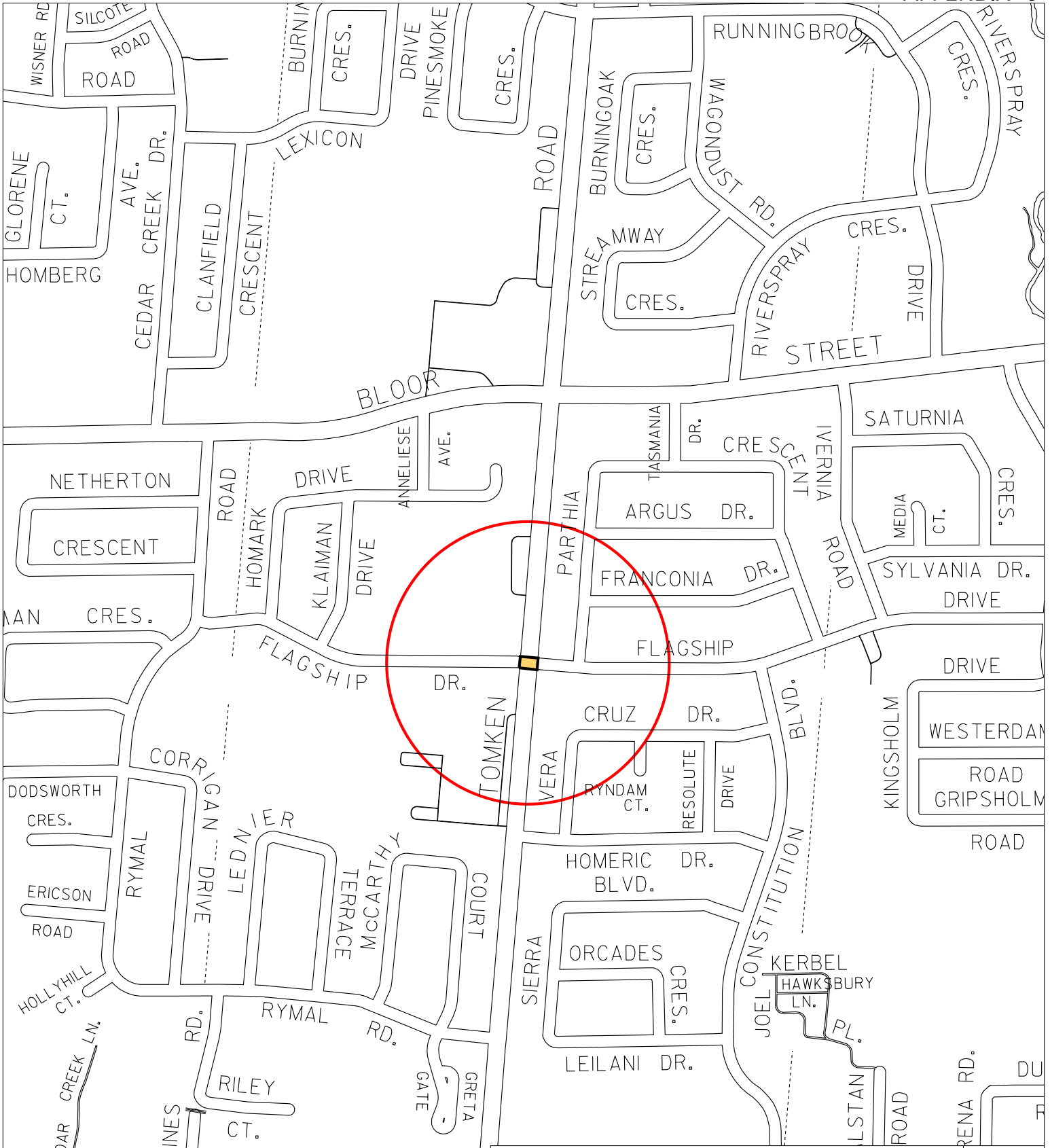




**Transportation and Works
Traffic Mgmt & Municipal Parking**

**Location Map – Proposed New Traffic Control Signal
6880 Financial Drive (Mid-block)
Ward 11**

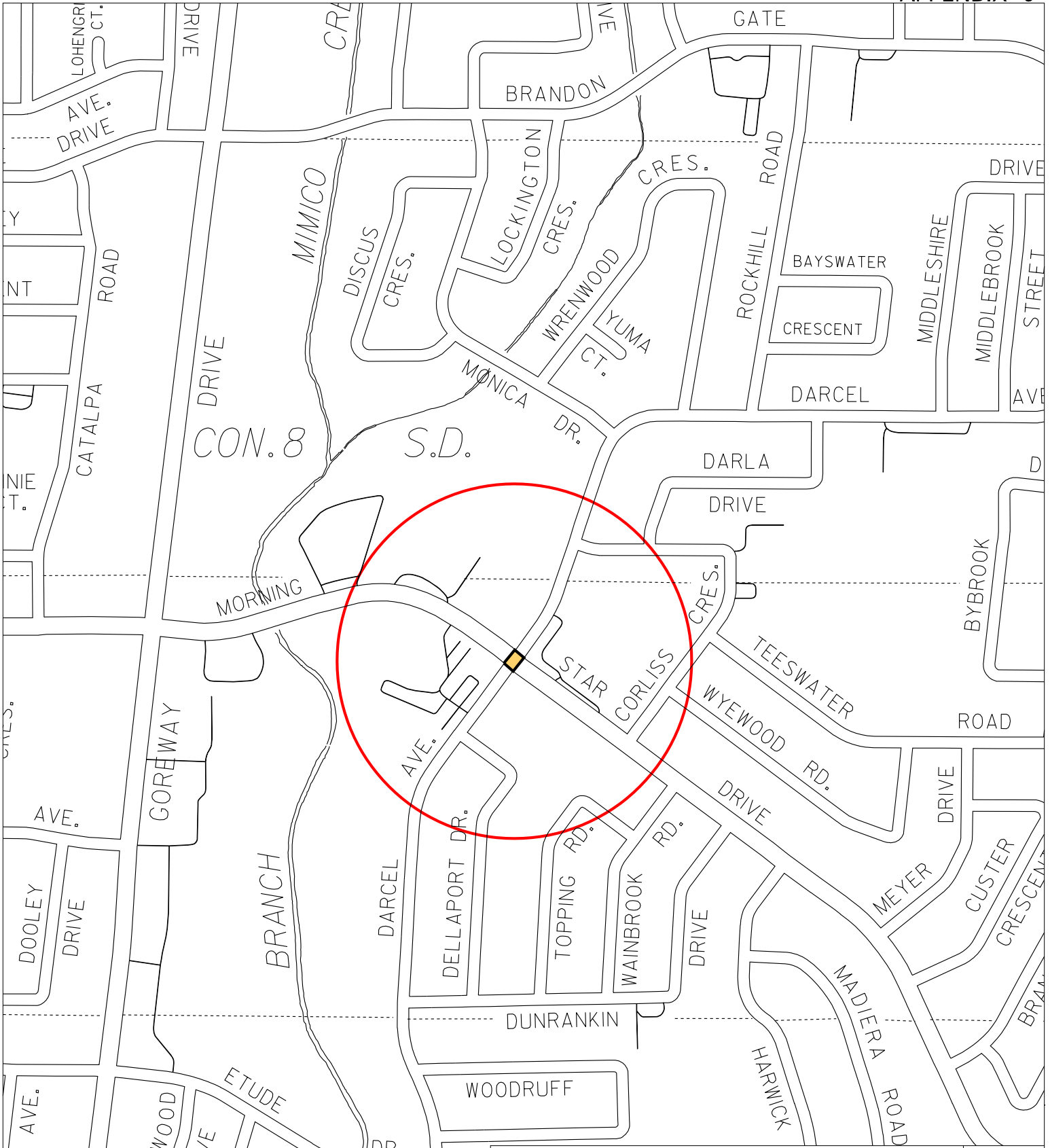




**Transportation and Works
Traffic Mgmt & Municipal Parking**

**Location Map - Proposed Traffic Signal Modernization
Tomken Road and Flagship Drive
Ward 3**





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

**Location Map - Proposed Traffic Signal Modernization
Morningstar Drive and Darcel Avenue
Ward 5**



City of Mississauga
Corporate Report



| | |
|--|---|
| <p>Date: June 24, 2020</p> <p>To: Mayor and Members of Council</p> <p>From: Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer</p> | <p>Originator's files:</p> <hr/> <p>Meeting date: July 22, 2020</p> |
|--|---|

Subject

Cashiers Services – Elimination of Cash Transactions

Recommendation

That the report of the Commissioner of Corporate Services and Chief Financial Officer dated June 24, 2020 entitled “Cashiers Services – Elimination of Cash Transactions” be received for information.

Report Highlights

- Cash transactions account for approximately two percent of the total annual revenue processed at Cashiers.
- Cash transactions are primarily for the payment of property taxes, there are several other methods available for payment of property taxes including by cash at financial institutions.
- There are alternative payment options for all cash transactions processed at Cashiers.
- There is a trend to fewer cash transactions naturally.
- Eliminating cash transactions promotes a healthier work environment for staff and the public, will reduce foot traffic through City Hall and reduces the risk of theft and counterfeit transactions.
- Other municipalities are trending towards digital payment options and away from cash.
- This would also result in cost savings for the armoured car service and cost avoidance in staff time for balancing and preparing deposits.
- The elimination of cash transactions has been endorsed by the Leadership Team.

Background

The Cashiers counter located on the ground floor of the Civic Centre accepts payments and sells products as shown in the table below.

| Service | Acceptable Form of Payment | | |
|---|----------------------------|--------------|--|
| | Cheque / Money Order | Cash / Debit | Credit Card (MasterCard, VISA, American Express) |
| Property taxes | Yes | Yes | No |
| Parking tickets and penalty | Yes | Yes | Yes |
| Region of Peel water bill | Yes | Yes | No |
| Accounts receivable invoices | Yes | Yes | Yes |
| Region of Peel appliance pick-up requests | Yes | No | No |
| Garbage tags | Yes | Yes | Yes |
| Employee / public parking permits | No | Yes | Yes |
| Carassauga tickets / passes | No | Yes | No |
| Mississauga street guide | Yes | Yes | Yes |

C Café collaborates with Cashiers for their deposit pick up and coin exchange. Cashiers processes payments for nearly all City divisions located in the Civic Centre; primarily Revenue, Business and Lottery Licensing, Planning and Building (depositing cheques for Development Charges), Mobile licensing, Finance and Clerks.

Cash transactions account for approximately thirty percent of the transactions and only two percent of the total revenue processed by Cashiers on an annual basis. The majority of the transactions processed are for property taxes. The majority of the revenue processed at Cashiers is for Development Charges and for Revenue (property taxes, A/R invoices, MAT, etc.). Details of the transactions and revenue processed in 2019 have been provided in the memo titled "Transactions and Revenue Processed at Cashiers in 2019" at the closed session on July 22, 2020.

Cash transactions are balanced and a deposit prepared on a daily basis. This deposit is then delivered to the bank through an armoured car service. Cheque payments are deposited directly to the bank using eDeposit at Cashiers, therefore not part of the armoured car bank deposit. There are alternative payment options for all transactions processed at Cashiers.

Comments

Almost half of all transactions processed at Cashiers are for property taxes. During the current COVID-19 pandemic Cashiers has been closed to the public. Notwithstanding the property tax deferral, some property owners have opted to continue to make payments based on the original

due dates with most opting for on-line banking as their method of payment. There are a number of payment methods available for property owners to pay their property taxes. These include:

- Cash, cheque or debit at Cashiers;
- At financial institutions by teller or ATM including cash;
- On-line or Telephone banking;
- Pre-authorized payment plans for direct debit from their bank accounts; and
- Post-dated cheques, mailed, dropped of in-person or in the after-hours drop box.

The handling of cash requires the use of bill counters, counterfeit detection machines, daily balancing and deposit. There is a risk of theft and of counterfeit transactions. Globally, the trend in payment behaviour is moving away from cash in favour of electronic payments. This trend to reduce cash is also in an effort to reduce tax evasion and money laundering. Electronic payments provide additional levels of convenience, the ability to monitor payment activities and control risks.

The armoured car services are the responsibility of the Treasury section in Finance. Prior to the pandemic Cashiers required daily armoured car services for deposits, this has been reduced to weekly since the closure of the Civic Centre. The armoured car service provider has been significantly impacted by the pandemic due to the overall reduction in armoured car service needs; as a result the cost per collection has tripled.

Some of the benefits of discontinuing cash transactions include:

- Promotes electronic payment methods that can be received and deposited faster;
- Reduces foot traffic through City Hall;
- Reduces the risk of theft;
- Promotes a healthier work environment as it eliminates the handling of cash;
- Eliminates the risk of counterfeit bills;
- Eliminates the need for armoured car services; and
- Reduces administrative functions for cash balancing, petty cash, preparing cash deposits and coin exchange.

While some of the challenges that may result from discontinuing cash transactions include:

- Acceptance by the general public;
- Increase in time processing electronic payments depending on the type of payment and increase in volume; and
- Increase in volume of payments requiring research if payment is sent through a financial institution or on-line banking with incorrect account information.

Municipal Survey

Most municipalities provide the same payment options to their taxpayers as the City does for our taxpayers. Some municipalities are also accepting on-line credit card payments through third-party providers such as Plastiq, Paytm and Paymentus. The fees associated with these services are paid by the taxpayer. While the City does not promote the use of credit card

payments for property taxes, taxpayers can opt to use these third-party payment providers and the payment is received by the City as a payment through their financial institution.

A survey of other municipalities indicates that there is some interest in moving towards digital payment options and away from cash and cheque. Municipalities are finding that there is a trend to fewer cash transactions naturally. The Cities of Brampton and Markham have opted to eliminate cash transactions. The table below indicates the responses received when asked if they are considering discontinuing cash payments.

| Municipality | Eliminating Cash | Comments |
|---------------------|-------------------------|---|
| Markham | Yes – January 1, 2020 | Corporate report, part of digital payment initiative, eliminated both cash and cheque payment options. |
| Oakville | Recommending | Was recommending to eliminate cash as of January 1, 2021, now recommending immediately. |
| Toronto | No | Currently planning to provide the same counter services as pre-pandemic as have not received Council direction to change service level. |
| Brampton | Yes – January 1, 2021 | Corporate on June 24, 2020 to change acceptable payment methods for Property Tax and Building Division Fees. |
| Caledon | Considering | Report presented to Senior Management on June 4, will continue to accept cash and will discourage cash in favour of other methods of payment. |
| Pickering | Considering | |
| Peterborough | Considering | Currently preparing additional research on cashless options. |
| Whitby | No | Believes cash transactions will naturally lessen |
| Thunder Bay | No | Will likely accept cash when they re-open, but since there are so many different ways to pay besides coming into the office, they are not in a rush to open cashiers to the public. |
| Parry Sound | No | Have seen an increase in people signing up for pre-authorized payments since the office has been closed and an increase with online banking. When the office does open again will accept cash payments. |
| Windsor | No | Trending towards cashless. |

As part of the re-opening of the Civic Centre, cash payments will not be accepted for any transaction processed at the Cashiers counter. Contactless transactions are perceived as being healthier for both staff and the customer. This will also reduce the foot traffic at the Cashiers counter with customers using other payment options.

Revenue staff have communicated with the internal divisions that utilize Cashiers for their transactions. Finance has indicated that all their payments through Cashiers are by cheque.

Enforcement has indicated that most licence applications are mailed with cheque payment; applications brought to the counter can be paid by credit or debit so cashless transactions would not have a significant impact. Approximately ten percent of the transactions for Clerks are by cash; debit and credit payment options are also provided for these transactions. Clerks have indicated their support of cashless transactions for the initial recovery stages. C Café will continue to accept cash transactions and would still need to make bank deposits.

The elimination of cash transactions was presented to the Leadership Team on June 11, 2020 and received full endorsement.

A further review of all services provided by Cashiers and cash transactions for all City services is being conducted. This review will focus on operational efficiencies. The findings of this review will be reported this fall. As cash is legal tender some areas may wish to continue to accept cash transactions such as C Café and Clerks. The operational changes to other program areas currently supported by Cashiers and the handling of their deposits will be included in this review. Armoured car services would be required for any cash deposits.

A communication plan will be developed prior to the re-opening of the Civic Centre. This communication plan will include notices on the City's website, signage posted at the Civic Centre and social media messaging. Future tax billings will also indicate that cash payments will not be accepted at the Civic Centre.

Financial Impact

If Cashiers were to resume daily use of armoured car services then the annual cost is anticipated to be \$7,000 higher than budget for 2020 and the 2021 budget would need to be increased by \$18,000 to accommodate the new costing of this service. Discontinuing the need for a daily armoured car service results in a savings of approximately \$8,000 in 2020 and a budget reduction of \$10,700 in 2021. These savings would be mitigated depending on the needs for cash deposits by other program areas.

As cash transactions account for approximately 30% of the transactions processed at Cashiers, there would also be some cost avoidance in reducing the cash activities required by staff at Cashiers. This would be offset by servicing counter payments through other payment options and the increased time in processing of additional electronic payments. A full analysis of any savings will be included in the detailed review of Cashiers services.

Conclusion

As part of the re-opening of the Civic Centre, Cashiers will discontinue accepting cash payments. Cash transactions processed by Cashiers represent less than two percent of total revenue processed. Cash payments for property taxes can be made at any financial institution. Other forms of payment are accepted for all transactions processed at Cashiers.

Finance, Enforcement and Clerks are in support of Cashiers discontinuing cash transactions through the initial stages of the recovery. C Café may need to continue to accept cash transactions. A further review of Cashiers services and cash transactions for all City Services is being conducted. This review will focus on operational efficiencies including the operational changes to other program areas currently supported by Cashiers and the handling of their deposits. The findings of this review will be reported this fall.

Attachments

N/A



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

Prepared by: Louise Cooke, Manager, Revenue and Taxation

| | |
|--|---|
| Date: July 7, 2020 To: Mayor and Members of Council From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works | Originator's files: Meeting date: July 22, 2020 |
|--|---|

Subject

Cost Sharing Agreement – Rhonda Valley and Acala Crescent Storm Sewer Replacement (Ward 4)

Recommendation

That a by-law be enacted to authorise the Commissioner of Transportation and Works to execute a cost sharing agreement between the Corporation of the City of Mississauga and the Regional Municipality of Peel for the Rhonda Valley and Acala Crescent Storm Sewer Replacement works, including any amending agreements and ancillary documents, in a form satisfactory to Legal Services.

Background

The City regularly inspects, cleans and rehabilitates storm sewers as well as undertakes capital improvements such as replacements as part of its stormwater program.

Through the storm sewer inspection program, segments of pipe along Rhonda Valley and Acala Crescent were identified to be in need of rehabilitation. Further detailed sewer analysis also determined that these pipes had capacity constraints. As a result, the City planned to replace these sewer segments.

The Region of Peel had scheduled a watermain replacement and improvement project along Rhonda Valley and Acala Crescent in 2019. In consultation with the Region, the City was able to include the storm sewer replacement works as part of the Region's watermain upgrade project (Appendix 1). Upon completion, the City would reimburse the Region for the City's portion of the project estimated to be \$182,000.

Comments

When the Region and City plan infrastructure works within road rights-of-way, best efforts are made to coordinate capital works between the two parties in order to take advantage of scheduling and cost efficiencies and reduced disruption to residents.

In respect of the Rhonda Valley and Acala Crescent project, the Region included the City's scope of work for storm sewer replacement in its construction tender. The watermain and storm sewer replacement and improvement project was completed in fall 2019.

City staff had intended to reimburse the Region through a purchase order for the storm sewer component of the project upon receipt of the invoice from the Region in spring 2020. However, upon further consultation with Materiel Management, it was determined that the appropriate mechanism for payment to the Region would be through a cost sharing agreement.

Strategic Plan

The coordination of this project falls within the *Connected* Strategic Pillar under its strategic goal to *Build and Maintain Infrastructure*.

Financial Impact

The Region's watermain replacement project includes coordinated works with the City of Mississauga to replace City storm sewers.

The City's portion of the project, for storm sewer replacement, is estimated at \$182,000 and is being accommodated within PN 19-134, Drainage Improvements – Various Locations.

Conclusion

In order to reimburse the Region of Peel for the storm sewer component of the watermain and storm sewer replacement and improvement works along Rhonda Valley and Acala Crescent, a cost sharing agreement must be executed between the City of Mississauga and the Region of Peel. This report is seeking Council approval to authorize the Commissioner of Transportation and Works to execute the cost sharing agreement.

Attachments

Appendix 1: Map of Watermain and Storm Sewer Replacement



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

Prepared by: Scott Perry, Manager, Stormwater Assets & Programming



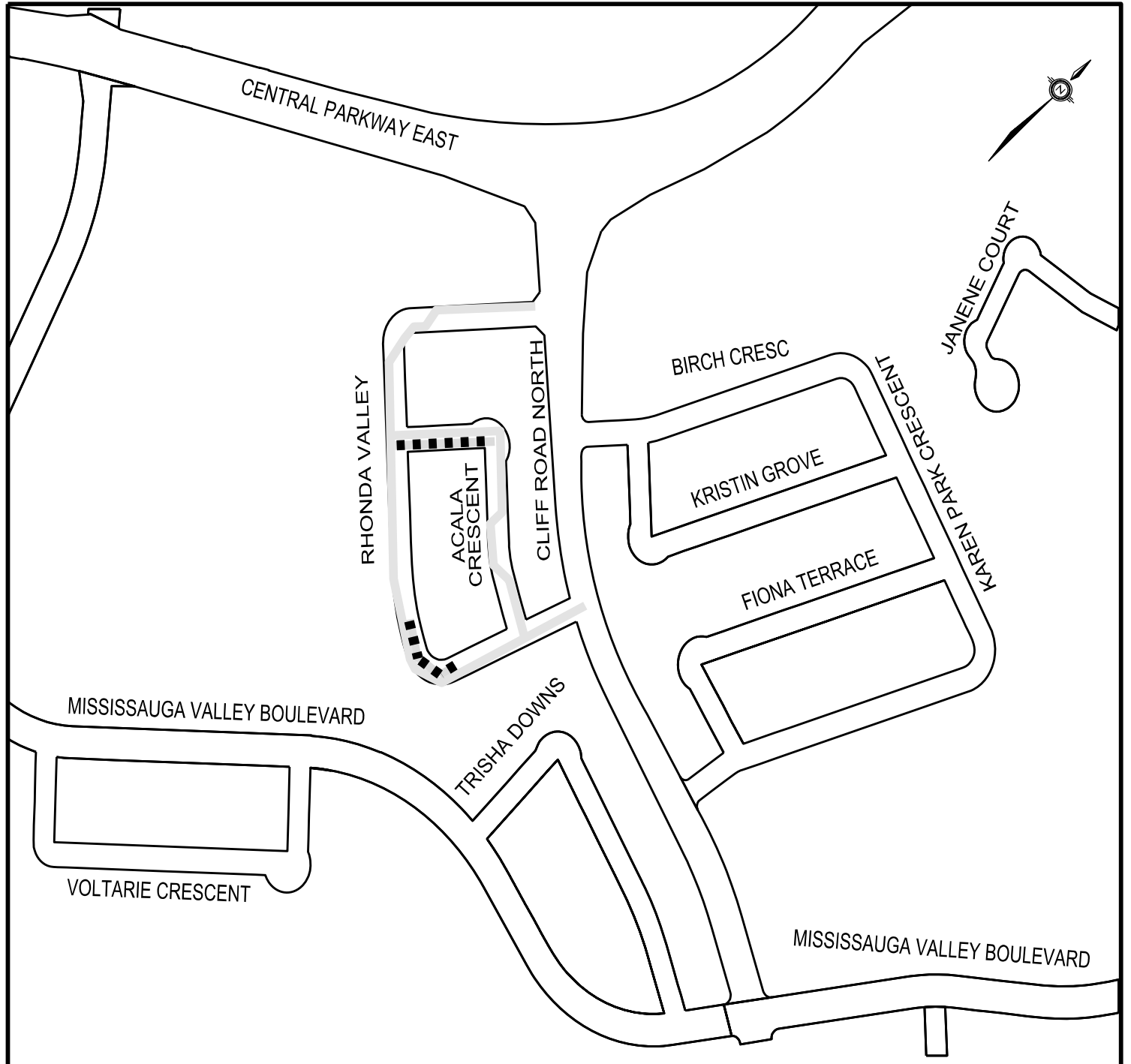
working with you

RHONDA VALLEY
FROM CLIFF ROAD TO CLIFF ROAD
ACALA CRESCENT

FROM RHONDA VALLEY TO RHONDA VALLEY
PROP. WATERMAIN & STORM SEWER REPLACEMENT
PROJECT MANAGER : SARAH LOBO x- 8266
COUNCILLOR : J.KOVAC, WARD 4
CONTRACTOR : DSL ENTERPRISE INC.
INSPECTOR : CESAR FADEL x-3246

LEGEND

PROP. STORM.SEW. ■■■■■
PROP. WATERMAIN —



Date: July 7, 2020

To: Mayor and Members of Council

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

Originator's files:

Meeting date:
July 22, 2020

Subject

Single Source Contract Extension for Bridge Management System and Biennial Inspections PRC001936, Contract No. 46000014279 - All Wards

Recommendations

1. That the report titled "Single Source Contract Extension for Bridge Management System and Biennial Inspections PRC001936, Contract No. 46000014279 – All Wards" dated June 24, 2020, from the Commissioner of Transportation and Works be received; and
2. That Contract No. PRC001936 (original FA.578-12) with Engineering Management Systems Inc. ending August 31, 2022 be extended for a five-year period ending August 31, 2027 for services related to the Bridge Management System and biennial inspections of the City's bridges and large culverts.

Background

Since 2007, the City has been using a software solution called Bridge Total Management System (TMS) in tandem with an engineering consulting assignment to manage its bridges and large culverts. In accordance with Ontario Regulation 472/10, made under the Public Transportation and Highway Improvement Act, as amended, the structural integrity, safety and condition of every bridge shall be determined through the performance of at least one inspection in every second calendar year under the direction of a professional engineer and in accordance with the *Ontario Structure Inspection Manual (OSIM)*.

In 2012, the City went out to the marketplace and discovered that there were only three vendors that offered a management system to go along with engineering services for biennial inspections of its bridges and large culverts. Two of those vendors were qualified to submit cost proposals. Engineering Management Systems Inc. (EMSi) was the successful vendor and was awarded a 5-year contract with optional extensions expiring on August 31, 2022. At that time, Community Services partnered with Transportation and Works on the procurement to support the management system and inspection requirements for its bridge structures as well.

In addition to maintaining detailed bridge and culvert inventory data and OSIM inspection reports, these management systems monitor and track the overall performance of the assets under a variety of funding and risk scenarios over the lifecycle of the assets. The analysis and scheduling tools built into the Bridge TMS are proprietary and allow the City to develop lifecycle strategies, manage risk and chart progress towards target service levels while assessing various funding scenarios.

Comments

The current contract with EMSi for the bridge management system and engineering services expires on August 31, 2020, after which will begin the final 2-year extension until August 31, 2022.

With the August 31, 2022 contract end in mind, staff began planning for the procurement and integration of a new system and engineering consulting services, in accordance with the Purchasing By-law 374-06. Through this process, it was found that it would be more cost effective for the City to seek an extension of the contract with its current vendor, EMSi, than it would be to enter into a contract with a new vendor for similar services to provide a bridge management system and supporting engineering services. This is due to a number of factors, including:

- No additional labour costs would be incurred to integrate the system;
- No additional staff training resources would be required;
- No fees to purchase or license the new solution would be required; and
- Cost savings on engineering services would be realized as the current vendor has detailed knowledge and experience with the City's bridge/culvert structures and their site conditions.

There is an opportunity to extend the contract with the existing vendor for an additional 5-year period, ending August 31, 2027. This involves extending the existing contract by a total of 7 years (2 years as per the original contract plus 5 additional years). Based upon the factors noted above, this approach would yield an estimated cost savings of \$1.8 million over the five-year contract extension, as discussed in the Options section below.

Council approval is required to enter into this contract extension as the term with the vendor would exceed ten (10) years, and as it would represent a high value single source acquisition. Schedule 'A' item 1(b)(iv) of Purchasing By-law No. 374-2006 allows for single source contract awards when the solicitation of competitive bids would not be economical to the City.

Options

The City has two options to procure a bridge management system and engineering consulting services needed to satisfy the requirements of O. Reg. 472/10, as follows:

1. Extend the existing contract with the current vendor, EMSi ; or
2. Seek competitive bids for a new bridge management system and engineering services from qualified vendors.

Table 1 below provides a comparison of the City's options.

Table 1: Estimated Costs of Options 1 and 2

| Services and related resource requirements over 5-year contract | <u>Option 1:</u> Extend contract with current vendor | <u>Option 2:</u> Procure a new system and services from a new vendor |
|---|--|--|
| Labour Costs – IT staffing pressures ¹ | \$ 0 | \$ 100,000 |
| Engineering Services – T&W assets | \$ 267,000 | \$ 845,000 ² |
| Engineering Services – CMS assets | \$ 55,000 | \$ 315,000 ² |
| System Solution – Capital costs ³ | \$ 0 | \$ 750,000 |
| System Solution – Operational Costs ⁴ | \$ 80,000 | \$ 230,000 |
| Total costs over 5-year contract | \$ 402,000 | \$ 2,240,000 |

¹ Includes support from an IT Project Lead for 6 months and a GIS/Infor developer for 3 months.

² Based on market research with other municipalities and previous procurement results.

³ Includes solution cost, training for business leads and field inspectors, customization, servers, operating systems.

⁴ Includes maintenance and support, annual license and outsource analysis reporting.

Based on staff's analysis, the cost to procure a new bridge management system and services from a new vendor is estimated to be approximately \$1.8 million higher over a 5-year period than it would to continue with the City's current vendor through a contract extension.

Strategic Plan

This procurement supports the City's Strategic Pillar of *Connect* and its strategic goal to *Build and Maintain Infrastructure*.

Financial Impact

The 2021 Capital Plan is requesting \$0.2M in funding for the existing contract (and final 2-year extension to 2022) in Project Number 005153 Bridge & Structure Biennial Appraisal. There is cash flow funding of \$0.75M available in Project Number 005155 Bridge & Structure Biennial Appraisal for the new contract term from September 2022 to August 2027. Both projects are funded from Federal Gas Tax Reserve Fund Account # 35182. There is sufficient funding in the forecast for Option 1. Option 2 would require additional funds to be budgeted.

Conclusion

An extension to the current contract with Engineered Management Systems Inc. until 2027 is recommended as the solicitation of competitive bids would not yield a cost-effective result for the City. Council approval is required for this contract extension.



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

Prepared by: Laura Archila, P.Eng., Transportation Infrastructure Coordinator

City of Mississauga
Corporate Report



| | |
|--|--|
| <p>Date: June 23, 2020</p> <p>To: Mayor and Members of Council</p> | <p>Originator's files: CD.10.135</p> |
| <p>From: Shari Lichterman, CPA, Commissioner of Community Services</p> | <p>Meeting date: July 22, 2020</p> |

Subject

Transfer of Section 37 Funds – Spray Pad Garnetwood Park

Recommendation

1. That a new capital project PN 20-352 Spray Pad - Garnetwood Park (P-135) be created with a gross and net budget of \$544,124 and that funding be allocated from the Section 37 reserve fund Account #35220
2. That funding of \$544,124 be transferred from the Section 37 reserve fund account #35220 to PN 20-352.
3. That all necessary by-laws be enacted.

Background

At the Council meeting on March 7, 2018 Recommendation PDC-0017-2018 was adopted based on a Planning and Development Report dated March 5, 2018, from the Commissioner of Planning and Building, which outlined recommended Section 37 Community Benefits under file OZ 12/009 W3 from Forest Park Circle Ltd. The Community Benefits were associated with development on 1850 Rathburn Road East and 4100 Ponytrail Drive. Forest Park Circle Ltd entered into a Section 37 Agreement with the City and \$750,000.00 was approved as the Section 37 Community Benefit. A portion of this contribution, \$377,124.00 was allocated towards installation of a spray pad in Garnetwood Park.

Subsequently, at Council meeting on October 23, 2019 Recommendation PDC-0066-2019 was adopted based on a Planning and Development report dated September 13, 2019 from the Commissioner of Planning and Building approving Section 37 Community Benefit contribution under file H OZ 18/004 W3 from Hazelton Development Corporation in an amount of \$328,750.00. A portion of this contribution, \$167,000.00, has been allocated towards installation of a spray pad in Garnetwood Park.

Comments

A total amount of \$544,124.00 has now been secured through Section 37 Community Benefits to fund installation of a new spray pad in Garnetwood Park. Park Development Staff in Community Services Department is in the process of procuring a consultant team to undertake design and construction administration of spray pads at three locations to include Garnetwood Park, for efficiencies, and would access transferred Section 37 funds with approval from Council.

Financial Impact

This report is requesting authority to transfer \$544,124.00 from Section 37 reserve fund #35220 to a new capital project PN 20-352 for the design and construction of a spray pad in Garnetwood Park.

These funds have already been received and consist of \$377,124.00 collected from Forest Park Circle Ltd. and \$167,000.00 collected from Hazelton Development Corporation.

Conclusion

Transfer of funds in an amount of \$544,124.00 from Section 37 reserve fund towards installation of spray pad in Garnetwood Park is in keeping Recommendation PDC-0017-2018 and Recommendation PDC-0066-2019.

Attachments

Appendix 1: Recommendation PDC-0017-2018

Appendix 2: Recommendation PDC-0066-2019

Appendix 3: Key Location Map



Shari Lichterman, CPA, Commissioner of Community Services

Prepared by: Sangita Manandhar, Team Leader, Park Planning

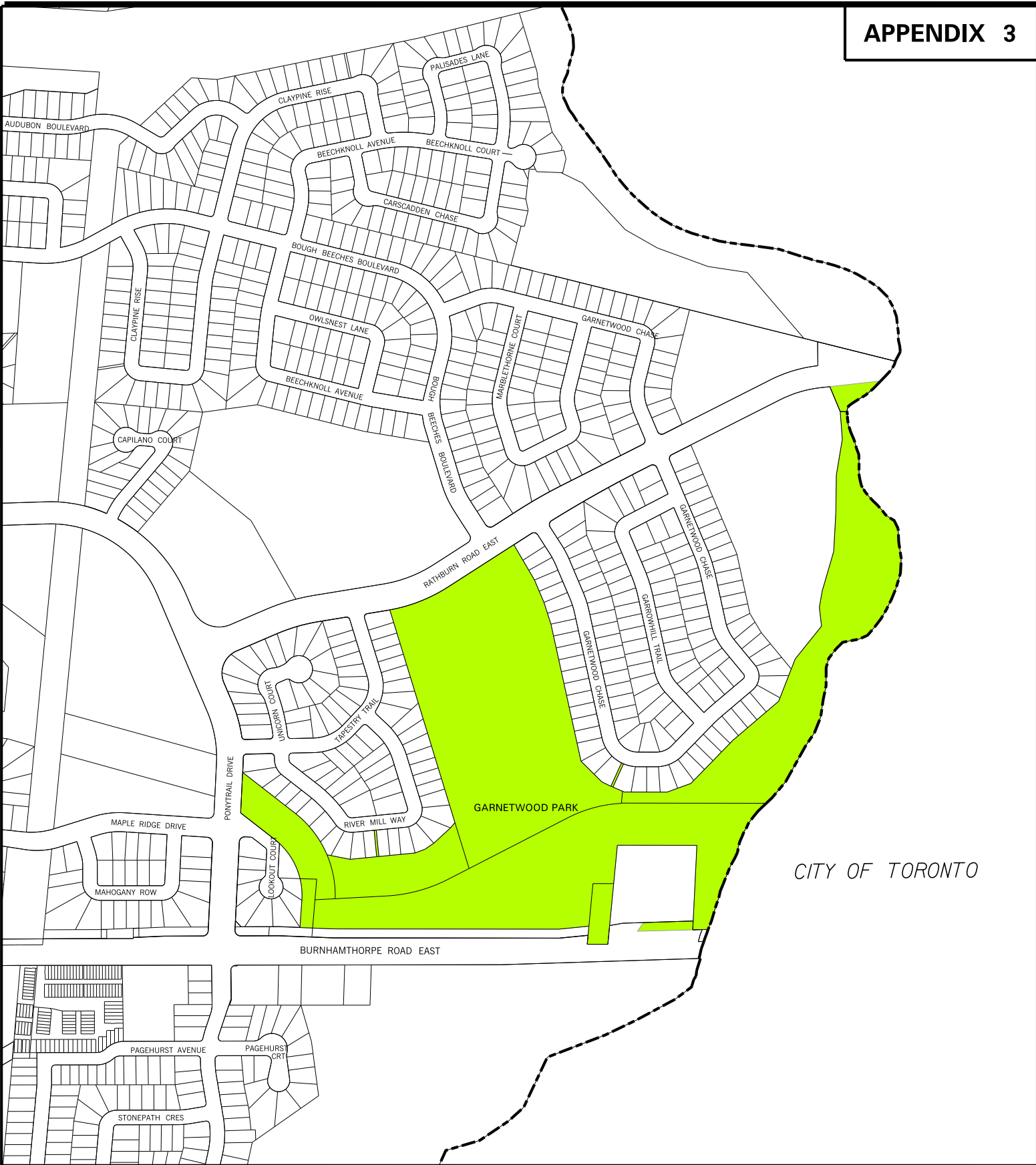
Recommendation No. PDC-0017-2018
Council Date 2018-03-07
Recommendation description PDC-0017-2018

That the report dated March 5, 2018 from the Commissioner of Planning and Building outlining the recommended Section 37 Community Benefit contribution under File OZ 12/009 W3, Forest Park Circle Ltd. be adopted and that a Section 37 agreement be executed in accordance with the following:

1. That the sum of \$750,000.00 be approved as the amount for the Section 37 Community Benefit contribution.
2. That City Council enact a by-law under Section 37 of the Planning Act, to authorize the Commissioner of Planning and Building and the City Clerk to execute the Section 37 agreement with the Registered Owner, and that the agreement be registered on title to the lands in a manner satisfactory to the City Solicitor, to secure the community benefits.

OZ 12/009

| | |
|----------------------------|--|
| Recommendation No. | PDC-0066-2019 |
| Council Date | 2019-10-23 |
| Recommendation description | PDC-0066-2019 That the report dated September 13, 2019, from the Commissioner of Planning and Building recommending approval of the removal of the "H" holding symbol application, under File H-OZ 18/004 W3, Hazelton Development Corp., 4064, 4070 and 4078 Dixie Road, be adopted and that the Planning and Building Department be authorized to prepare the by law for Council's passage. |
| Control Terms | PLANNING AND DEVELOPMENT COMMITTEE, PDC, H HOLDING SYMBOL REMOVAL, ZONING, APPLICATION, H-OZ 18/004 W3, HAZELTON DEVELOPMENT CORP., 4064, 4070, 4078 DIXIE ROAD, |
| Committee | PDC |
| Ref Bylaw | 0081-2020, 0082-2020 |



Location Map for P-135



Subject Property Garnetwood Park



FILE NUMBER:
P-135

SCALE:



MISSISSAUGA

| | |
|--|--------------------------------|
| Date: July 7, 2020 | Originator's files: |
| To: Mayor and Members of Council | |
| From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works | Meeting date: July 22, 2020 |

Subject

The Exchange from City Centre Drive to Webb Drive – Municipal Class Environmental Assessment Study (Wards 4, 7)

Recommendations

1. That the report titled The Exchange from City Centre Drive to Webb Drive – Municipal Class Environmental Assessment Study (Wards 4, 7) dated July 7, 2020 from the Commissioner of Transportation and Works be received;
2. That the draft Project File Report and the preferred solution for The Exchange Municipal Class Environmental Assessment Study (City Centre Drive to Webb Drive), dated July 2020 be endorsed by Council;
3. That staff be directed to publish the “Notice of Study Completion” for the study in the local newspaper and to place the Project File Report on the public record for a 45-day review period in accordance with the Municipal Class Environmental Assessment process; and
4. That all necessary by-laws be enacted.

Report Highlights

- The City has carried out, through its consultant, WSP, Phases 1 and 2 of a Schedule ‘B’ Class Environmental Assessment (EA) study for The Exchange corridor from City Centre Drive to Webb Drive.
- Through the EA, there were several opportunities for consultation with the public, stakeholders and various government and technical agencies, including a public information centre.
- The preferred solution is to extend The Exchange southerly from City Centre Drive to Webb Drive with two lanes of travel as well as wide sidewalks, and on-street parking.

- The estimated cost to implement the preferred road design is \$2.3 million and funding requirements will be identified in a future Roads Service Area Capital Plan.
- A copy of the executive summary of the Project File Report (PFR) has been appended to this report.
- Subject to Council endorsement, the PFR will be posted on the public record for a 45-day review period.

Background

Municipalities in Ontario follow the Municipal Class Environmental Assessment (October 2000, amended 2007, 2011, and 2015) process under the Ontario Environmental Assessment Act to complete a Municipal Class Environmental Assessment (EA) for most transportation, water and wastewater projects. The Municipal Class EA is a phased planning approach that includes five (5) main study phases and public consultation. The complexity and extent of the environmental impact of a specific project determines the number of phases to be completed to comply with the Class EA process.

The five (5) phases are as follows:

Phase 1 - Problem or Opportunity: The completion of this phase requires the proponent to document the factors that lead to the conclusion that an improvement or change is warranted.

Phase 2 - Alternative Solutions: In this phase, alternative solutions to the problem or opportunity are identified and evaluated, taking into account the existing environment. A recommended preferred solution can be developed with input from the public and review agencies. The nature of the solution will determine if the proponent is required to complete additional phases of the Municipal Class EA process.

Phase 3 - Alternative Design Concepts for Preferred Solution: If required, this phase will examine alternative methods of implementing the preferred solution, again considering environmental impacts and public and review agency input.

Phase 4 - Environmental Study Report (ESR): This phase includes the preparation of an ESR that documents the rationale and planning and consultative process undertaken for the project and the publication of the report for public review. The ESR is filed with the Municipal Clerk and placed on the public record for at least 30 calendar days for review by the public and review agencies. In consideration of the unprecedented circumstances, the Project File will be made available for a period of 45 calendar days. At the time of filing the ESR, the public and review agencies are notified via the Notice of Study Completion of the ESR, which is mailed out to area residents and advertised in local newspapers and online at mississauga.ca. Any outstanding comments and concerns must be provided to the proponent during this time. If concerns regarding this project cannot be resolved through discussion with the proponent, a person or

party may request that the Minister of Environment, Conservation and Parks order the project to comply with Part II of the Environmental Assessment Act (referred to as a Part II Order), which addresses individual environmental assessment. If no request for an Order is received by the Minister within the review period, the ESR is deemed approved and the proponent may proceed to Phase 5 and implementation of the project.

The City is keeping the community safe by complying with regional and provincial guidelines, supporting physical distancing, and postponing in person public meetings. Engagement for essential and priority projects continues online paired with universally accessible methods.

Interested members of the public may view the Project File on the City's website. Should a member of the public request a hard copy of the Project File, the City will assess how this might be prepared and delivered in a manner that is consistent with regional and provincial guidelines supporting physical distancing.

The anticipated environmental impacts of an extension of The Exchange are minor, considering the study area setting and development context. Therefore, this study meets the criteria for a Schedule 'B' process.

City staff has worked with their consultants WSP to complete Phases 1 and 2 of a Schedule 'B' Class EA study for The Exchange corridor from City Centre Drive to Webb Drive.

The Executive Summary of the PFR is provided in Appendix 1.

The major objectives of the EA were to:

- Confirm and document the need for road improvements, vehicular and non-vehicular;
- Address existing and potential safety issues along the corridor;
- Establish a preferred alternative planning solution and right-of-way requirements;
- Determine active transportation requirements (pedestrian and cyclist), and
- Prepare a PFR.

Study Area

The Exchange Class EA study area is generally situated between Webb Drive to the south and City Centre Drive to the north (as shown in Figure 1). The study area to the south of Burnhamthorpe Road is currently vacant and used as an informal pedestrian path between Webb Drive and Burnhamthorpe Road West; the study area to the north of Burnhamthorpe Road West consists of a parking lot and an adjacent office building.

The Exchange currently exists as a 2-lane north-south roadway with pedestrian sidewalks on both sides within the parking lot of Square One Shopping Centre, from City Centre Drive (to the south) to the main entrance of the shopping centre (to the north).

Other key north-south transportation links in the immediate area include: Kariya Gate and Duke of York Boulevard, both City collector roads. Key east-west transportation links in the area include Webb Drive and City Centre Drive, City collector roads, and Burnhamthorpe Road West.

Existing Conditions

Existing conditions of the study area were collected and reviewed, including the following:

- Various background studies and reports (e.g. stormwater management reports, etc.);
- Data provided by the City of Mississauga (e.g. traffic data, tree survey data, etc.);
- Investigations undertaken as part of this Class EA study;
- Meetings with the Project Team;
- Meetings and correspondence with agencies including the Ministry of Environment, Conservation and Parks;
- Consultation with members of the public; and
- Site visits.

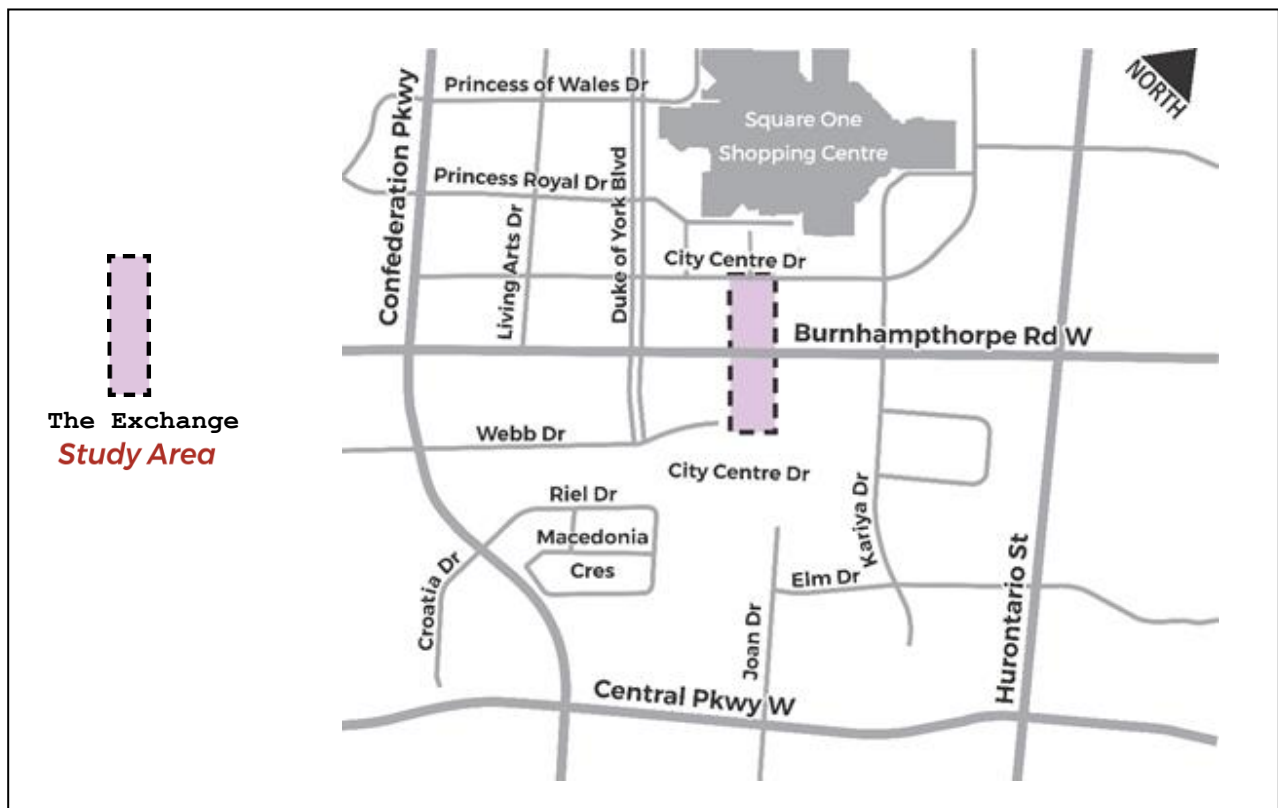


Figure 1: The Exchange Study Area

Comments

Problems and Opportunities

The Exchange is already being planned as the heart of the transitioning downtown. The extension of The Exchange will build on its presence as a main street within the Downtown, linking residents and visitors to residential, commercial, employment, recreational and civic uses. The Exchange will provide an important link between the heart of the downtown, Square One, and neighbourhoods to the south. In addition to being an important community link, The Exchange is intended as a venue and a destination for community events and open air markets. The success of The Exchange relies on providing pedestrian-oriented, smaller scale retail and entertainment opportunities; maximizing access and walkability; creating an aesthetically pleasing streetscape supported by transit, public spaces, residences and commerce.

Evaluation of Alternative Solutions

The Class EA process for municipal roads in Ontario requires consideration and evaluation of all reasonable alternative solutions to accommodate future travel demand. The following alternative solutions have been assessed from a traffic perspective and been identified as possible alternative solutions:

- Alternative 1 – Do Nothing;
- Alternative 2 – Diverting traffic or developing Transportation Demand Management (TDM) strategies;
- Alternative 3 – Resolving the deficiency elsewhere in the network; and
- Alternative 4 – Extend The Exchange from City Centre Drive to Webb Drive.

Each alternative solution was evaluated based on the following criteria:

- Transportation and Technical;
- Socio-Economic environment;
- Natural environments;
- Cultural environment,
- Construction Impacts; and
- Cost

Based on the analysis and evaluation of alternative solutions and feedback received from the public and stakeholders, the preferred planning solution is Alternative 4 – Extend The Exchange from City Centre Drive to Webb Drive. Alternative 4 addresses the Problems and Opportunities by:

- Supporting the creation of an urban environment that meets planning objectives, network connectivity and access;
- Fully addressing the City's transportation objectives by creating a fine-grained downtown street network;

- Providing a new north-south road for anticipated future high-rise, mixed-use development;
- Providing redundancy in the road network for all vehicles;
- Creating smaller, more walkable blocks that enhance pedestrian access to transit; and
- Supporting a mixed-use community by offering a high-quality pedestrian environment and street-parking for street-level commerce.

Road Design Concept

A design concept was developed for the Preferred Planning Solution to extend The Exchange from City Centre Drive to Webb Drive. The design concept was developed for illustrative purposes only and is subject to refinement during future design phases. It is noted that subsequent to the Public Information Centre in June 2019, City staff continued to meet with property owners/developers north and south of Burnhamthorpe Road. As a result of this consultation, minor adjustments were made to the road right-of-way width, through some narrowing of the boulevard.

Figure 2 illustrates the proposed typical road cross-section. The typical cross-section is based on the Standard City Centre Cross-Section. Figure 3 shows the road alignment concept.

The following design aspects will be of particular interest:

- The use of the City of Mississauga Standard City Centre Road Cross-Section will ensure appropriate space is available for underground utilities and sidewalks. However, some details of the road cross-section may be subject to minor adjustments during the design phase;
- Traffic operations including new signalized intersections at City Centre Drive, Burnhamthorpe Road West, and a stop-controlled intersection at Webb Drive;
- The road design concept modification to reduce the proposed right-of-way from 23m to 22m and to reduce the offset at Burnhamthorpe Road originally shown in the Hurontario Light Rail Transit Environmental Assessment;
- Design of wide sidewalks to create a high-quality pedestrian environment to encourage walking and create a vibrant street; and
- Design of on-street parking, while maintaining appropriate clearance at intersections.

The streetscape depiction is conceptual only. Green areas are identified for future streetscape design and do not imply the presence of sod. Location of streetscape is subject to further design and integration with the adjacent development, utilities and municipal services.

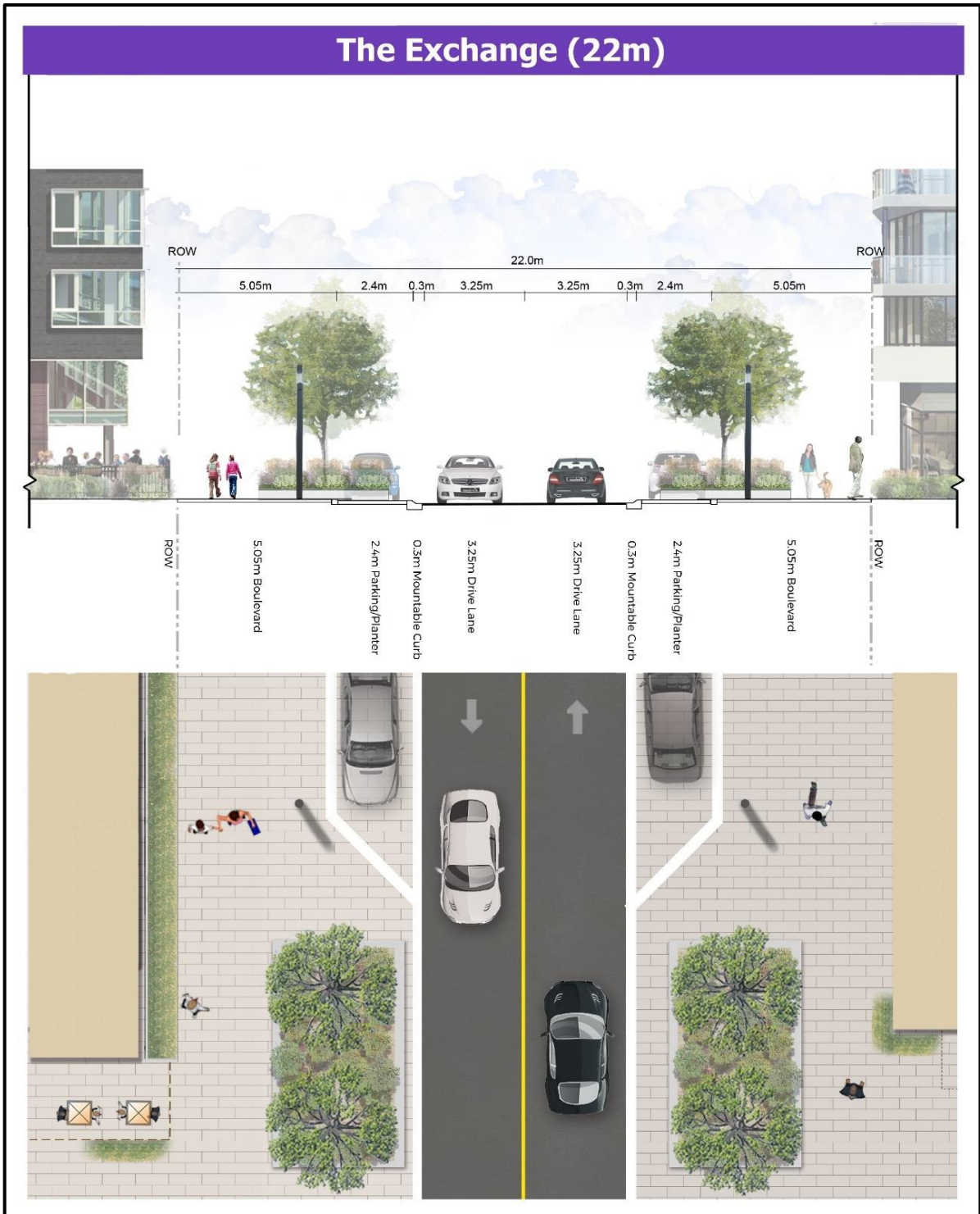


Figure 3: The Exchange Cross-Sections

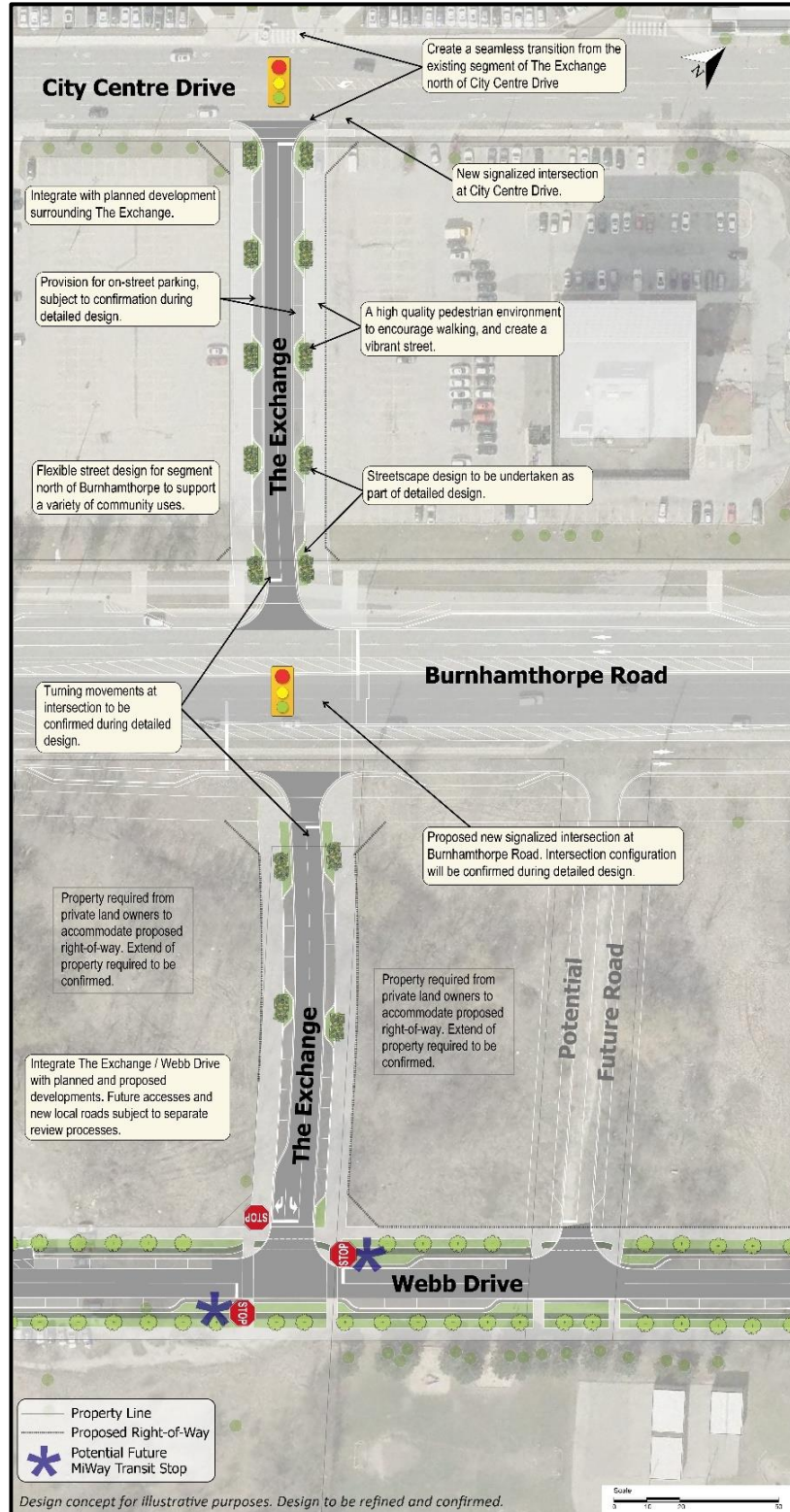


Figure 4: The Exchange Design Concept

Public Consultation

Public consultation is a key feature of an EA planning process and therefore was a principal component of The Exchange from City Centre Drive to Webb Drive – Municipal Class Environmental Assessment Study. Key features of the consultation program undertaken as part of this study included:

- Notice of Study Commencement published in the local newspaper on December 6 and 13, 2018 and mailed to area property owners and technical agencies;
- Public Information Centre held on June 12, 2019; and
- Various stakeholder meetings with impacted property owners.

Subject to Council endorsement, a Notice of Study Completion will be published in the local newspaper and mailed to area property owners and technical agencies.

Implementation

It is recommended that the preferred road design concept be constructed in coordination with the area developments to minimize impacts to the surrounding residents and businesses. Staff is also working with the development community to determine how the design and construction costs of certain elements within the road can be shared. Funding requirements will be included in a future Business Plan and Budget for Council's approval.

Property Requirements

Confirming the potential property impacts and engagement of the property owners of 233 Webb Drive, and 180 Burnhamthorpe Road West will be a priority during preliminary and detailed design phases. The City has been engaged in discussions with the property owners about the Mississauga Official Plan Amendment (MOPA) 8 and the proposed right-of-way modifications for The Exchange.

Next Steps

Should this study PFR and the preferred alternative solution be endorsed by Council and no Part II Orders are filed with the Ministry of the Environment, Conservation and Parks during the public notification period, this project will be deemed approved. The Notice of Study Completion for this PFR will be posted for a 45-day review period.

Financial Impact

The estimated cost to implement the preferred road design is \$2.3 million and funding requirements will be identified in a future Roads Service Area Capital Plan from the Development Charges Reserve Account (DCA Roads and Related Infrastructure Account #31335).

Staff is also working with the development community to determine how the design and construction costs of certain elements within the road can be shared.

The nominal fees associated with publishing the “Notice of Study Completion” for this study in the local newspaper and placing the PFR on the public record for a 45-day review period can be funded by the existing capital project #17-104 Downtown Roads.

Conclusion

The Transportation and Works Department recommends that Council endorse the preferred alternative solution for The Exchange from City Centre Drive to Webb Drive and that staff be directed to publish the Notice of Study Completion for this study in the local newspaper and to place the PFR on the public record for a 45-day review period. The preferred solution is to extend The Exchange with two lanes of travel as well as wide sidewalks, and on-street parking, as outlined in this report.

Attachments

Appendix 1: The Exchange Municipal Class Environmental Assessment Study - Draft Project File Report: Executive Summary



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

Prepared by: Gino Dela Cruz, P.Eng., Transportation Project Engineer

The Exchange Extension
Schedule B Municipal Class Environmental Assessment

PROJECT FILE (DRAFT)

July 2020

Prepared for: City of Mississauga

Prepared by: WSP

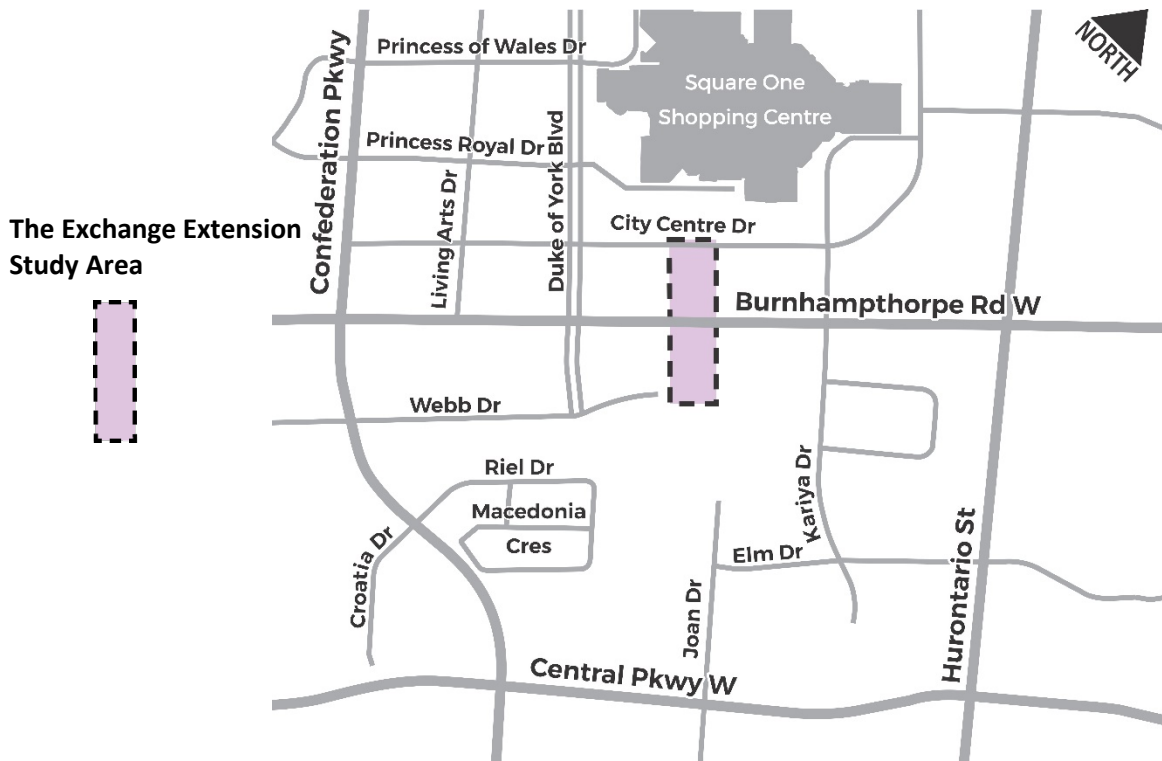
Executive Summary

Introduction

The City of Mississauga has completed a Municipal Class Environmental Assessment (Class EA) Study to evaluate the need to extend The Exchange from City Centre Drive to Webb Drive. The Study was carried out as a Schedule B project in accordance with the Municipal Class EA document (2000, as amended in 2015), as approved under the Ontario Environmental Assessment Act.

The Exchange Class EA study area is generally situated between Webb Drive to the south and City Centre Drive to the north (**Exhibit ES-1**). The study area to the south of Burnhamthorpe Road is currently vacant and used as an informal pedestrian path between Webb Drive and Burnhamthorpe Road West; the study area to the north of Burnhamthorpe Road West consists of a parking lot and an adjacent office building.

Exhibit ES-1: The Exchange Extension Study Area



Planning Context

The planning and policy framework applicable to The Exchange Class EA Study was reviewed. The planning and policy framework guides infrastructure planning, land use planning, and strategic investment decisions to support Provincial, Regional and Local objectives in growth and transportation. Plans and policies reviewed and documented included:

- A Place to Grow - Growth Plan for the Greater Golden Horseshoe (2019)
- Provincial Policy Statement (2020)
- Region of Peel Official Plan (2018)
- City of Mississauga Strategic Plan
- City of Mississauga Official Plan (2016)
- Downtown21 Master Plan (2010)
- Downtown Core Local Area Plan (2015)
- Mississauga Transportation Master Plan (2019)
- City of Mississauga Cycling Master Plan (2018)

One of the key guiding plan/policy documents is the Downtown Core Local Area Plan (Mississauga Official Plan Amendment 8 - "MOPA 8"), which builds on the Official Plan and contains more detailed policies and schedules specific to the Downtown Core. The Downtown Core Local Area Plan (DCLAP) policies are intended to promote a high quality of urban design and urban built form. The proposed The Exchange extension is being planned to directly support DCLAP policies.

The DCLAP goals and objectives are directly relevant to The Exchange Class EA Study:

- ▶ Create a vibrant Downtown by strengthening the transportation system, improving linkages/access, and enhancing the pedestrian experience;
- ▶ Create a fine-grained, well-connected road network that supports multiple modes of transportation; and
- ▶ Develop an urban environment that includes high-quality public spaces.

The proposed The Exchange extension is consistent with the following policies of the DCLAP:

- ▶ Development Objectives outlined in Section 2.1 of DCLAP provide policies intended to plan for the location of streets, provide for a high standard of urban and streetscape design, and develop/enhance of a comprehensible public/private system of pathways and open space.
- ▶ Urban Design Objectives outlined in Section 3.1 provide policies intended to, for example:
 - Encourage a built form which has a high level of physical continuity, cohesion and linkage between building;
 - promotes urban scale land blocks, streets and built form appropriate to transit supportive and pedestrian oriented core;
 - achieve elements of linkage to the abutting communities while ensuring compatible integration and context sensitivity; and
 - achieve a balance of vehicular traffic and transit and active transportation needs to achieve pedestrian comfort, convenience, safety and accessibility.
- ▶ Urban Design policies for the public realm outlined in Section 3.2.1 of the DCLAP speak to the design of streets, edge boulevards and public open spaces. Again, these policies emphasize the desire to promote a high level of design tailored to the pedestrian and cyclist, and on-street experience.

Existing Conditions

Land Use

The proposed extension of The Exchange will be situated on and adjacent to lands designated for future condominium communities and mixed-use development. Existing land use in the broader surrounding area contains a mix of high-density condominium residential communities with some street-level commercial use, as well as office uses and parking. An informal pedestrian path has formed along the future route for the Exchange, which connects Burnhamthorpe Road to the informal pedestrian path between Webb Drive.

Cultural Heritage

A Cultural Heritage Assessment was conducted in support of The Exchange Class EA. Based on this work, there are no built heritage resources or cultural heritage landscapes within or adjacent to The Exchange study area.

A Stage 1 Archeological Assessment was conducted in support of The Exchange Class EA Study (**Appendix A**). The assessment was carried by Archaeological Research Associates Ltd (ARA) in accordance with the *Ministry of Tourism, Culture and Sport (MTCS) Standards and Guidelines for Consultant Archaeologists* (2011). The findings indicate that The Exchange Class EA study area may have archaeological potential and should be subject to a Stage 2 Archeological Assessment. No ground alterations or development of any kind may occur within the study area until the Stage 2 assessment is complete.

Natural Environment

The natural environmental assessment included background review and field studies to characterize existing natural heritage features and functions. For any natural areas present, the assessment included: delineating existing vegetation communities, a botanical survey, general wildlife habitat survey, identification of potential Species at Risk (SAR) habitat, documentation of all incidental wildlife observations including bird calls, and confirmation of no surface drainage features in the four project areas. Field surveys were carried out in July 2019.

Key findings are summarized as follows:

- ▶ The study area is a mix of paved parking lot and vacant lands slated for future development with early successional vegetation growth;
- ▶ No portion of the area is within CVC's regulated area;
- ▶ No components of the City's Natural System as mapped on Official Plan Schedule 3 are present;
- ▶ No Core Areas of the Greenlands System are present;
- ▶ No fish habitat is present;
- ▶ No confirmed Significant Wildlife Habitat is present; and

- ▶ Implications of the MBCA have potential to occur during the construction phase of the project when clearing and grubbing of vegetation could potentially disturb nests of migratory birds.

Based on this review, it is concluded that the proposed road extension can be undertaken without impacting sensitive natural features and functions. Existing natural features within the Study Areas are limited and highly impacted due to the urban nature of the site, providing limited habitat functions for plant and wildlife species. With the proper implementation of mitigation measures, residual impacts to the identified natural heritage features are anticipated to be minor and manageable. Potential impacts and measures will be further revisited and confirmed at detailed design when grading and construction requirements are further refined.

Drainage and Stormwater

The study area falls within the Cooksville Creek watershed and is under the jurisdiction of the Credit Valley Conservation Authority.

There are no surface water features or areas regulated under Credit Valley Conservation Authority Regulation 160/06. Currently, surface water runoff from the existing The Exchange and developed and developed areas flows into the existing storm sewer system. Undeveloped parcels drain as overland flow to the surrounding street network where it enters the storm sewer system.

The City will develop a Stormwater Management Plan for the extension of The Exchange during the design phase. Storm runoff from the new section of The Exchange will likely be conveyed via catch basin to the existing sewer system. The stormwater management design for The Exchange extension will appropriately manage water quality and quantity per applicable City of Mississauga and Credit Valley Conservation design criteria. LID measures may be considered during detailed design however, opportunities may be limited by the constrained right-of-way.

Municipal Services and Utilities

The Region of Peel is making watermain and sanitary sewer improvements on numerous streets in the Mississauga City Centre. The Region has planned this work to improve water supply through water infrastructure upgrades, in support of approved growth in the Mississauga City Centre. Specific work underway in the vicinity of The Exchange Class EA study area includes: A new 1500 mm watermain along Burnhamthorpe Road, between Grand Park Drive and Cawthra Road; a new 400 mm

watermain on Duke of York Boulevard from Burnhamthorpe Road to Centre View Drive and Centre View Drive, for local distribution; and a mm new watermain on Webb Drive from Grand Park Drive to Duke of York Boulevard, for local distribution. Sanitary improvements are also identified in these areas. Construction is ongoing through 2020. Other local municipal services and utilities will be installed as part of proposed future developments.

Transportation

Existing Transportation Network

The Exchange currently exists as a 2-lane north-south roadway with pedestrian sidewalks on both sides within the parking lot of Square One Shopping Centre, from Burnhamthorpe Road West (to the south) to the main entrance of the shopping centre (to the north).

Other key north-south transportation links in the immediate area include: Kariya Gate and Duke of York Boulevard, both City collector roads. Key east-west transportation links in the area include Webb Drive and City Centre Drive, City collector roads, and Burnhamthorpe Road West.

Traffic and Transportation Assessment

An assessment of existing (2018) traffic conditions was undertaken to assess the overall transportation network performance which incorporated the study areas of the four downtown EA studies (Redmond Road, Webb Drive, The Exchange and Kariya Drive). A detailed description of existing and future traffic conditions and associated methodology is included in the Transportation and Traffic Analysis Report, available upon request from City of Mississauga staff.

The micro-simulation assessment included an analysis of existing conditions and operational performance for the area bounded by Elora Drive, Webb Drive/Central Parkway West, Hurontario Street, as well as Burnhamthorpe Road West/City Centre Drive.

Based on the findings of this assessment, minor approaches of signalized intersections along Burnhamthorpe Road (northbound and southbound) and Hurontario Street (eastbound and westbound) experience high delays due to traffic signal coordination on major approaches and long cycle time (160 seconds). Existing traffic conditions at all

intersections in all four Class EA study areas are generally operating at an overall acceptable level of service (i.e. Level of Service “D” or better).

Results from the future (2031) traffic analysis indicated that without the extension of The Exchange between City Centre Drive and Burnhamthorpe Road, adjacent corridors are expected to operate with heavy delays where many turning movements are expected to operate with high delays. The extension of The Exchange corridor could provide an essential multi-modal connection between the community to the south of Burnhamthorpe Road and transit/shopping/community amenities to the north of Burnhamthorpe Road.

Problems and Opportunities

Based on a review of the planning context and policy framework and the existing traffic conditions, safety issues and multi-modal transportation deficiencies, the following problems and opportunities have been identified:

- ▶ Downtown Mississauga is transitioning to an urban, high-density, mixed use community that is oriented toward pedestrian mobility and access to public transit;
- ▶ A key objective of the City’s Downtown Core Local Area Plan is to create complete communities that have a compact urban form, are walkable and provide convenient access to a variety of land uses and public transit;
- ▶ A new north-south collector road will improve access and connectivity with Mississauga’s Downtown Core, connecting the existing and planned community south of Burnhamthorpe Road to the commercial uses to the north, including Square One Shopping Centre, a City of Mississauga landmark;
- ▶ A new roadway will provide additional routing in the downtown and make for more pedestrian-friendly environment; and
- ▶ There is an opportunity to contribute to a vibrant urban core through the creation of high-quality public realm/pedestrian environmental.

Problem and Opportunity Statement:

The Exchange is already being planned as the heart of the transitioning downtown. The extension of The Exchange will build on its presence as a main street within the Downtown, linking residents and visitors to residential, commercial, employment,

recreational and civic uses. The Exchange will provide an important link between the heart of the downtown, Square One, and neighbourhoods to the south. In addition to being an important community link, The Exchange is intended as a venue and a destination for community events and open air markets. The success of The Exchange relies on providing pedestrian-oriented, smaller scale retail and entertainment opportunities; maximizing access and walkability; creating an aesthetically pleasing streetscape supported by transit, public spaces, residences and commerce.

Alternative Solutions




Phase 1 of the Municipal Class EA process involves the identification of the transportation problems and opportunities to be addressed by the study and Phase 2 involves the identification and evaluation of a range of possible solutions or 'planning alternatives'. The following Alternative Solutions are being considered to address the Problems and Opportunities:

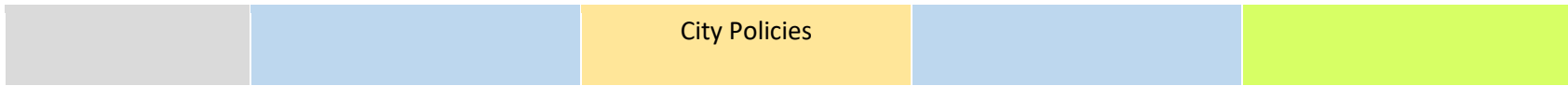
1. Do Nothing: Maintain existing transportation system within the study area i.e. new development would require an internal road network to connect with other collector or arterial roads.
2. Manage Transportation Demand: Improve access within the downtown by: discouraging single-occupant vehicles and encouraging carpooling; shifting travel demand to off-peak hours; and encouraging walking, cycling and transit use.
3. Improve Other North-South Routes: Upgrade parallel north-south roads (e.g. Joan Drive or Hurontario Street) to support transportation needs.
4. Complete The Exchange: Complete The Exchange as a 2-lane road from City Centre Drive to the proposed extension of Webb Drive.

The alternative planning solutions were assessed in their ability to reasonably address the problems and opportunities. Criteria were developed to guide the assessment process so that transportation planning, technical and environmental (socio-economic, community and cultural / heritage) conditions were all factored into the recommendation.

The assessment of alternatives employed a reasoned argument approach which assesses the potential impacts of each alternative and then compares the relative significance of the impacts among the alternatives to select the recommended solution. A summary is provided in Exhibit ES-2.

Exhibit ES-2: Summary of the Evaluation of Alternative Planning Solutions

| | Alternative 1 | Alternative 2 | Alternative 3 | Alternative 4 |
|--|--|---|---|--|
| Category | Do Nothing | Manage Transportation Demand | Upgrade Parallel Roads | Extend The Exchange |
|  Transportation and Technical | <ul style="list-style-type: none"> - Does not address Problems and Opportunities. - Not consistent with City planning policies to create a finer-grained street network. - Does not improve network connectivity. - Does not contribute to downtown main street environment. | <ul style="list-style-type: none"> - May result in some shift in travel demand to improve road operations. - Does not address the primary transportation problem of the need for a finer grid collector road network and City's vision for downtown main street | <ul style="list-style-type: none"> - Does not address the Problems and Opportunities - Not consistent with City planning policies to create a finer-grained street network in the Downtown Core. - Does not address local transportation needs or improve network connectivity. | <ul style="list-style-type: none"> - Consistent with City planning policies to create a finer-grained street network. - Improves network connectivity for drivers and pedestrians. - Improves road operations and safety. - Enhances access to transit and downtown walkability - Provides an important link between the downtown and neighbourhoods to the south |
|  Socio-Economic Environment | <ul style="list-style-type: none"> - No property required. - Does support existing and future community. - No opportunity to contribute to "heart of downtown" and community vibrancy, public space uses. | <ul style="list-style-type: none"> - No property required - Although supportive of transit, cycling and pedestrian activities, this does not provide the specific infrastructure needed within the study area to support or enhance walkability. | <ul style="list-style-type: none"> - Potentially significant property impacts along other corridors - Does not address problems and opportunities within the study area - Does not meet the multi-modal mobility needs of the community - Does not support economic development within the study area | <ul style="list-style-type: none"> - Contributes to vibrant and community-oriented main street. - Prioritizes a high-quality pedestrian environment. - Provides for on-street parking. - Will provide a flexible space that supports mixed-uses and becomes a destination in the downtown. |
|  Natural Environment | <ul style="list-style-type: none"> - No impacts. | <ul style="list-style-type: none"> - No impacts. | <ul style="list-style-type: none"> - Some potential for impact, depending on improvements. | <ul style="list-style-type: none"> - Removes a very small portion of successional cultural woodland vegetation and low-quality habitat. - Provides for sustainable transportation choices to reduce vehicle use. |
|  Cultural Environment | <ul style="list-style-type: none"> - No potential archaeological impacts. - No cultural heritage features identified. | <ul style="list-style-type: none"> - No potential archaeological impacts. - No cultural heritage features identified. | <ul style="list-style-type: none"> - Other corridors would require assessment. | <ul style="list-style-type: none"> - Some areas will be subject to Stage 2 Archeological Assessment. - No cultural heritage features identified. |
| Evaluation Result | Not Preferred | Already Being Implemented Through | Not Preferred | Preferred |



Preferred Planning Solution

Based on the results of the results of the evaluation, Alternative 4, Extension of The Exchange, is preferred because it fully addresses the Problems and Opportunities by:

- ▶ Supporting the creation of an urban environment that meets planning objectives, network connectivity and access;
- ▶ Fully addressing the City's transportation objectives by creating a fine-grained downtown street network;
- ▶ Providing a new north-south road for anticipated future high-rise, mixed-use development;
- ▶ Providing redundancy in the road network for all vehicles;
- ▶ Creating smaller, more walkable blocks that enhance pedestrian access to transit; and
- ▶ Supporting a mixed-use community by offering high-quality pedestrian environment and street-parking for street-level commerce.

Alternative 1 does not address any of the Problems and Opportunities. Alternatives 2 and 3 only partially address the Problems and Opportunities and do not contribute to a fine-grained street network that supports community growth, improved pedestrian options and access to transit.

Future Transportation Conditions

In general, future traffic conditions are not likely to change significantly and operations will not improve with the extension of The Exchange, given the expected growth in the downtown core. Traffic modeling indicates that the proposed The Exchange extension would provide north-south access and connectivity within the local road network.

It is important to note that the City's objectives of the Downtown Core Local Area Plan are to prioritize the development of a complete community with a compact urban form that is walkable and convenient to public transit and the cycling network.

MiWay Transit currently operates on the road network around Webb Drive, including on existing Webb Drive, Burnhamthorpe Road, Confederation Parkway, and Kariya Drive. MiWay has confirmed that there are no plans to extend local transit onto the proposed new segment of The Exchange.

The City of Mississauga Cycling Master Plan (2018) does not include plans for dedicated cycling facilities on The Exchange. However, there will be access to the surrounding cycling network which includes: multi-use path on Burnhamthorpe Road and existing and future cycling facilities on Webb Drive..

Road Design Concept

A design concept was developed for the Preferred Planning Solution to extend The Exchange from City Centre Drive to Webb Drive. The design concept was developed for illustrative purposes only and is subject to refinement during future design phases. It is noted that subsequent to the Public Information Centre in June 2019, City staff continued to meet with property owners/developers north and south of Burnhamthorpe Road. As a result of this consultation, minor adjustments were made to the road right-of-way width, through some narrowing of the boulevard.

Exhibit ES-3 depicts the proposed typical road cross-sections, which are based on the City's Standard City Centre Cross-Section. **Exhibit ES-4** depicts the road alignment concept.

The following design aspects will be of particular interest:

- ▶ The use of the City of Mississauga Standard City Centre Road Cross-Section will ensure appropriate space is available for underground utilities, street trees and sidewalk. However, some details of the road cross-section may be subject to minor adjustments during the design phase.
- ▶ Traffic operations including new intersections at City Centre Drive, Burnhamthorpe Road West, and Webb Drive.
- ▶ Design of wide sidewalks to create a high-quality pedestrian environment to encourage walking and create a vibrant street.
- ▶ Design of on-street parking, while maintaining appropriate clearance at intersections.

Streetscape depiction on **Exhibit ES-4** is conceptual only. Green areas are identified for future streetscape design and do not imply the presence of sod. Location of streetscape is subject to further design and integration with the future developments utilities and municipal services.

Confirming the potential property impacts, as well as engagement with the property owners will be a priority during the preliminary and detail design phases.

Exhibit ES-3: The Exchange Typical Cross-Sections

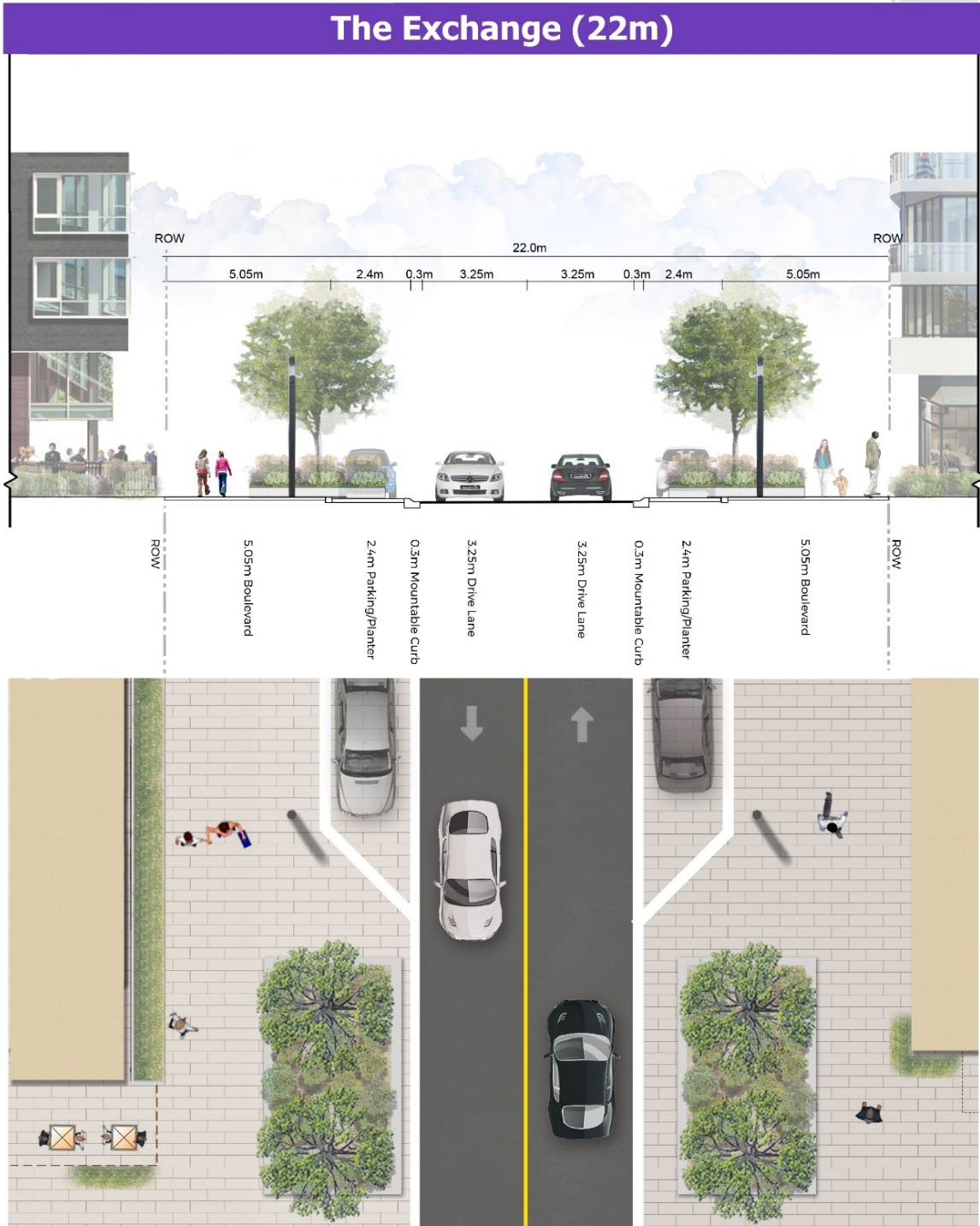


Exhibit ES-4: The Exchange Design Concept



Note: Streetscape depiction is conceptual only. Green areas are identified for future streetscape design and do not imply the presence of sod. Location of streetscape is subject to further design and integration with building location, utilities and on-street parking considerations.

Potential Property Requirements

Based on the concept design, two properties are proposed to be directly impacted: 223 Webb Drive and 180 Burnhamthorpe Road West (note: municipal address may vary depending on property ownership registration).

| Roll Number | Municipal Property Address | Property Owner | Approximate Area of Property Potentially Impacted |
|------------------------|-----------------------------|---------------------------|---|
| n/a | 233 Webb Drive | Baif Developments Limited | 240 m ² |
| 05-04-0-154-06300-0000 | 180 Burnhamthorpe Road West | 2713589 Ontario Inc. | 1,60m ² |

The potentially impacted properties are currently vacant land, designated for future mixed-use development. A total of approximately 400 m² may be required to accommodate The Exchange right-of-way.

Since the start of the study, the one of the parcels has changed ownership; in 2020, 180 Burnhamthorpe Road West was sold to a different owner. Current property owner information was obtained from Geowarehouse.

Consultation

Key Points of Contact

External agencies, utilities, emergency service providers, and residents and business owners were contacted directly at key points during the study and requested to provide input to the study and feedback on the decision-making process. The key points of contact are listed in **Exhibit ES-5**.

A direct mailing list of residents and businesses, within the defined catchment area, agencies and utilities was developed at the outset of the study. The catchment area for property owners was defined as approximately 300 m on either side of The Exchange within the study area.

Project notices for all four downtown Mississauga road extension Class EA studies (i.e. Redmond Road, Kariya Dive, Webb Drive and The Exchange) were coordinated and

sent concurrently. As such the catchment areas overlapped and the mailing list consolidated, as appropriate. The mailing list continued to be updated based on feedback received through the study.

Members of the general public were made aware of the study through notifications in the local newspapers and invited to contact the project team to join the project mailing list. Members of the public requesting to be on the mailing list received direct notification of subsequent study milestones at the key points of contact.

A dedicated website and email address were established through the City of Mississauga’s website at the outset of the study:

<http://www.mississauga.ca/portal/residents/rwek-ea-studies>

Various Public Information Centre (PIC) materials were made available on the website (e.g. Notices, display material and comment sheets). All notices and study materials contained the dedicated project team email address to facilitate direct contact from interested members of the public.

The potential need for formal Indigenous Community engagement was explored with the Ministry of Environment, Conservation and Parks (MECP). In correspondence dated January 18, 2019, MECP confirmed that, given the urban downtown setting, the absence of natural features and watercourses, Indigenous Communities were unlikely to have an interest in the study and direct outreach was not required.

Exhibit ES-5: Key Points of Contact

| Date | Notification | Purpose |
|---|--|---|
| <p>Notice of Study Commencement December 4, 2018</p> | <ul style="list-style-type: none"> - Notice sent to property owners / mailing list – December 4, 2018 - City project website – December 4, 2018 - The Mississauga News – December 6 and December 13, 2018 - Letters and Response Forms sent to agencies and utilities – December 10, 2018 - Letter and Streamlined EA Project Information Form sent to MECP – | <p>To introduce and invite participation in the study and to request any preliminary comments or pertinent information.</p> |

| Date | Notification | Purpose |
|--|--|---|
| | December 12, 2018 | |
| Public Information Centre June 12, 2019 | <ul style="list-style-type: none"> - Postcard notices sent to property owners / mailing list – May 27, 2019 - City project website – May 31, 2019 - City website – June 3, 2019 - The Mississauga News – June 6, 2019 - PIC Display materials posted on City website on June 13, 2019 | To notify and invite interested parties to attend the first Public Information Centre on June 12, 2019 to review information and provide input regarding: the problem and opportunities being addressed, the collection of background information, the evaluation of planning alternatives and early design concepts. |
| Notice of Study Completion [To be completed] | <ul style="list-style-type: none"> - Notices sent to property owners / mailing list – XX - Notices sent to agencies and utilities – XX - City project website – XX - The Mississauga News – XX | To announce the completion of the Class EA Study and notify interested parties of the 45-calendar review period for the Environmental Study Report. |

Agency Consultation

The list of technical agencies was assembled based on previous City of Mississauga Class Environmental Assessment studies and Ministry of the Environment, Conservation and Parks (MECP) Government Review Team (GRT) list. External ‘agencies’ (including regulatory/review agencies, utilities and emergency service providers) were first notified of this Class EA Study through written correspondence on December 10, 2018 which included a copy of the Notice of Study Commencement and a Response Form. A summary of agency comments received throughout the study and course of action taken by the Project Team, as appropriate, is provided in **Exhibit ES-6**.

Exhibit ES-6: Agency Comments

| Agency Comment | Course of Action |
|---|--|
| <p>Ministry of Natural Resources and Forestry Email dated: January 2, 2019 I have received your letter regarding four proposed road extensions in Mississauga. There was no attached notice with a key plan. Please provide.</p> | <p>Notice of Commencement was provided via email.</p> |
| <p>Ministry of Natural Resources and Forestry Email dated: January 3, 2019 Natural areas to be affected will need to be searched for Butternut trees of all sizes, including seedlings, within 25 metres from proposed works. The woodland areas to be affected will need to be outlined and, if they are at least 0.5 ha averaging at least 30 metres in width with some native oak or maple species, assessed for potential as habitat for endangered bat species (Little Brown Myotis, Northern Myotis, Tri-coloured bat).</p> | <p>An assessment of the natural environment was completed as part of this study.</p> |
| <p>Ministry of the Environment, Conservation and Parks Letter dated: January 18, 2019 Response to Notice of Commencement providing guidance on consultation with Indigenous Communities.</p> | <p>Given the nature of this project and the existing land uses in the area, separate notification for Indigenous Communities was not required.</p> |
| <p>Ministry of Natural Resources and Forestry Emailed dated: June 6, 2019 We have received the Notice of Public Information Centre for this project. If you have any questions regarding natural features/systems or impacts on them, please let us know.</p> | <p>No action required.</p> |
| <p>Region of Peel Public Health Email dated: June 12, 2019 Thank you for sharing the notice of PIC for the environmental assessment process for Redmond Road, Webb Drive, The Exchange and Kariya Drive. We would like to request digital copies of information being shared at tonight's PIC, including the presentation, so that we may review and provide comments.</p> | <p>PIC materials were provided via email on June 17, 2019.</p> |

Public Information Centre

A Public Information Centre (PIC) was held on June 12, 2019 from 5:30 pm to 7:30 pm in the Great Hall at the Mississauga Civic Centre, located at 300 City Centre Drive in Mississauga.

The purpose of the PIC was to provide stakeholders and interested members of the public with an opportunity to view study information including project background, the Municipal Class EA process, planning and policy context, assessment and evaluation of alternative planning solutions and the selection of a preliminary preferred solution. A design concept was presented of the preliminary preferred solution, for illustrative purposes.

Twelve people signed in at the PIC. Attendees included local residents / property owners, stakeholders, and staff from the Peel District School Board and City of Mississauga. The PIC materials were made available on the City's website the day after the PIC.

No public comments were received via hard copy at the PIC. No additional public comments were received during the comment period, ending July 5, 2019.

Stakeholder Consultation

The proposed extension of The Exchange will be situated on and adjacent to land that is designated and being planned for future mixed-use development. During the Class EA Study, undeveloped land parcels within the study area have been owned by Baif Developments Limits (Baif), Wydanco Development (Wydanco), and Camrost Felcorp (Camrost). Consultation during the Class EA Study was undertaken with owners and their representatives.

In 2020, the property owned by Wyandco were sold. The parcel is currently owned by 2713589 Ontario Inc. (180 Burnhamthorpe Road West).

Meetings with Bair and Wydanco representatives were held on May 30, 2019. A meeting with Camrost was held on June 12, 2019. Minutes of the meetings are on file with City staff. A summary of the correspondence with each stakeholder is provided below:

Baif Developments Limited

- ▶ A meeting was held with Baif's representatives on May 30, 2019, at the City of Mississauga, 201 City Centre Drive.

- ▶ The purpose of the meeting was to introduce the study, review early design concepts, discuss stakeholder questions and concerns, and review next steps.
- ▶ During the meeting Baif provided an overview of future plans for their properties on Webb Drive. It was noted that the City passed By-law 0156-2016 to amend Zoning By-law 0225-2007 on the south side of Webb Drive, south of The Exchange. The purpose of the By-law is to permit a 25 storey apartment building and a 3 storey horizontal multiple building. This Class EA Study is not anticipated to preclude or adversely impact zoning by-law approval or future site planning processes.
- ▶ During the meeting Baif expressed concerns about the proposed right-of-way for The Exchange and potential property requirements.
- ▶ Following the meeting, Baif provided a copy of the Traffic Impact Study and corresponding Addendum for a proposed residential development and future mixed-use development in the area.
- ▶ Following the Public Information Centre held on June 12, 2019, Baif provided comments related to the status of development in the area, existing planning approvals and outstanding appeals. No further comments about the study process or design concept were received.
- ▶ Prior to finalizing the Project File, the Project Team reached out to Baif representatives to schedule another meeting.

Wydanco Development

- ▶ A meeting was held with Wydanco's representatives on May 30, 2019, at the City of Mississauga, 201 City Centre Drive.
- ▶ The purpose of the meeting was to introduce the study, review early design concepts, discuss stakeholder questions and concerns, and review next steps.
- ▶ During the meeting Wydanco expressed concern about the loss of developable land required to accommodate the proposed right-of-way.
- ▶ Following the meeting, a draft property plan quantifying the area directly impacted by the proposed right-of-way was provided to Wydanco.
- ▶ Following the Public Information Centre held on June 12, 2019, Wydanco provided general comments related to the proposed right-of-way and the general loss of developable area.

- ▶ No further comments about the study process or design concept were received.

Camrost-Felcorp

- ▶ A meeting was held with Camrost representatives on June 12, 2019, at the City of Mississauga, 201 City Centre Drive.
- ▶ The purpose of the meeting was to introduce the study, review early design concepts, discuss stakeholder questions and concerns, and review next steps.
- ▶ During the meeting Camrost provided an overview of future plans for their property located north of Burnhamthorpe Road. The Class EA Study is not anticipated to preclude their plans.
- ▶ Following the Public Information Centre held on June 12, 2019, Camrost provided comments related to the proposed right-in/right-out configuration of the intersection at Burnhamthorpe Road, proposed underground parking beneath The Exchange right-of-way, and the width of the proposed right-of-way. City staff continue to work with Camrost regarding their development plans along The Exchange.
- ▶ No further comments about the study process or design concept were received.

Mitigation and Commitments to Further Work

Property

Confirming the potential property impacts and engagement of the property owners of 233 Webb Drive, and 180 Burnhamthorpe Road West will be a priority during preliminary and detailed design phases.

Integration with Future Development

Timing of construction for The Exchange extension is not known, subject City Council annual review of capital project priorities and funding. At this time, it is assumed that roadway construction will be coordinated with surrounding development. The City will continue to coordinate with area land owners/developers to ensure that the roadway design and construction do not preclude planned future development.

Drainage and Stormwater Management

The stormwater management design will appropriately manage water quality and quantity per applicable City of Mississauga and Credit Valley Conservation design

criteria. A Ministry of Environment, Conservation and Parks Environmental Clearance Approval (ECA) permit may be required for the new storm sewer system.

Soils Management

If soil removed during construction is determined to be contaminated, the disposal of contaminated soil must be consistent with Part XV.1 of the Environmental Protection Act and Ontario Regulation 153/04, Records of Site Condition.

Utilities

The City and any future developments on the proposed extension of The Exchange will engage with Alectra Utilities, Peel Region and private utility companies to determine needs and coordinate design and installation.

Noise and Vibration

The potential for Noise Sensitive Areas (NSAs) in close proximity to the proposed The Exchange extension was reviewed. There are no NSAs immediately adjacent to the planned roadway since the setting is within vacant land and adjacent to existing parking lots with adjacent office buildings. Any potential NSAs located adjacent to the study area, including nearby existing condominium towers on the existing portion of Webb Drive will have rear yard noise levels dominated by Burnhamthorpe Road, rather than from The Exchange. Based on this review, a noise assessment for The Exchange was deemed to be not warranted. Based on this review, a noise assessment for The Exchange was deemed to be not warranted.

The potential for construction noise issues will be further reviewed during detailed design when construction methodology and schedule is fully developed. Construction activities will conform to the City of Mississauga Noise Control By-Laws.

There is no existing land uses which are considered to be highly sensitive to vibration impact (e.g. sensitive equipment such as electron microscopes, or laboratory with sensitive scientific equipment, etc.).

Once constructed, the main source of vibration from The Exchange would be from truck traffic. However, vehicles with pneumatic tires generally do not create significant levels of vibration except at very short distances. This road will function as a minor collector road serving only the local community and truck traffic volumes will be low, as such, vibration levels to the community are not expected to be perceptible or significant.

Some construction activities associated with the road building may at times create vibration levels that are perceptible at nearby land uses. However, the vibration levels produced by the anticipated construction activities will not be large enough to cause structural damage. The potential vibration generated by the building of the road and the surrounding community should be reviewed in detailed design, once construction methodologies and scheduling are developed.

Air Quality

During construction of the roadway, emissions sources will include construction equipment engines and air borne dust from construction vehicles travelling over exposed soils / unpaved surfaces. These impacts will be temporary, during construction. Due to the temporary nature of construction activities, there are no air quality criteria specific to construction activities. Construction emissions can be mitigated by appropriate maintenance of equipment and proper phasing that minimizes activity on unpaved surfaced.

The Environment Canada “Best Practices for the Reduction of Air Emissions from Construction and Demolition Activities” document provides several mitigation measures for reducing emissions during construction activities. Mitigation techniques discussed in the document include material wetting or use of chemical suppressants to reduce dust, use of wind barriers, and limiting exposed areas which may be a source of dust and equipment washing.

Ministry of Environment, Conservation and Parks (MECP) recommends that non-chloride dust suppressants be applied. MECP also recommends referring to the following publication in developing dust control measures: Cheminfo Services Inc. Best Practices for the Reduction of Air Emissions from Construction and Demolition Activities. Report prepared for Environment Canada, March 2005.

Sustainability

The Downtown Core is located within a major designated growth area and identified as an Anchor Hub in the Regional Transportation Plan. The City’s objective is to create a high quality, pedestrian friendly, human scaled environment that attracts lasting public and private investment in the Downtown to support existing and planned infrastructure, particularly higher order transit.

The Exchange extension is part of this integrated plan to transform the downtown into a sustainable, compact mixed-use area with multi-modal transportation options that seek

to reduce single occupant vehicle use by creating a live-work-play community, linked to a multi-tier public transit system. The new road will result in smaller scaled blocks; the scale of the street is to be narrower with special attention paid to the public realm.

The existing road pattern is made up of super blocks. An expanded road network is proposed that will create an urban pattern of development blocks that are walkable in scale and well connected. The new road network will result in urban scaled blocks, providing routing options for vehicular, servicing and goods movement, pedestrian movement within the Core. The scale of the streets is to be narrower with special attention paid to the public realm.

| | |
|--|--------------------------------|
| Date: July 8, 2020 | Originator's files: |
| To: Mayor and Members of Council | |
| From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works | Meeting date: July 22, 2020 |

Subject

Webb Drive from Duke of York Boulevard to Kariya Drive – Municipal Class Environmental Assessment Study (Ward 7)

Recommendations

1. That the report titled Webb Drive from Duke of York Boulevard to Kariya Drive – Municipal Class Environmental Assessment Study (Ward 7) dated July 8, 2020 from the Commissioner of Transportation and Works be received;
2. That the draft Project File Report and the preferred solution for the Webb Drive Municipal Class Environmental Assessment Study (Duke of York Boulevard to Kariya Drive), dated June 2020 be endorsed by Council;
3. That staff be directed to publish the “Notice of Study Completion” for the study in the local newspaper and to place the Project File Report on the public record for a 45-day review period in accordance with the Municipal Class Environmental Assessment process; and
4. That all necessary by-laws be enacted.

Report Highlights

- The City has carried out, through its consultant, WSP, Phases 1 and 2 of a Schedule ‘B’ Class Environmental Assessment (EA) study for the Webb Drive corridor from Duke of York Boulevard to Kariya Drive.
- Through the EA, there were several opportunities for consultation with the public, stakeholders and various government and technical agencies, including a public information centre.
- The preferred solution is to extend Webb Drive easterly from Duke of York Boulevard to Kariya Drive with two lanes of travel as well as sidewalks, cycle tracks and on-street parking.

- The estimated cost to implement the preferred road design is \$2.5 million and funding requirements will be identified in a future Roads Service Area Capital Plan.
- A copy of the executive summary of the Project File Report (PFR) has been appended to this report.
- Subject to Council endorsement, the PFR will be posted on the public record for a 45-day review period.

Background

Municipalities in Ontario follow the Municipal Class Environmental Assessment (October 2000, amended 2007, 2011, and 2015) process under the Ontario Environmental Assessment Act to complete a Municipal Class Environmental Assessment (EA) for most transportation, water and wastewater projects. The Municipal Class EA is a phased planning approach that includes five (5) main study phases and public consultation. The complexity and extent of the environmental impact of a specific project determines the number of phases to be completed to comply with the Class EA process.

The five (5) phases are as follows:

Phase 1 - Problem or Opportunity: The completion of this phase requires the proponent to document the factors that lead to the conclusion that an improvement or change is warranted.

Phase 2 - Alternative Solutions: In this phase, alternative solutions to the problem or opportunity are identified and evaluated, taking into account the existing environment. A recommended preferred solution can be developed with input from the public and review agencies. The nature of the solution will determine if the proponent is required to complete additional phases of the Municipal Class EA process.

Phase 3 - Alternative Design Concepts for Preferred Solution: If required, this phase will examine alternative methods of implementing the preferred solution, again considering environmental impacts and public and review agency input.

Phase 4 - Environmental Study Report (ESR): This phase includes the preparation of an ESR that documents the rationale and planning and consultative process undertaken for the project and the publication of the report for public review. The ESR is filed with the Municipal Clerk and placed on the public record for at least 30 calendar days for review by the public and review agencies. In consideration of the unprecedented circumstances, the Project File will be made available for a period of 45 calendar days. At the time of filing the ESR, the public and review agencies are notified via the Notice of Study Completion of the ESR, which is mailed out to area residents and advertised in local newspapers and online at mississauga.ca. Any outstanding comments and concerns must be provided to the proponent during this time. If concerns regarding this project cannot be resolved through discussion with the proponent, a person or

party may request that the Minister of Environment, Conservation and Parks order the project to comply with Part II of the Environmental Assessment Act (referred to as a Part II Order), which addresses individual environmental assessment. If no request for an Order is received by the Minister within the review period, the ESR is deemed approved and the proponent may proceed to Phase 5 and implementation of the project.

The City is keeping the community safe by complying with regional and provincial guidelines, supporting physical distancing, and postponing in person public meetings. Engagement for essential and priority projects continues online, paired with universally accessible methods.

Interested members of the public may view the Project File on the City's website. Should a member of the public request a hard copy of the Project File, the City will assess how this might be prepared and delivered in a manner that is consistent with regional and provincial guidelines supporting physical distancing.

The anticipated environmental impacts of an extension of Webb Drive are minor, considering the study area setting and development context. Therefore, this study meets the criteria for a Schedule 'B' process.

City staff has worked with their consultants WSP to complete Phases 1 and 2 of a Schedule 'B' Class EA study for the Webb Drive corridor from Duke of York Boulevard to Kariya Drive.

The Executive Summary of the PFR is provided in Appendix 1.

The major objectives of the EA were to:

- Confirm and document the need for road improvements, vehicular and non-vehicular;
- Address existing and potential safety issues along the corridor;
- Establish a preferred alternative planning solution and right-of-way requirements;
- Determine active transportation requirements (pedestrian and cyclist), and
- Prepare a PFR.

Study Area

The Webb Drive Class EA study area is generally situated between Duke of York Boulevard to the west and Kariya Drive to the east (as shown in Figure 1); within the City of Mississauga's Downtown. The corridor is currently vacant lands and used as an informal pedestrian path between the existing portions of Webb Drive and Kariya Drive.

Webb Drive currently exists as a 2-lane east-west roadway with on-road bike lanes on both sides, between Grand Park Drive (to the east) and Duke of York Boulevard (to the west). The existing road straddles established residential areas to the south and newer high-rise condominium communities along Webb Drive.

Other key east-west transportation links in the immediate area are City Centre Drive, a City minor collector road, and Burnhamthorpe Road West. Key north-south transportation links in the

area include Kariya Drive, a minor collector road, and Confederation Parkway, a major collector road.

Existing Conditions

Existing conditions of the study area were collected and reviewed, including the following:

- Various background studies and reports (e.g. stormwater management reports, etc.);
- Data provided by the City of Mississauga (e.g. traffic data, tree survey data, etc.);
- Investigations undertaken as part of this Class EA study;
- Meetings with the Project Team;
- Meetings and correspondence with agencies including the Ministry of Environment, Conservation and Parks;
- Consultation with members of the public; and
- Site visits.

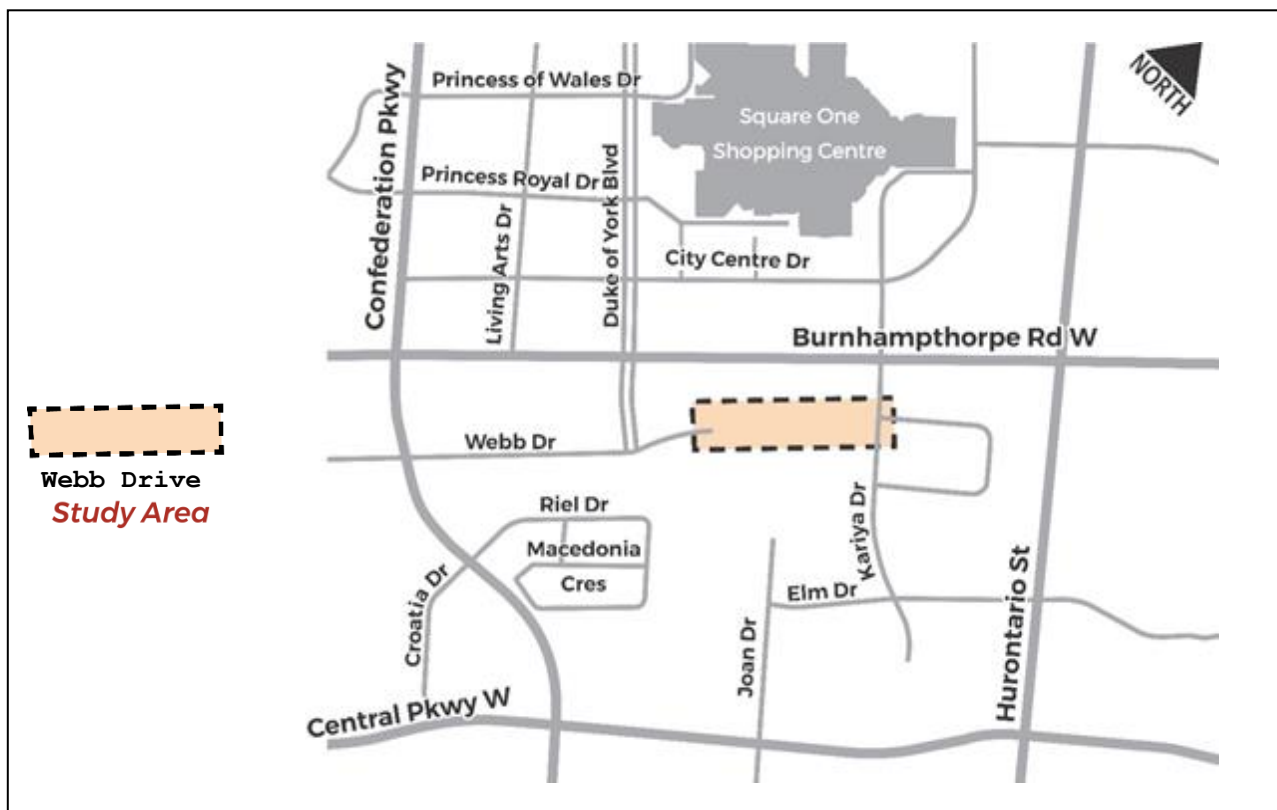


Figure 1: Webb Drive Study Area

Comments

Problems and Opportunities

The expansion of the City of Mississauga collector road system is required to provide east-west access and connectivity within the existing and planned communities south of Burnhamthorpe Road. A new segment of Webb Drive will facilitate multi-modal movement between the local road network and surrounding arterial road network. The new road will also provide for on-street parking and a vibrant pedestrian and cycling environment to support the local community.

The Webb Drive extension will support the City's vision for Downtown Mississauga that includes: a high density, dynamic urban core with smaller block sizes, fine-grained street network and a high-quality public realm and a range of transportation choices.

Evaluation of Alternative Solutions

The Class EA process for municipal roads in Ontario requires consideration and evaluation of all reasonable alternative solutions to accommodate future travel demand. The following alternative solutions have been assessed from a traffic perspective and been identified as possible alternative solutions:

- Alternative 1 – Do Nothing;
- Alternative 2 – Diverting traffic or developing Transportation Demand Management (TDM) strategies;
- Alternative 3 – Resolving the deficiency elsewhere in the network; and
- Alternative 4 – Extend Webb Drive from Duke of York Boulevard to Kariya Drive.

Each alternative solution was evaluated based on the following criteria:

- Transportation and Technical;
- Socio-Economic environment;
- Natural environments;
- Cultural environment,
- Construction Impacts; and
- Cost

Based on the analysis and evaluation of alternative solutions and feedback received from the public and stakeholders, the preferred planning solution is Alternative 4 – Extend Webb Drive from Duke of York Boulevard to Kariya Drive. Alternative 4 addresses the Problems and Opportunities by:

- Supporting the creation of an urban environment that meets planning objectives, network connectivity and access;
- Fully addressing the City's transportation objectives by creating a fine-grained downtown street network;

- Providing a new east-west collector road within the downtown;
- Providing redundancy in the road network for all vehicles;
- Providing for future expansion of the MiWay transit system;
- Creating smaller, more walkable blocks that enhance pedestrian access to transit; and
- Supporting a mixed-use community by offering high-quality pedestrian environment and street-parking for street-level commerce.

Road Design Concept

A design concept was developed for the Preferred Planning Solution to extend Webb Drive. The design concept was developed for illustrative purposes only and is subject to refinement during future design phases.

Figure 2 illustrates the proposed typical road cross-section and the optional near-side transit stop cross-section. The typical cross-section is based on the Standard City Centre Cross-Section. Figure 3 shows the road alignment concept.

The following design aspects will be of particular interest:

- The use of the City of Mississauga Standard City Centre Road Cross-Section will ensure appropriate space is available for underground utilities, cycle tracks and sidewalks. However, some details of the road cross-section may be subject to minor adjustments during the design phase;
- Traffic control and operations including the new stop-controlled intersections at The Exchange, and Potential Future Road, and the signalized intersection at Kariya Drive which is to be aligned with Enfield Place to the east. Aligning the Kariya Drive intersection with Enfield Place allows the design to comply with typical intersection spacing standards;
- Design of on-street parking, while maintaining appropriate clearance at intersections;
- Design of raised cycle tracks and transitions to existing cycling network;
- Design of near-side transit stops; and
- Design of mid-block intersection.

The streetscape depiction is conceptual only. Green areas are identified for future streetscape design and do not imply the presence of sod. Location of various streetscape elements is subject to further design and integration with the adjacent development and municipal services.

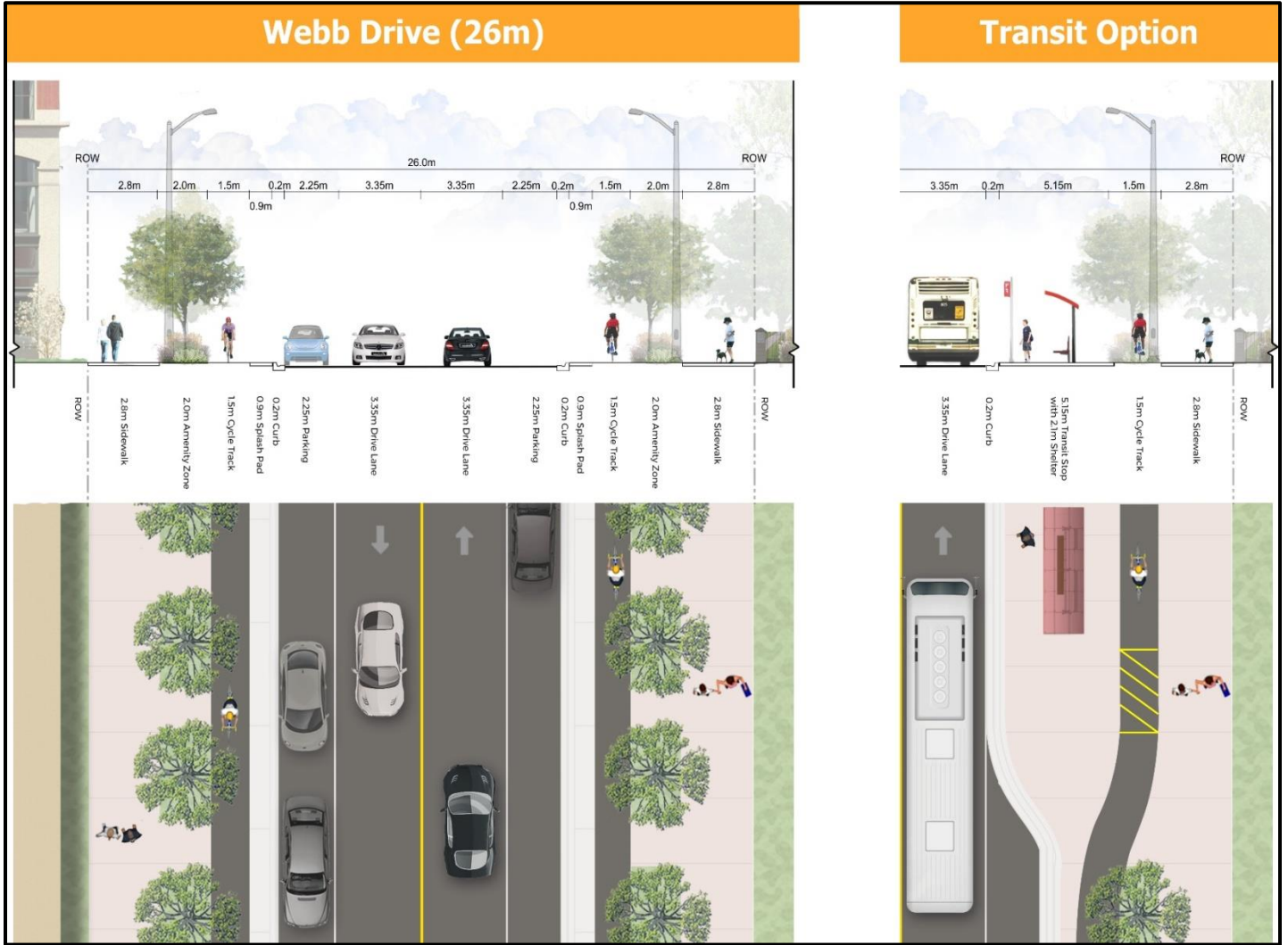


Figure 3: Webb Drive Cross-Sections

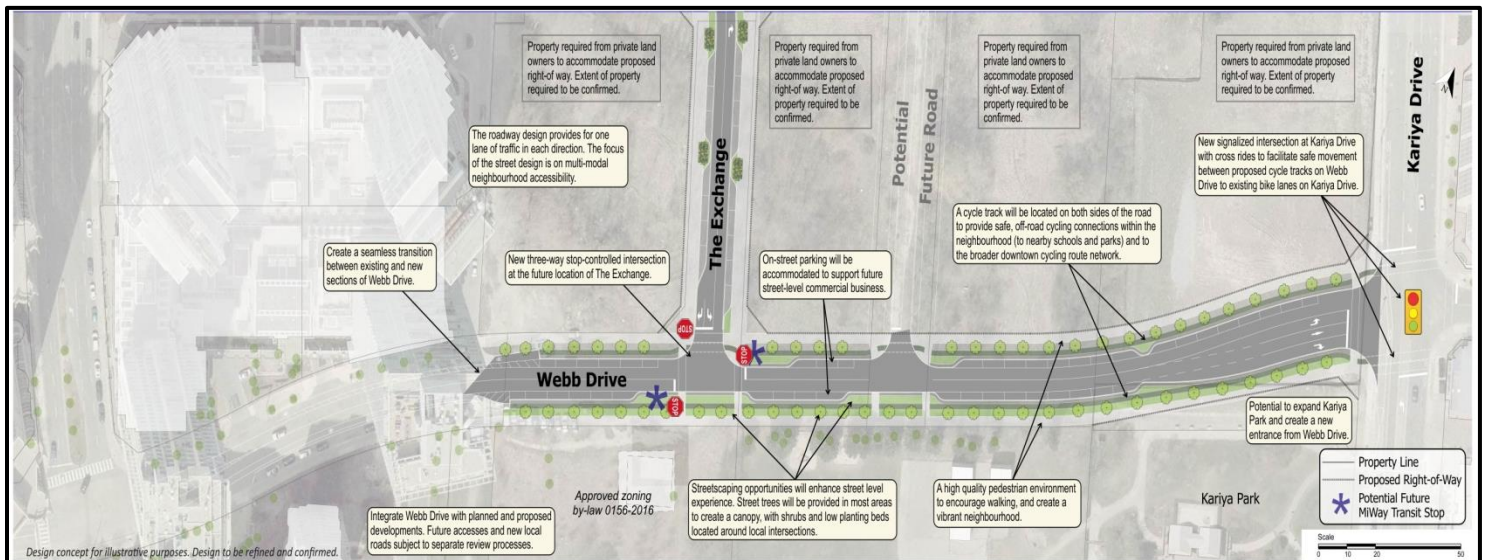


Figure 4: Webb Drive Design Concept

Public Consultation

Public consultation is a key feature of an EA planning process and therefore was a principal component of the Webb Drive from Duke of York Boulevard to Kariya Drive – Municipal Class Environmental Assessment Study. Key features of the consultation program undertaken as part of this study included:

- Notice of Study Commencement published in the local newspaper on December 6 and 13, 2018 and mailed to area property owners and technical agencies;
- Public Information Centre held on June 12, 2019; and
- Various stakeholder meetings with impacted property owners.

Subject to Council endorsement, a Notice of Study Completion will be published in the local newspaper and mailed to area property owners and technical agencies.

Implementation

It is recommended that the preferred road design concept be constructed in coordination with the area developments to minimize impacts to the surrounding residents and businesses. Staff is also working with the development community to determine how the design and construction costs of certain elements within the road can be shared. Funding requirements will be included in a future Business Plan and Budget for Council's approval.

Property Requirements

Based on the concept design, three properties may be directly impacted, including: 180 Burnhamthorpe Road West, 152 Burnhamthorpe Road West, and 3672 Kariya Drive (note: municipal address may vary depending on property ownership registration). The potentially impacted properties are currently vacant land, designated and/or approved for future mixed-use development. Since the onset of the study, the parcels have since changed ownership; in 2020, all three parcels were sold to a different owner.

Next Steps

Should this study PFR and the preferred alternative solution be endorsed by Council and no Part II Orders are filed with the Ministry of the Environment, Conservation and Parks during the public notification period, this project will be deemed approved. The Notice of Study Completion for this PFR will be posted for a 45-day review period.

Financial Impact

The estimated cost to implement the preferred road design is \$2.5 million and funding requirements will be identified in a future Roads Service Area Capital Plan from the Development Charges Reserve Account (DCA Roads and Related Infrastructure Account #31335).

Staff is also working with the development community to determine how the design and construction costs of certain elements within the road can be shared.

The nominal fees associated with publishing the “Notice of Study Completion” for this study in the local newspaper and placing the PFR on the public record for a 45-day review period can be funded by the existing capital project #17-104 Downtown Roads.

Conclusion

The Transportation and Works Department recommends that Council endorse the preferred alternative solution for Webb Drive from Duke of York Boulevard and Kariya Drive and that staff be directed to publish the Notice of Study Completion for this study in the local newspaper and to place the PFR on the public record for a 45-day review period. The preferred solution is to extend Webb Drive with two lanes of travel as well as sidewalks, cycle tracks and on-street parking, as outlined in this report.

Attachments

Appendix 1: Webb Drive Municipal Class Environmental Assessment Study - Draft Project File
Report: Executive Summary



A handwritten signature in black ink, appearing to read 'G Wright', with a long horizontal flourish extending to the right.

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

Prepared by: Gino Dela Cruz, P.Eng., Transportation Project Engineer

Webb Drive Extension
Schedule B Municipal Class Environmental Assessment

PROJECT FILE (DRAFT)

June 2020

Prepared for: City of Mississauga

Prepared by: WSP

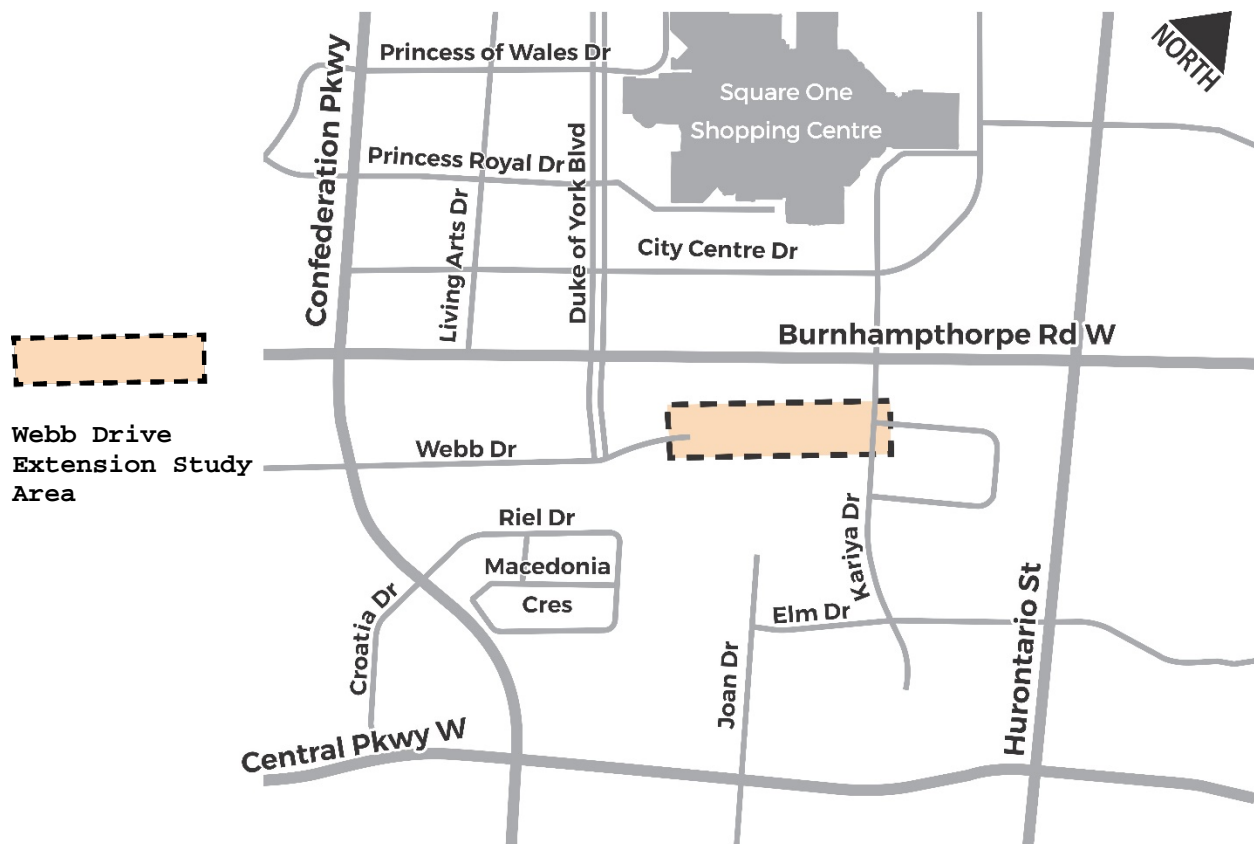
Executive Summary

Introduction

The City of Mississauga has completed a Municipal Class Environmental Assessment (Class EA) Study to evaluate the need to extend Webb Drive from Duke of York Boulevard to Kariya Drive. The Study was carried out as a Schedule B project in accordance with the Municipal Class EA document (2000, as amended in 2015), as approved under the Ontario Environmental Assessment Act.

The Webb Drive Class EA study area is generally situated between Duke of York Boulevard to the east and Kariya Drive to the west (**Exhibit ES-1**). The corridor is currently vacant lands and used as an informal pedestrian path between the existing portions of Webb Drive and Kariya Drive.

Exhibit ES-1: Webb Drive Extension Study Area



Planning Context

The planning and policy framework applicable to the Webb Drive Class EA Study was reviewed. The planning and policy framework guides infrastructure planning, land use planning, and strategic investment decisions to support Provincial, Regional and Local objectives in growth and transportation. Plans and policies reviewed and documented included:

- ▶ A Place to Grow - Growth Plan for the Greater Golden Horseshoe (2019)
- ▶ Provincial Policy Statement (2014)
- ▶ Region of Peel Official Plan (2018)
- ▶ City of Mississauga Strategic Plan
- ▶ City of Mississauga Official Plan (2016)
- ▶ Downtown21 Master Plan (2010)
- ▶ Downtown Core Local Area Plan (2015)
- ▶ Mississauga Transportation Master Plan (2019)
- ▶ City of Mississauga Cycling Master Plan (2018)
- ▶ City of Mississauga Zoning By-law 0156-2016

One of the key guiding plan/policy documents is the Downtown Core Local Area Plan (Mississauga Official Plan Amendment 8 - "MOPA 8"), which builds on the Official Plan and contains more detailed policies and schedules specific to the Downtown Core. The Downtown Core Local Area Plan (DCLAP) policies are intended to promote a high quality of urban design and urban built form. The proposed Webb Drive extension is being planned to directly support DCLAP policies.

- ▶ Create a vibrant Downtown by strengthening the transportation system, improving linkages/access, and enhancing the pedestrian experience;
- ▶ Create a fine-grained, well-connected road network that supports multiple modes of transportation; and
- ▶ Develop an urban environment that includes high-quality public spaces.

The proposed Webb Drive extension is consistent with the following policies of the DCLAP:

- ▶ Development Objectives outlined in Section 2.1 of DCLAP provide policies intended to plan for the location of streets, provide for a high standard of urban and streetscape design, and develop/enhance of a comprehensible public/private system of pathways and open space.
- ▶ Urban Design Objectives outlined in Section 3.1 provide policies intended to, for example:
 - Encourage a built form which has a high level of physical continuity, cohesion and linkage between building;
 - promotes urban scale land blocks, streets and built form appropriate to transit supportive and pedestrian oriented core;
 - achieve elements of linkage to the abutting communities while ensuring compatible integration and context sensitivity; and
 - achieve a balance of vehicular traffic and transit and active transportation needs to achieve pedestrian comfort, convenience, safety and accessibility.
- ▶ Urban Design policies for the public realm outlined in Section 3.2.1 of the DCLAP speak to the design of streets, edge boulevards and public open spaces. Again, these policies emphasize the desire to promote a high level of design tailored to the pedestrian and cyclist, and on-street experience.

Existing Conditions

Land Use

The proposed Webb Drive extension will be situated on and adjacent to lands designated and/or approved for future mixed-use development and a small strip of City-owned land, north of Kariya Park.

Land use in the surrounding area contains a mix of high-density condominium residential communities with some street-level commercial use and established low and medium density residential communities to the south. Kariya Park and Fairview Public School are located along the south edge of the study area. Currently, the lands planned for the road extension is used as an informal pedestrian path, connecting the existing Webb Drive at Duke of York Boulevard to Kariya Drive.

Cultural Heritage

A Cultural Heritage Assessment was conducted in support of the Webb Drive Class EA. Based on this work, there is one cultural heritage landscape adjacent to the Webb Drive study area; Kariya Park. Kariya Park is a park that incorporates the design principles and style of a traditional Japanese Garden. The park is included on the City of Mississauga Heritage Register (inventory # 977) and in the City Cultural Heritage Inventory (2005) as site L-PA-2. The extension of Webb Drive will have no direct impact to the cultural heritage resource. The City will consider opportunities to expand the park north to meet Webb Drive and provide a new park entrance at the corner of Webb Drive and Kariya Drive, where a pedestrian crossing and cycling cross-rides will be integrated with the new intersection.

A Stage 1 Archeological Assessment was conducted in support of the Webb Drive Class EA Study (**Appendix C**). The assessment was carried by Archaeological Research Associates Ltd (ARA) in accordance with the *Ministry of Tourism, Culture and Sport (MTCS) Standards and Guidelines for Consultant Archaeologists* (2011). The findings indicate that a portion of the Webb Drive Class EA study area may have archaeological potential and should be subject to a Stage 2 Archaeological Assessment. No ground alterations or development of any kind may occur within the study area until the Stage 2 assessment is complete.

Natural Environment

The natural environmental assessment included background review and field studies to characterize existing natural heritage features and functions. For any natural areas present, the assessment included: delineating existing vegetation communities, a botanical survey, general wildlife habitat survey, identification of potential Species at Risk (SAR) habitat, documentation of all incidental wildlife observations including bird calls, and confirmation of no surface drainage features in the four project areas. Field surveys were carried out in July 2019.

Key findings are summarized as follows:

- ▶ The Study Area is comprised of an informal dirt trail connecting the end of Webb Drive to Kariya Drive through a young naturalized/early successional area of cultural meadow and cultural woodland;
- ▶ No portion of the area is within Credit Valley Conservation's (CVC) regulated area;

- ▶ No components of the City's Natural System as mapped on Official Plan Schedule 3 are present;
- ▶ No Core Areas of the Greenlands System are present;
- ▶ No fish habitat is present; and
- ▶ No confirmed Significant Wildlife Habitat is present.

Based on this review, it is concluded that the proposed road extensions can be undertaken without impacting sensitive natural features and functions. Existing natural features within the Study Areas are limited and highly impacted due to the urban nature of the site, providing limited habitat functions for plant and wildlife species. With the proper implementation of mitigation measures, residual impacts to the identified natural heritage features are anticipated to be minor and manageable. Potential impacts and measures will be further revisited and confirmed at detailed design when grading and construction requirements are further refined.

Drainage and Stormwater

The study area falls within the Cooksville Creek watershed and is under the jurisdiction of the Credit Valley Conservation Authority.

There are no surface water features or areas regulated under Credit Valley Conservation Authority Regulation 160/06. Currently, surface water runoff from existing Webb Drive and developed areas flows into the existing storm sewer system. Undeveloped parcels drain as overland flow to the surrounding street network where it enters the storm sewer system.

The City will develop a Stormwater Management Plan for the extension of Webb Drive during the detailed design phase. Storm runoff from the new section of Webb Drive will likely be conveyed via catch basin to the existing sewer system. The stormwater management design for the Webb Drive extension will appropriately manage water quality and quantity per applicable City of Mississauga and Credit Valley Conservation design criteria. Low Impact Development (LID) measures may be considered during detailed design however, opportunities may be limited by the constrained right-of-way.

Municipal Services and Utilities

The Region of Peel is making watermain and sanitary sewer improvements on numerous streets in the Mississauga City Centre. The Region has planned this work to improve water supply through water infrastructure upgrades, in support of approved

growth in the Mississauga City Centre. Specific work underway in the vicinity of the Webb Drive Class EA study area includes: A new 1500 mm watermain along Burnhamthorpe Road, between Grand Park Drive and Cawthra Road; a new mm watermain on Duke of York Boulevard from Burnhamthorpe Road to Centre View Drive and Centre View Drive, for local distribution; and a mm new watermain on Webb Drive from Grand Park Drive to Duke of York Boulevard, for local distribution. Sanitary improvements are also identified in these areas. Construction is ongoing through 2020.

Transportation

Existing Transportation Network

Webb Drive currently exists as a 2-lane east-west roadway with on-road bike lanes on both sides, between Grand Park Drive (to the east) and Duke of York Boulevard (to the west). The existing road straddles established residential areas to the south and newer high-rise condominium communities along Webb Drive.

Other key east-west transportation links in the immediate area are City Centre Drive, a City minor collector road, and Burnhamthorpe Road West. Key north-south transportation links in the area include Kariya Drive, a minor collector road, and Confederation Parkway, a major collector road.

Traffic and Transportation Assessment

An assessment of existing (2018) traffic conditions was undertaken to assess the overall transportation network performance which incorporated the study areas of the four downtown EA studies (Redmond Road, Webb Drive, The Exchange and Kariya Drive). A detailed description of existing and future traffic conditions and associated methodology is included in the Transportation and Traffic Analysis Report, available upon request from City of Mississauga staff.

The micro-simulation assessment included an analysis of existing conditions and operational performance for the area bounded by Elora Drive, Webb Drive/Central Parkway West, Hurontario Street, as well as Burnhamthorpe Road West/City Centre Drive.

Based on the findings of this assessment, minor approaches of signalized intersections along Burnhamthorpe Road (northbound and southbound) and Hurontario Street (eastbound and westbound) experience high delays due to traffic signal coordination on major approaches and long cycle time (160 seconds). Existing traffic conditions at all

intersections in all four Class EA study areas are generally operating at an overall acceptable level of service (i.e. Level of Service “D” or better).

Results from the future (2031) traffic analysis indicated that without the extension of Webb Drive from Duke of York Boulevard and Kariya Drive, east-west traffic could only travel along Burnhamthorpe Road, which is expected to experience heavy delays. The eastbound traffic at the Burnhamthorpe Road and Duke of York Boulevard intersection is expected to operate with high delays and queues backing up to the upstream intersections. The poor intersection operations present the need for the extension of Webb Drive, which could provide an alternate route option for the east-west traffic and south-west traffic navigating through the Downtown area.

Problems and Opportunities

Based on a review of the planning context and policy framework and the existing traffic conditions, safety issues and multi-modal transportation deficiencies, the following problems and opportunities have been identified:

- ▶ Downtown Mississauga is transitioning to an urban, high-density, mixed use community that is oriented toward pedestrian mobility and access to public transit;
- ▶ A key objective of the City’s Downtown Core Local Area Plan is to create complete communities that have a compact urban form, are walkable and provide convenient access to a variety of land uses and public transit;
- ▶ A new east-west collector road will improve access and connectivity within the existing and planned communities south of Burnhamthorpe Road;
- ▶ A new roadway will provide additional routing in the downtown and make for more pedestrian-friendly environment;
- ▶ There is an opportunity to contribute to a vibrant urban core through the creation of high-quality public realm/pedestrian environment that supports street-level commerce and encourages street activity.

Problem and Opportunity Statement:

The expansion of the City of Mississauga collector road system is required to provide east-west access and connectivity within the existing and planned communities south of Burnhamthorpe Road. A new segment of Webb Drive will facilitate multi-modal movement between the local road network and surrounding arterial road network. The

new road will also provide for on-street parking and a vibrant pedestrian and cycling environment to support the local community.

The Webb Drive extension will support the City's vision for Downtown Mississauga that includes: a high density, dynamic urban core with smaller block sizes, fine-grained street network and a high-quality public realm and a range of transportation choices.

Alternative Solutions





Phase 1 of the Municipal Class EA process involves the identification of the transportation problems and opportunities to be addressed by the study and Phase 2 involves the identification and evaluation of a range of possible solutions or 'planning alternatives'. The following Alternative Solutions are being considered to address the Problems and Opportunities:

1. Do Nothing: Maintain existing transportation system within the study area.
2. Manage Transportation Demand: Improve access within the downtown by: discouraging single-occupant vehicles and encouraging carpooling; shifting travel demand to off-peak hours; and encouraging walking, cycling and transit use.
3. Improve Other East-West Routes: Upgrade parallel roads such as Burnhamthorpe Road or Central Parkway West to support transportation needs.
4. Extend Webb Drive: Webb Drive as a 2-lane road with from Duke of York Boulevard to Kariya Drive.

The alternative planning solutions were assessed in their ability to reasonably address the problems and opportunities. Criteria were developed to guide the assessment process so that transportation planning, technical and environmental (socio-economic, community and cultural / heritage) conditions were all factored into the recommendation.

The assessment of alternatives employed a reasoned argument approach which assesses the potential impacts of each alternative and then compares the relative significance of the impacts among the alternatives to select the recommended solution. A summary is provided in Exhibit ES-2.

Exhibit ES-2: Summary of the Evaluation of Alternative Planning Solutions

| | Alternative 1 | Alternative 2 | Alternative 3 | Alternative 4 |
|--|---|--|---|--|
| Category | Do Nothing | Manage Transportation Demand | Upgrade Parallel Roads | Extend Webb Drive |
|  Transportation and Technical | <ul style="list-style-type: none"> - Does not address Problems and Opportunities - Not consistent with City planning policies to create a finer-grained street network - Does not improve network connectivity | <ul style="list-style-type: none"> - May result in some shift in travel demand to improve road operations. - Does not address the primary transportation problem of the need for a finer grid collector road network | <ul style="list-style-type: none"> - Widening Burnhamthorpe Road not feasible due to planned high-order transit - Not consistent with City planning policies to create a finer-grained street network - Does not address local transportation needs or improve network connectivity | <ul style="list-style-type: none"> - Consistent with City planning policies to create a finer-grained street network - Addresses transportation needs - Improves network connectivity for all users - Improves road operations and safety - Enhances access to transit and downtown walkability |
|  Socio-Economic Environment | <ul style="list-style-type: none"> - No property required - Does support existing and future community - No opportunity to improve walkability and enhance access to transit | <ul style="list-style-type: none"> - No property required - Although supportive of transit, cycling and pedestrian activities, this does not provide the specific infrastructure needed within the study area to support or enhance these forms of transportation. | <ul style="list-style-type: none"> - Potentially significant property impacts along other corridors - Does not address problems and opportunities within the study area - Does not meet the multi-modal mobility needs of the community - Does not support economic development within the study area | <ul style="list-style-type: none"> - Supports mobility for all modes within local community and in downtown - Provides opportunity to enhance streetscape - Prioritizes a high-quality pedestrian environment - Provides for on-street parking and off-road cycling - Provides for future expansion MiWay |
|  Natural Environment | <ul style="list-style-type: none"> - No impacts. | <ul style="list-style-type: none"> - No impacts. | <ul style="list-style-type: none"> - Some potential for impact, depending on improvements. | <ul style="list-style-type: none"> - Removes a portion of successional cultural woodland vegetation and low-quality habitat. - Provides for sustainable transportation choices to reduce vehicle use. |
|  Cultural Environment | <ul style="list-style-type: none"> - No potential archaeological impacts - No cultural heritage impacts. | <ul style="list-style-type: none"> - No potential archaeological impacts - No cultural heritage impacts. | <ul style="list-style-type: none"> - Other corridors would require assessment. | <ul style="list-style-type: none"> - Some areas will be subject to Stage 2 Archeological Assessment - Kariya Park is a Cultural Heritage Landscape. No impacts to Kariya Park |
| Evaluation Result | Not Preferred | Already Being Implemented Through City Policies | Not Preferred | Preferred |

Preferred Planning Solution

Based on the results of the evaluation, Alternative 4, Extension of Webb Drive, is preferred because it fully addresses the Problems and Opportunities by:

- ▶ Supporting the creation of an urban environment that meets planning objectives, network connectivity and access;
- ▶ Fully addressing the City's transportation objectives by creating a fine-grained downtown street network;
- ▶ Providing a new east-west collector road within downtown;
- ▶ Providing redundancy in the road network for all vehicles;
- ▶ Providing for future expansion of MiWay transit system;
- ▶ Creating smaller, more walkable blocks that enhance pedestrian access to transit; and
- ▶ Supporting a mixed-use community by offering high-quality pedestrian environment and street-parking for street-level commerce.

Exhibit ES-2 illustrates that Alternative 1 does not address any of the Problems and Opportunities. Alternatives 2 and 3 only partially address the Problems and Opportunities and do not contribute to a fine-grained street network that supports community growth, improved pedestrian options and access to transit.

Future Transportation Conditions

In general, future traffic conditions are not likely to change significantly and operations will not improve with the extension of Webb Drive, given the expected growth in the downtown core. Traffic modeling indicates that the proposed Webb Drive extension would provide east-west access and connectivity within the local road network.

It is important to note that the City's objectives of the Downtown Core Local Area Plan are to prioritize the development of a complete community with a compact urban form that is walkable and convenient to public transit and the cycling network.

MiWay Transit currently operates on the road network around Webb Drive, including on existing Webb Drive, Burnhamthorpe Road, Confederation Parkway, and Kariya Drive. MiWay has confirmed that there are future plans to extend local transit service onto the proposed new segment of Webb Drive.

The City of Mississauga Cycling Master Plan (2018) includes future plans for bike lanes on Webb Drive. In consultation with City staff, raised cycle tracks are proposed on both sides of the new segment of Webb Drive. Raised cycle tracks are bicycle lanes that are physically separated from by a curb and raised higher than the street. Raised cycle tracks provide more separation between cyclists and vehicular traffic compared with bike lanes. The cycle tracks on the new segment of Webb Drive will provide access to the surrounding cycling network, which includes: existing bike lanes on Webb Drive; bike lanes on Kariya Drive; bike lanes on Confederation Parkway; multi-use path on Burnhamthorpe Road; and existing dedicated and shared facilities on Grand Park Drive.

Road Design Concept

A design concept was developed for the Preferred Planning Solution to extend Webb Drive by approximately 300 m, from its existing terminus located at Duke of York Boulevard, to a new intersection at Kariya Drive. The design concept was developed for illustrative purposes only and is subject to refinement during future design phases.

Exhibit ES-4 depicts the proposed typical road cross-section and near-side transit stop cross-section. The typical cross-section is based on the Standard City Centre Cross-Section. **Exhibit ES-5** depicts the road alignment concept.

The following design aspects will be of particular interest:

- ▶ The use of the City of Mississauga Standard City Centre Road Cross-Section will ensure appropriate space is available for underground utilities, street trees and sidewalk. However, some details of the road cross-section may be subject to minor adjustments during the design phase.
- ▶ Traffic operations including the new intersections at The Exchange, Future Street B and Kariya Drive.
- ▶ Design of on-street parking, while maintaining appropriate clearance at intersections.
- ▶ Design of raised cycle tracks and transitions to existing cycling network.
- ▶ Design of near-side transit stops.
- ▶ Design of mid-block intersections.

The streetscape is conceptual only. Green areas are identified for future streetscape design and do not imply the planned presence of sod. Location of streetscape is subject

to further design and integration with future developments, utilities and municipal services.

Proposed and potential future roads depicted in **Exhibit ES-4** are subject to separate studies and City approval. A Schedule B Class Environmental Assessment Study for The Exchange is being carried out at the same time as this study. A proposed design concept for The Exchange is shown in the Project File.

Potential Property Requirements

Based on the concept design, three properties may be directly impacted, including: 180 Burnhamthorpe Road West, 152 Burnhamthorpe Road West, and 3672 Kariya Drive (note: municipal address may vary depending on property ownership registration). The potentially impacted properties are currently vacant land, designated and/or approved for future mixed-use development. Since the onset of the study, the parcels have since changed ownership; in 2020, all three parcels were sold to a different owner. Current property owner information was obtained from Geowarehouse.

A total of approximately 5,100 m² may be required to accommodate the Webb Drive right-of-way. The area of each parcel that may be impacted is noted **Exhibit ES-3**.

Exhibit ES-3: Area of Property Potentially Impacted

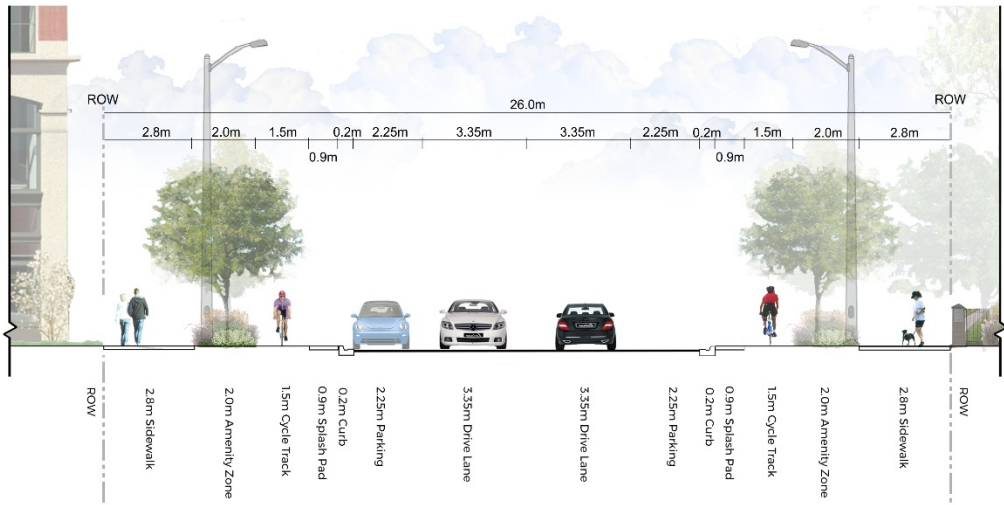
| Roll Number | Municipal Property Address | Property Owner | Approximate Area of Property Potentially Impacted |
|-------------------------|-----------------------------|----------------------|---|
| 05-04-0-154-06300-0000 | 180 Burnhamthorpe Road West | 2713589 Ontario Inc. | 1,200 m ² |
| 05-04-0-154-06400-0000 | 152 Burnhamthorpe Road West | 2729740 Ontario Inc. | 1,600 m ² |
| 05-04-0-1534-06600-0000 | 3672 Kariya Drive | 2729740 Ontario Inc. | 2,300 m ² |

The alignment of the proposed right-of-way is constrained by the existing segment of Webb Drive and the location of the Kariya Drive/Enfield Place intersection. If the alignment were to continue straight from the existing segment of Webb Drive to Kariya Drive, the intersection of Webb Drive/Kariya Drive would be offset from the existing

intersection of Kariya Drive/Enfield Place. An offset intersection is unacceptable at this location and would not comply with typical intersection spacing standards.

The proposed 26 m right-of-way width is required to accommodate the standard City Centre cross-section and supports the development of a multi-modal transportation network, including pedestrians, cyclists and transit. The right-of-way increases on approach to the Webb Drive/Kariya Drive intersection to accommodate turning lanes on Webb Drive and the turning radii of transit vehicles. Confirming the potential property impacts, as well as engagement with the property owners will be a priority during the preliminary and detail design phases.

Webb Drive (26m)



Transit Option

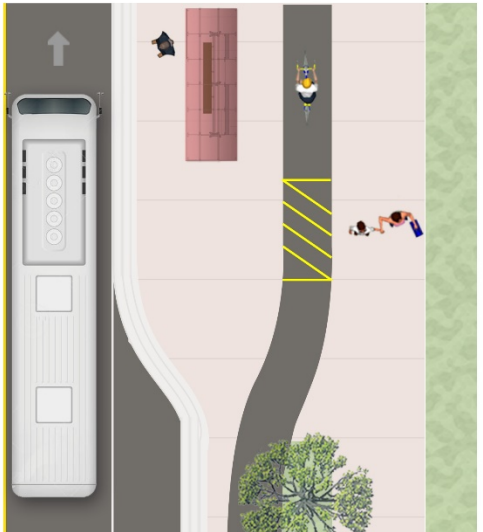
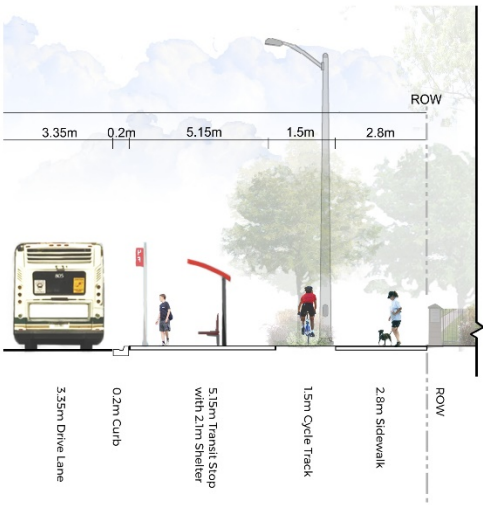
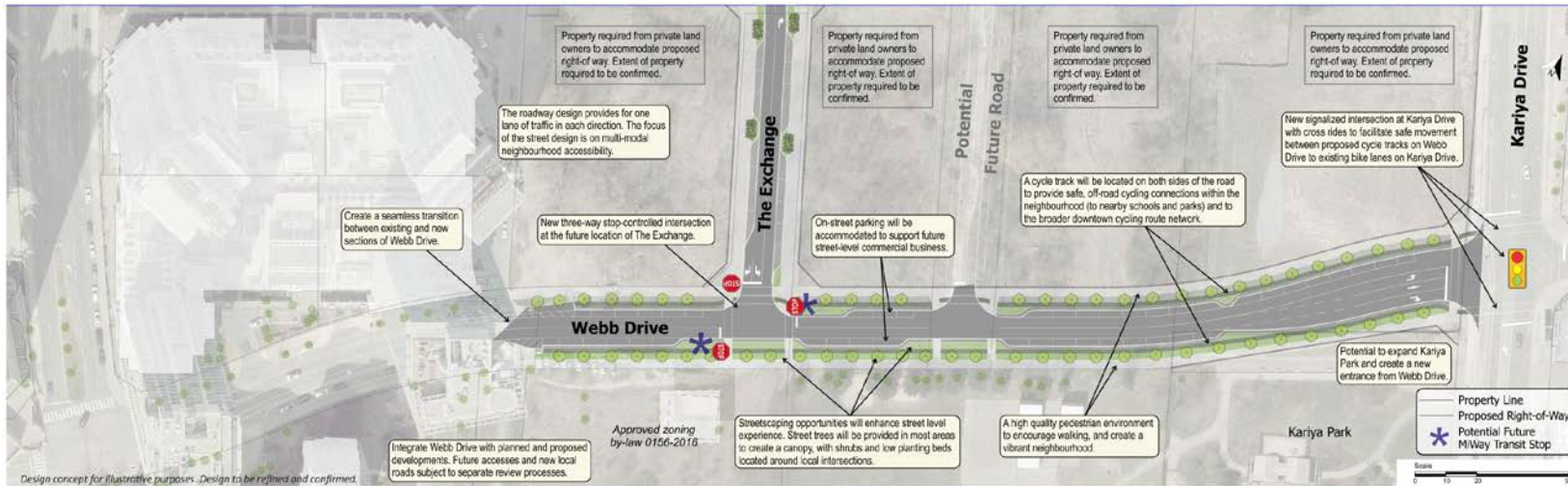


Exhibit ES-4: Webb Drive Typical Cross-Sections

Exhibit ES-5: Webb Drive Design Concept

Note: Streetscape depiction is conceptual only.



Consultation

Key Points of Contact

External agencies, utilities, emergency service providers, and residents and business owners were contacted directly at key points during the study and requested to provide input to the study and feedback on the decision-making process. The key points of contact are listed in **Exhibit ES-6**.

A direct mailing list of residents and businesses, within the defined catchment area, agencies and utilities was developed at the outset of the study. The catchment area for property owners was defined as approximately 300 m on either side of Webb Drive within the study area.

Project notices for all four downtown Mississauga road extension Class EA studies (i.e. Redmond Road, Kariya Dive, Webb Drive and The Exchange) were coordinated and sent concurrently. As such the catchment areas overlapped and the mailing list consolidated, as appropriate. The mailing list continued to be updated based on feedback received through the study.

Members of the general public were made aware of the study through notifications in the local newspapers and invited to contact the project team to join the project mailing list. Members of the public requesting to be on the mailing list received direct notification of subsequent study milestones at the key points of contact.

A dedicated website and email address were established through the City of Mississauga's website at the outset of the study:

<http://www.mississauga.ca/portal/residents/rwek-ea-studies>

Various Public Information Centre (PIC) materials were made available on the website (e.g. Notices, display material and comment sheets). All notices and study materials contained the dedicated project team email address to facilitate direct contact from interested members of the public.

The potential need for formal Indigenous Community engagement was explored with the Ministry of Environment, Conservation and Parks (MECP). In correspondence dated January 18, 2019, MECP confirmed that, given the urban downtown setting, the absence of natural features and watercourses, Indigenous Communities were unlikely to have an interest in the study and direct outreach was not required.

Exhibit ES-6: Key Points of Contact

| Date | Notification | Purpose |
|---|--|--|
| <p>Notice of Study Commencement December 4, 2018</p> | <ul style="list-style-type: none"> - Notice sent to property owners / mailing list – December 4, 2018 - City project website – December 4, 2018 - The Mississauga News – December 6 and December 13, 2018 - Letters and Response Forms sent to agencies and utilities – December 10, 2018 - Letter and Streamlined EA Project Information Form sent to MECP – December 12, 2018 | <p>To introduce and invite participation in the study and to request any preliminary comments or pertinent information.</p> |
| <p>Public Information Centre June 12, 2019</p> | <ul style="list-style-type: none"> - Postcard notices sent to property owners / mailing list – May 27, 2019 - City project website – May 31, 2019 - City website – June 3, 2019 - The Mississauga News – June 6, 2019 - PIC Display materials posted on City website on June 13, 2019 | <p>To notify and invite interested parties to attend the first Public Information Centre on June 12, 2019 to review information and provide input regarding: the problem and opportunities being addressed, the collection of background information, the evaluation of planning alternatives and early design concepts.</p> |
| <p>Notice of Study Completion [To be completed]</p> | <ul style="list-style-type: none"> - Notices sent to property owners / mailing list – XX - Notices sent to agencies and utilities – XX - City project website – XX - The Mississauga News – XX | <p>To announce the completion of the Class EA Study and notify interested parties of the 45-calendar day review period for the Environmental Study Report.</p> |

Agency Consultation

The list of technical agencies was assembled based on previous City of Mississauga Class Environmental Assessment studies and Ministry of the Environment, Conservation and Parks (MECP) Government Review Team (GRT) list. External ‘agencies’ (including regulatory/review agencies, utilities and emergency service

providers) were first notified of this Class EA Study through written correspondence on December 10, 2018 which included a copy of the Notice of Study Commencement and a Response Form. A summary of agency comments received throughout the study and course of action taken by the Project Team, as appropriate, is provided in **Exhibit ES-7**.

Exhibit ES-7: Agency Comments

| Agency Comment | Course of Action |
|---|--|
| <p>Ministry of Natural Resources and Forestry Email dated: January 2, 2019 I have received your letter regarding four proposed road extensions in Mississauga. There was no attached notice with a key plan. Please provide.</p> | <p>Notice of Commencement was provided via email.</p> |
| <p>Ministry of Natural Resources and Forestry Email dated: January 3, 2019 Natural areas to be affected will need to be searched for Butternut trees of all sizes, including seedlings, within 25 metres from proposed works. The woodland areas to be affected will need to be outlined and, if they are at least 0.5 ha averaging at least 30 metres in width with some native oak or maple species, assessed for potential as habitat for endangered bat species (Little Brown Myotis, Northern Myotis, Tri-coloured bat).</p> | <p>An assessment of the natural environment was completed as part of this study.</p> |
| <p>Ministry of the Environment, Conservation and Parks Letter dated: January 18, 2019 Response to Notice of Commencement providing guidance on consultation with Indigenous Communities.</p> | <p>Given the nature of this project and the existing land uses in the area, separate notification for Indigenous Communities was not required.</p> |
| <p>Ministry of Natural Resources and Forestry Emailed dated: June 6, 2019 We have received the Notice of Public Information Centre for this project. If you have any questions regarding natural features/systems or impacts on them, please let us know.</p> | <p>No action required.</p> |
| <p>Region of Peel Public Health Email dated: June 12, 2019 Thank you for sharing the notice of PIC for the environmental assessment process for Redmond Road, Webb Drive, The Exchange and Kariya Drive. We would like to request digital copies of information being shared at tonight’s PIC, including the presentation, so that we may review and provide comments.</p> | <p>PIC materials were provided via email on June 17, 2019.</p> |

Public Information Centre

A Public Information Centre (PIC) was held on June 12, 2019 from 5:30 pm to 7:30 pm in the Great Hall at the Mississauga Civic Centre, located at 300 City Centre Drive in Mississauga.

The purpose of the PIC was to provide stakeholders and interested members of the public with an opportunity to view study information including project background, the Municipal Class EA process, planning and policy context, assessment and evaluation of alternative planning solutions and the selection of a preliminary preferred solution. A design concept was presented of the preliminary preferred solution, for illustrative purposes.

Twelve people signed in at the PIC. Attendees included local residents / property owners, stakeholders, and staff from the Peel District School Board and City of Mississauga. The PIC materials were made available on the City's website the day after the PIC.

No public comments were received via hard copy at the PIC or during the comment period, ending July 5, 2019. Stakeholder comments are noted under the Stakeholder Consultation heading.

One written comment was received throughout the study. The comment is provided in **Exhibit ES-8**, along with the how the feedback was considered in this study. Sensitive information such as names and contact information have been removed.

Exhibit ES-8: Public Feedback Received Throughout the Study

| Comments | How the feedback has been considered in this study |
|---|--|
| Consider an underground pedestrian crossing connection of City Centre Dr and Webb Drive. Consider the development of a major grocery store type like Costco downtown Mississauga. Consider using conifer trees as streetscape plantings | An underground pedestrian crossing is beyond the scope of this Class EA study however, underground path systems may be contemplated in future developments. Several development applications for mixed use/residential developments adjacent to the study areas are in process. Developments are subject to approval through the City's site plan approval process. At this stage, the type and exact location of vegetation/trees to be planted in the study areas has not been confirmed. During detailed design a landscape plan will be developed to confirm vegetation and plantings in the study areas. |

Stakeholder Consultation

The proposed Webb Drive extension will be situated on and adjacent to land that is designated and being planned for future mixed-use development. During the Class EA study, undeveloped land parcels within the study area have been owned by Baif Developments Limited (Baif) and Wydanco Development (Wydanco). Consultation during the Class EA study was undertaken with owners and their representatives.

In 2020, the properties owned by Wydanco were sold. The parcels are currently owned by 2729740 Ontario Inc. (152 Burnhamthorpe Road West and 3672 Kariya Drive) and 2713589 Ontario Inc. (180 Burnhamthorpe Road).

Meetings with Baif and Wydanco representatives were held on May 30, 2019. Minutes of the meetings are on file with City staff. A summary of the correspondence with each stakeholder is provided below:

Baif Developments Limited

- ▶ A meeting was held with Baif's representatives on May 30, 2019, at the City of Mississauga, 201 City Centre Drive.
- ▶ The purpose of the meeting was to introduce the study, review early design concepts, discuss stakeholder questions and concerns, and review next steps.
- ▶ During the meeting Baif provided an overview of future plans for their properties on Webb Drive. It was noted that the City passed By-law 0156-2016 to amend Zoning By-law 0225-2007 on the south side of Webb Drive, south of The Exchange. The purpose of the By-law is to permit a 25 storey apartment building and a 3 storey horizontal multiple building. This Class EA Study is not anticipated to preclude or adversely impact zoning by-law approval or future site planning processes.
- ▶ Following the meeting, Baif provided a copy of the Traffic Impact Study and corresponding Addendum for a proposed residential development and future mixed-use development in the area.
- ▶ Following the Public Information Centre held on June 12, 2019, Baif provided comments related to the status of development in the area. No further comments about the study process or design concept were received.
- ▶ Prior to finalizing the Project File, the Project Team reached out to Baif representatives to schedule another meeting.

Wydanco Development

- ▶ A meeting was held with Wydanco's representatives on May 30, 2019, at the City of Mississauga, 201 City Centre Drive.
- ▶ The purpose of the meeting was to introduce the study, review early design concepts, discuss stakeholder questions and concerns, and review next steps.
- ▶ During the meeting Wydanco expressed concern about the loss of developable land required to accommodate the proposed right-of-way.
- ▶ Following the meeting, a draft property plan quantifying the area directly impacted by the proposed right-of-way was provided to Wydanco.
- ▶ Following the Public Information Centre held on June 12, 2019, Wydanco provided comments related to the proposed right-of-way and possible design measures that may reduce direct property impacts. Wydanco requested the Project Team review elements within the proposed right-of-way, including the layby parking, cycling facilities, and right-turn lane at the Webb Drive/Kariya Drive intersection.
- ▶ The Project Team reviewed the conceptual design and concluded the proposed layby parking, cycle track, and right-turn lane are all required to support the City's Downtown Local Area Plan and Active Transportation policies.
- ▶ No further comments about the study process or design concept were received.

2729740 Ontario Inc and 2713589 Ontario Inc

- ▶ Prior to finalizing the Project File, the Project Team reached out to the property owner's representatives to schedule a meeting.

Mitigation and Commitments to Further Work

Property

Confirming the potential property impacts and engagement of the property owner of 152 Burnhamthorpe Road West, 180 Burnhamthorpe Road West, and 3672 Kariya Drive will be a priority during preliminary and detailed design phases.

Integration with Future Development

Anticipated timing of construction for the Webb Drive extension is 2022, subject City Council annual review of capital project priorities and funding. At this time, it is not known if or how the construction of the roadway will be coordinated with surrounding development. The City will continue to coordinate with area land owners/developers to ensure that the roadway design and construction do not preclude planned future development.

Drainage and Stormwater Management

The stormwater management design will appropriately manage water quality and quantity per applicable City of Mississauga and Credit Valley Conservation design criteria. A Ministry of Environment, Conservation and Parks Environmental Clearance Approval (ECA) permit may be required for the expanded storm sewer system.

Soils Management

If soil removed during construction is determined to be contaminated, the disposal of contaminated soil must be consistent with Part XV.1 of the Environmental Protection Act and Ontario Regulation 153/04, Records of Site Condition.

Utilities

The City and any future developments on the proposed extension of Webb Drive will engage with Alectra Utilities, Peel Region and private utility companies to determine needs and coordinate design and installation.

Noise and Vibration

The potential for Noise Sensitive Areas (NSAs) in close proximity to the proposed Webb Drive extension was reviewed. There are no NSAs immediately adjacent to roadway since the study area is currently vacant, other than a sprawling elementary school to the south, and a public park to the south-east. Any potential NSAs located to the north for the study area rears onto Burnhamthorpe Road. Noise levels in this vacant land will be dominated by Burnhamthorpe Road and not Webb Drive. Based on this review, a noise assessment for Webb Drive was deemed to be not warranted.

The potential for construction noise issues will be further reviewed during detailed design when construction methodology and schedule is fully developed. Construction activities will conform to the City of Mississauga Noise Control By-Laws.

There are no existing land uses which are considered to be highly sensitive to vibration impact (e.g. sensitive equipment such as electron microscopes, or laboratory with sensitive scientific equipment, etc.).

Once constructed, the main source of vibration from Webb Drive would be from truck traffic. However, vehicles with pneumatic tires generally do not create significant levels of vibration except at very short distances. This road will function as a minor collector road serving only the local community and truck traffic volumes will be low, as such, vibration levels to the community are not expected to be perceptible or significant.

Some construction activities associated with the road building may at times create vibration levels that are perceptible at nearby land uses. However, the vibration levels produced by the anticipated construction activities will not be large enough to cause structural damage. The potential vibration generated by the building of the road and the surrounding community should be reviewed in detailed design, once construction methodologies and scheduling are developed.

Air Quality

During construction of the roadway, emissions sources will include construction equipment engines and air borne dust from construction vehicles travelling over exposed soils / unpaved surfaces. These impacts will be temporary, during construction. Due to the temporary nature of construction activities, there are no air quality criteria specific to construction activities. Construction emissions can be mitigated by appropriate maintenance of equipment and proper phasing that minimizes activity on unpaved surfaced.

The Environment Canada “Best Practices for the Reduction of Air Emissions from Construction and Demolition Activities” document provides several mitigation measures for reducing emissions during construction activities. Mitigation techniques discussed in the document include material wetting or use of chemical suppressants to reduce dust, use of wind barriers, and limiting exposed areas which may be a source of dust and equipment washing.

Ministry of Environment, Conservation and Parks (MECP) recommends that non-chloride dust suppressants be applied. MECP also recommends referring to the following publication in developing dust control measures: Cheminfo Services Inc. Best Practices for the Reduction of Air Emissions from Construction and Demolition Activities. Report prepared for Environment Canada, March 2005.

Sustainability

The Downtown Core is located within a major designated growth area and identified as an Anchor Hub in the Regional Transportation Plan. The City's objective is to create a high quality, pedestrian friendly, human scaled environment that attracts lasting public and private investment in the Downtown to support existing and planned infrastructure, particularly higher order transit.

The Webb Drive extension is part of this integrated plan to transform the downtown into a sustainable, compact mixed-use area with multi-modal transportation options that seek to reduce single occupant vehicle use by creating a live-work-play community, linked to a multi-tier public transit system and a comprehensive cycling network. The new road will result in smaller scaled blocks; the scale of the street is to be narrower with special attention paid to the public realm.

The existing road pattern is made up of super blocks. An expanded road network is proposed that will create an urban pattern of development blocks that are walkable in scale and well connected. The new road network will result in urban scaled blocks, providing routing options for vehicular, servicing and goods movement, pedestrian and cycling movement within the Core. The scale of the streets is to be narrower with special attention paid to the public realm.

| | |
|---|--------------------------------|
| Date: July 15, 2020 | Originator's files: |
| To: Mayor and Members of Council | |
| From: Shari Lichterman, CPA, Commissioner of Community Services | Meeting date: July 22, 2020 |

Subject

National Rowing Federation of Canada and the Federation Internationale des Societes D’Aviron Event and Rights Agreement

Recommendation

1. That the Commissioner of Community Services and the City Clerk be authorized, on behalf of The Corporation of the City of Mississauga, to enter into an Event and Rights Agreement with the National Rowing Federation of Canada and the Federation Internationale des Societes D’Aviron (FISA) for hosting the 2023 World Rowing Indoor Championships, and ancillary agreements related thereto, in a form satisfactory to the City Solicitor.
2. That all necessary by-laws be enacted.

Report Highlights

- The City and National Rowing Federation of Canada submitted a bid to host the 2023 World Rowing Indoor Championships. The bid was selected by the Federation Internationale des Societes D’Aviron (FISA).
- The City and the National Rowing Federation of Canada are required to sign an Event and Rights Agreement with FISA that governs the preparation, organization and staging of the event.
- The event will be held at Paramount Fine Foods Centre on February 25 – 26, 2023.

Background

The Federation Internationale des Societes D’Aviron (FISA) is the international governing body of rowing and is recognized as such by the International Olympic Committee. The City of Mississauga and the National Rowing Federation of Canada submitted a bid to host the 2023 World Rowing Indoor Championships. The bid was selected by FISA who also own and control the right to organize, stage and commercially exploit the event.

The Championships are a partnership with Rowing Canada Aviron and the Canadian Indoor Rowing Championships. The event will be two full days of race events combining the Canadian Indoor Rowing (CIRC) program alongside World Rowing Indoor events. The event will welcome between 2,500 to 3,500 participants. Athletes from as far as Asia, Europe and North America will compete in the international sports event.

Comments

At this time the City of Mississauga and the National Rowing Federation of Canada are required to sign an Event and Rights Agreement with FISA that will govern the preparation, organization and staging of the event. In addition to staging the event, the agreement will also provide the right to make full use and derive benefits from the local commercial rights, including local sponsorship rights and hospitality rights.

The National Rowing Federation of Canada will rent the Paramount Fine Foods Centre to host the event on February 25-26, 2023. They will also book hotels located in the City of Mississauga for their athletes, officials and visiting friends and family.

Strategic Plan

The Event and Rights Agreement with the National Rowing Federation of Canada and the Federation Internationale des Societes D’Aviron is aligned to our strategic pillars of Connect and Prosper. It supports building vibrant communities that offer commercial, social, and recreational experiences to all in addition to attracting innovative and creative opportunities for business.

Financial Impact

The fees and costs for the event will be the responsibility of the National Rowing Federation of Canada and the Organizing Committee. As such, there are no financial impacts from the recommendations in this report.

Conclusion

This report recommends that the City be authorized to enter into an Event Rights Agreement with the Federation Internationale des Societes D’Aviron and the National Rowing Federation of Canada to host the 2023 World Rowing Indoor Championships. The Recreation Division’s Tourism Unit is committed to hosting sport events that will offer direct and/or indirect economic, social, health and community development benefits to the city and help promote the City of Mississauga’s reputation as a preferred sport host.



Shari Lichterman, CPA, Commissioner of Community Services

Prepared by: Julia Giovinazzo, Business Advisor, Business Planning

REPORT 6 - 2020

To: MAYOR AND MEMBERS OF COUNCIL

The Planning and Development Committee presents its sixth report for 2020 and recommends:

PDC-0021-2020

1. That the applications under File OZ 16/008 W7, Mississauga I GP Inc., 86-90 Dundas Street East to amend Mississauga Official Plan to Residential High Density and Greenlands; to change the zoning to H-RA4-Exception (Apartments) and G1 (Greenlands) to permit a 16 storey residential condominium apartment with ground floor commercial uses in conformity with the provisions outlined in Appendix 2, be approved subject to the conditions referenced in the staff report dated June 19, 2020 from the Commissioner of Planning and Building.
2. That the applicant agree to satisfy all the requirements of the City and any other external agency concerned with the development.
3. That the decision of Council for approval of the rezoning application be considered null and void, and a new development application be required unless a zoning by-law is passed within 18 months of the Council decision.
4. That the "H" holding symbol is to be removed from the RA4-Exception (Apartments) zoning applicable to the subject lands, by further amendment upon confirmation from applicable agencies and City Departments that matters as outlined in the report dated June 19, 2020, from the Commissioner of Planning and Building have been satisfactorily addressed.
5. Notwithstanding subsection 45.1.3 of the *Planning Act*, subsequent to Council approval of the development application, the applicant can apply for a minor variance application, provided that the height shall not increase.

PDC-0022-2020

That the report dated June 19, 2020, from the Commissioner of Planning and Building regarding the applications by Mattamy (5150 Ninth Line) Limited to permit 119 townhomes (15 dual frontage townhomes, 63 condominium townhomes, 17 street townhomes and 24 back to back townhomes) on private condominium roads and a new public road from Ninth Line, under Files OZ 19/018 W10 and T-M19006 W10, 5150 Ninth Line, be received for information.

**Ministry of Municipal Affairs
and Housing**

Office of the Minister

777 Bay Street, 17th Floor
Toronto ON M7A 2J3
Tel.: 416 585-7000

**Ministère des Affaires municipales
et du Logement**

Bureau du ministre

777, rue Bay, 17e étage
Toronto ON M7A 2J3
Tél.: 416 585-7000



234-2020-2680

July 8, 2020

Dear Head of Council:

The COVID-19 outbreak has touched everyone in the province, creating personal and financial hardship, and resulting in losses far greater than anyone could have imagined. We are making steady progress in the safe reopening of the province, and we acknowledge and celebrate those who went above and beyond through this crisis.

I am writing to inform you that on July 8, 2020, our government introduced the COVID-19 Economic Recovery Act, 2020, to help get Ontario back on track. Our proposed bill will address three critical needs Ontario faces: restarting jobs and development; strengthening communities; and creating opportunity for people.

Our government recognizes the key role that municipalities play in restarting the economy, and that their efficient functioning and economic sustainability is critical to Ontario's future success. We are also continuing to negotiate with our federal partners to ensure communities across Ontario receive the urgent financial support they need. We know that municipalities require fair and flexible investment to protect front line services and help restart the economy.

This bill includes proposals that will enable municipal councils and local boards to meet electronically on a permanent basis and allow municipal councils to decide if they wish to have proxy voting for their members. Our government also proposes to finalize the community benefits charges framework; enhance the Minister of Municipal Affairs and Housing's existing zoning order authority to provide more certainty when fast tracking the development of transit oriented communities; make it faster to update and harmonize the Building Code so that we can break down interprovincial trade barriers, and permanently establish the office of the Provincial Land and Development Facilitator to help solve complex land use issues. We are also working on optimizing provincial lands and other key provincial strategic development projects that will help facilitate economic recovery efforts.

My ministry will be hosting a technical information briefing on the proposed community benefits charges framework, including proposed changes to development charges and parkland dedication, so that municipal staff can gain a better understanding of the proposal. The technical briefing will take place in the near future and invitations from the Assistant Deputy Minister of Local Government and Planning Policy Division to municipal Chief Administrative Officers, Treasurers and Chief Planners will be forthcoming.

.../2

Head of Council
Page 2

In addition to initiatives that I have outlined above from my ministry, there are several other proposals included in our proposed legislation that will support your communities. Changes proposed will modernize our outdated environmental assessment framework, provide more local say on future landfill sites, and ensure strong environmental oversight, while supporting faster build-out of vital transport and transit infrastructure projects to support our economy. Municipally-run courts will be able to use technology to deliver services remotely and we are also moving to fill justice of the peace vacancies faster and more transparently.

We will be extending the validity period of unused marriage licences and protecting the province's most vulnerable consumers who rely on payday loans, by proposing limits on related interest rates and fees.

Also proposed is the reduction of regulatory burdens on farming while preserving the environmental rules that will support this vital part of our economy. Businesses will be able to count on clear, focused and effective rules that do not compromise people's health, safety or the environment through our changes that continue to focus on cutting red tape. At the same time, our changes will allow health and safety standards to be updated more quickly to ensure worker safety in a changing economy.

As the province continues to reopen and the economy recovers, it's more critical than ever to position Ontario as a top-tier destination for investment, domestic growth, and job creation. A key measure to support this objective is the creation of a new investment attraction agency, Invest Ontario, that will promote the province as a key investment destination and work closely with regional partners to coordinate business development activities.

Our proposed changes will also help our communities respond in part to the challenges that this outbreak has brought to our education system. Changes proposed would allow school boards to select the best candidates for director of education for their respective communities. We will also reduce red tape that is preventing access to school for some First Nation students and by limiting unproductive suspensions for our very youngest students. Students with severe learning disabilities will have an opportunity to complete their studies in the upcoming school year and by broadening the mandates of TVO and TFO, our broadcasters will be able to support students' learning needs better during these challenging times.

Through this proposed legislation, we will take the first step towards a strong restart and recovery. More information on our proposals can be found on the Legislative Assembly of Ontario's [website](#).

Our greatest challenges lie ahead of us, and we know we cannot overcome them alone. It's time for everyone to play a role in rebuilding Ontario together. We will ensure no community or region is left behind. Every community must recover if all of Ontario is to grow and prosper again.

Head of Council
Page 3

Municipalities are encouraged to continue to review our Government's Emergency Information webpage at: [Ontario.ca/alert](https://ontario.ca/alert). I thank you for your continued support and collaboration in these challenging times.

Sincerely,

A handwritten signature in blue ink that reads "Steve Clark". The signature is written in a cursive, flowing style.

Steve Clark
Minister of Municipal Affairs and Housing

- c: Chief Administrative Officers
Municipal Clerks
Kate Manson-Smith, Deputy Minister of Municipal Affairs and Housing
Brian Rosborough, Executive Director, Association of Municipalities of Ontario

Motion to honour the life of Ignat “Iggy” Kaneff

WHEREAS Ignat “Iggy” Kaneff arrived in Canada in 1951 and subsequently built an incredibly successful real estate and construction business, employing thousands of people and building many commercial and residential units across Canada;

AND WHEREAS Ignat was a generous philanthropist, creating the I. Kaneff Charitable Foundation and raising millions of dollars for Community Living Mississauga, the Credit Valley Hospital Foundation, the Mississauga Symphony Orchestra the University of Toronto in Mississauga, the Osgoode Law School building campaign, and the Lassonde School of Engineering at York University campaign, among many others;

AND WHEREAS Ignat has been honoured many times, including being named to Bulgarian Order “Stara Planina First Degree” in 2002; awarded the Order of Ontario in 2010 and the Order of Canada in 2016; conferred an honorary Doctor of Laws by the University of Toronto, York University, and the University of Ruse in Bulgaria; named a Rotary International Paul Harris Fellow; selected as the City of Mississauga’s Citizen of the Year in 1992; awarded the Queen’s Golden Jubilee Medal; and awarded the Mississauga Heritage Lifetime Achievement Award and the Community Living Mississauga Lifetime Achievement Tribute.

AND WHEREAS Ignat was a city-builder in our City, forever changing the face of Mississauga and leaving an indelible mark on our urban development and built form;

AND WHEREAS Ignat’s story demonstrates that no matter where you come from, through hard work, dedication, and a strong community spirit, everyone can succeed in Mississauga and in Canada;

AND WHEREAS Ignat Kaneff passed away on July 12, 2020 at the age of 93...

THEREFORE BE IT RESOLVED THAT the City of Mississauga expresses its sincere condolences to the Kaneff family, and in particular his wife Dimitrina “Didi,” Kaneff, and his two daughters Anna-Maria and Kristina Kaneff; and

THEREFORE BE IT FURTHER RESOLVED that Council direct staff to develop a list of potential naming opportunities to honour Ignat Kaneff.

