
REVISED
General Committee

Date: September 23, 2020
Time: 9:30 AM
Location: Council Chambers, Civic Centre, 2nd Floor
300 City Centre Drive, Mississauga, Ontario, L5B 3C1
And 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 (Chair)

Participate Virtually and in Person

Advance registration is required to participate in person and/or to make comments in the virtual public meeting. Any member of the public interested in speaking to an item listed on the agenda or interested in attending in person must register at megan.piercey@mississauga.ca by Monday, September 21, 2020 before 4:00 PM.

Residents without access to the internet, via computer, smartphone or tablet, can participate and/or make comment in the meeting via telephone. To register, please call Megan Piercey 905-615-3200 ext 4915 no later than Monday, September 21, 2020 before 4:00 PM. Comments submitted will be considered as public information and entered into public record.

Contact

Megan Piercey, Legislative Coordinator, Legislative Services
905-615-3200 ext. 4915
Email: megan.piercey@mississauga.ca

Find it Online

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

1. **CALL TO ORDER**

2. **APPROVAL OF AGENDA**

3. **DECLARATION OF CONFLICT OF INTEREST**

4. **PRESENTATIONS - Nil**

5. **DEPUTATIONS**

5.1 Item 7.1 Shawn Slack, Director, Information Technology and Chief Information Officer

5.2 Item 7.2 Bonnie Brown, Director, Economic Development

*5.3 Item 7.1 & 7.2 Brad Butt, Vice-President, Government and Stakeholder Relations, Mississauga Board of Trade

6. **PUBLIC QUESTION PERIOD - 15 Minute Limit**

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

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

1. 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.

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

7.1 Smart City Recovery Plan Supporting Social and Economic Resilience

7.2 The City of Mississauga's Economic Recovery Plan

8. **CONSENT AGENDA**

9. **MATTERS TO BE CONSIDERED**

9.1 All-Way Stop – Enola Avenue and The Thicket (Ward 1)

9.2 All-Way Stop – Mississauga Road South and Bay Street (Ward 1)

9.3 Speed Limit – Lakeshore Road (Wards 1 and 2)

9.4 Single Source Contract Award for the Supply and Delivery of 3M Canada Sign Sheeting Materials (PRC004729)

9.5 Parking Fines in Lakefront Zones

9.6 Request to Increase Contract Upset Limit with WSP Canada Ltd. for The Collegeway Cycling Infrastructure Implementation Project – Detailed Design Phase, Procurement No. PRC000902 (Ward 8)

9.7 GTA West Transportation Corridor – Preferred Route

9.8 Amendment 1 to the Growth Plan for the Greater Golden Horseshoe, 2019 and Land Needs Assessment Methodology (To be considered following Closed Session)

10. ADVISORY COMMITTEE REPORTS

10.1 Diversity and Inclusion Advisory Committee Report 3 - 2020 - September 9, 2020

10.2 Environmental Action Committee Report 3 - 2020 - September 15, 2020

10.3 Public Vehicle Advisory Committee Report 2 - 2020 - September 15, 2020

10.4 Mississauga Cycling Advisory Committee Report 4 - 2020 - September 15, 2020

11. MATTERS PERTAINING TO REGION OF PEEL COUNCIL

12. COUNCILLORS' ENQUIRIES

13. OTHER BUSINESS/ANNOUNCEMENTS

14. CLOSED SESSION

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

14.1 Education Session: Overview of Changes to Ontario's Planning System - The Growth Plan for the Greater Golden Horseshoe, 2019

*14.2 A proposed or pending acquisition or disposition of land by the municipality or local board: Authorization to Purchase a Portion of 2247 Hurontario Street for Parks Purposes (Ward 7)

15. ADJOURNMENT

City of Mississauga Corporate Report



Date: September 7, 2020

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:
September 23, 2020

Subject

Smart City Recovery Plan Supporting Social and Economic Resilience

Recommendation

That the corporate reported dated September 7, 2020 entitled "Smart City Recovery Plan Supporting Social and Economic Resilience", from the Commissioner of Corporate Services and Chief Financial Officer, be received.

Report Highlights

- The Smart City Master Plan was endorsed by Council on July 3, 2019 and is guided by a set of Goals and a Smart City Framework that provides governance over Smart City planning.
- Great progress has been made but in the face of the COVID-19 pandemic, the focus has shifted to supporting the Response and Recovery needs of the City. In the short-term, a focus on Social and Economic Resilience is required to aid the community, businesses and those at risk.
- The use of technology became essential to the City's Response to COVID-19. With the closure of City facilities mid-March 2020 many innovations were put in place to ensure essential services continued, many of which were enabled by Smart City technologies already in place.
- With a great deal of innovation and digital transformation realized to support the response to COVID-19 it is now time to leverage our Smart City assets to support the Recovery efforts of the City focussing on Social and Economic Resilience. There is a balance of short-term and long-term initiatives planned that are designed to drive economic opportunity and to level the playing field for those at risk.

Background

The Smart City Master Plan was endorsed by Council on July 3, 2019 and is guided by a set of Goals and a Smart City Framework that provides governance over Smart City planning. A fundamental and overarching goal is to ensure that a “**Smart City is for Everybody**” with specific goals defined that will be used to assess and measure the impact of Smart City initiatives as follows:

- **Focus on People** – creating opportunities for social resiliency and digital literacy.
- **Focus on Economy** – enable interconnectedness, entrepreneurship & innovation.
- **Focus on Living** – affect positive change for a better quality of life.
- **Focus on Mobility** – support mobility that improves access and choice.
- **Focus on Environment** – support climate change action plan and urban planning.
- **Focus on Government** – be open and transparent, efficient and accessible.

Three strategies address the vision and goals of the Smart City Master Plan providing direction, action and aligning initiatives that are underway, planned or are future considerations that enable “a Smart City for Everybody” as follows:

Mississauga is a City of the Future – by creating a connected and engaged City with the largest publically owned and operated Fibre Network providing citywide Wi-Fi for public use, connecting the mobile workforce, traffic intersections, digital signs, cameras and sensors with key initiatives underway:

- Central Library Digital Transformation
- Advance Traffic Management System
- Connected Fleet
- Brightwater and Lakeview Smart City Consultation
- 5G Study

Mississauga is a Place for Civic Curiosity – A Smart City is one that harnesses the collective intelligence of the city and its people. We engage the public, industry and agency partners to discuss, design and create innovative solutions to real world issues facing our communities:

- Living Labs
- Innovation Challenges
- Centre for Civic Curiosity

Mississauga is a Smart City for Everybody – Fundamental to Smart City is the concept of inclusivity, which requires oversight and governance. This is supported by the belief that Smart City needs to be government led with the participation of the community, industry and agency partners.

Great progress has been made but in the face of the COVID-19 pandemic, the focus has shifted to supporting the Response and Recovery needs of the City. In the short term a focus on Social and Economic Resilience is required to aid the community, businesses and those at risk by working with our partner agencies, other levels of government and the private sector.

Comments

The use of technology became essential to the City's Response to COVID-19. With the closure of City facilities mid-March 2020 many innovations were put in place to ensure essential services continued, many of which were enabled by Smart City technologies already in place. The following are a few of the innovative initiatives that aided the City's response to COVID-19:

- Critical in person services were transformed to digital online services
- The first hybrid Virtual Council Meeting was held just days after the closure of City facilities followed by full Virtual Council meetings and Mayor Crombie's weekly live streamed media briefings
- The Cherry Blossom web cam was installed creating access for those in isolation
- An additional 200 outdoor Hotspots for free public Wi-Fi were enabled in locations that supported continued access for those at risk and rely on public Wi-Fi to stay connected with the community and family
- Under extreme circumstances City essential services and front line workers were supported through the use of new mobile technology and digital transformation of processes and services that were previously manual and paper based
- Data and information to support decision making was critical to the response with the innovative use of GIS, real time data and mapping implemented for monitoring and enforcing COVID related matters

With a great deal of innovation and digital transformation realized to support the response to COVID-19 it is now time to leverage our Smart City assets to support the Recovery efforts of the City focussing on Social and Economic Resilience. There is a balance of short-term and long-term initiatives planned that are designed to drive economic opportunity and to level the playing field for those at risk as follows:

Smart City Open Data Challenge is a month long virtual event in October designed to engage youth and challenge them to imagine a new future. With the impacts of COVID, many things in our day-to-day lives have changed and we believe there are opportunities that can be created with the help and leadership of the youth of Mississauga. The event will run for the entire month of October 2020 with the support of industry, UTM, Sheridan, Students, Library, EDO, City Staff and an open invite to our members of Council as well! During the month, there will be many activities to foster learning, engagement and coaching.

Laptop Donation and Lending is a partnership between Information Technology and the Library to support youth in our community that do not have access to computers at a time when it has become essential. An initial donation of 100 laptops to school boards in Mississauga will take place in September establishing a partnership and continued donations on an annual basis. In addition, the Laptop Lending program in the Library will be expanding through sponsorship and donations starting with the Smart City Open Data Challenge where sponsors will be asked for direct financial support to the expansion of the Laptop Lending program.

EDO Digital Ecosystem is a partnership between Information Technology and the Economic Development Office to create a new collaboration platform using MS Teams that will engage the businesses in Mississauga through a new innovative digital ecosystem. The system will enable broad collaboration between EDO staff and businesses in Mississauga, support business-to-business opportunities and create a digital community that will strengthen partnerships and relationships across the City. This will position EDO and the City as leaders in the use of technology to support the economy. The system will launch in October.

Digital Transformation of Mississauga.ca and Online Services has positioned the City to be agile and responsive to providing information and new online services on a modern cloud platform. Being agile and responsive has been the success of the response to COVID and will enable the City to build back better with new services and information being developed much faster and in a modern and innovative way. A full briefing to Council on the newly launched Mississauga.ca is planned for early October.

Brightwater and Lakeview Developments have Smart City technology and digital considerations that have created opportunities for partnerships and to design digital features for public spaces as part of the master planning process and detail design. The following community features are being planned or considered as follows:

- The required infrastructure to accommodate City fibre network to support Traffic, Street Lighting and connectivity for other amenities is included in the design creating an efficient and complete community design.
- Public Wi-Fi locations and design is underway considering the open public spaces, parks and amenities in the community, the expansion of the Port Credit BIA boundary and City staff mobility needs
- Various partnership opportunities are being considered that align with the goals of the Smart City Master Plan and would help establish these communities as leaders in Smart City innovation.

The Smart City Team will also continue working on the Smart City Policy, which will be supported by other key policies and guidelines, focussed on data and privacy to address digital and data collection in the public realm followed by the effective management and use of data to

drive better decisions. The Smart City steering committee comprised of key leaders from across the City will provide guidance and support to the Smart City response to COVID-19 and the development of Smart City policy and program.

Strategic Plan

The Smart City Master Plan supports and enables the City's Strategic Plan and Master Plans through collaboration, planning and partnerships.

Financial Impact

There are no financial impacts. All initiatives advance as part of the business planning and budget process and are subject to budget approval.

Conclusion

The Smart City Master Plan enables the City to plan with digital in mind through collaboration, planning and governance. Great progress has been made since the master plan was approved in 2019 but the focus must now shift to support the impacts of COVID-19. Focussing on Social and Economic Resilience will create opportunity and support those at risk, the community and the businesses of Mississauga. Short and long-term actions are planned that will have a positive impact on our community. These impacts will be reported out annually as part of the Smart City Master Plan update to Council.



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

Prepared by: Shawn Slack MBA, Director Information Technology & Chief Information Officer

City of Mississauga Corporate Report



<p>Date: September 8, 2020</p> <p>To: Chair and Members of General Committee</p> <p>From: Paul Mitcham, P.Eng, MBA, City Manager and Chief Administrative Officer</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: September 23, 2020</p>
---	--

Subject

The City of Mississauga's Economic Recovery Plan

Recommendation

That the report entitled, "The Economic Recovery Plan – Broader Industry", and the "Economic Recovery Plan – Small Business" as part of the City's Economic Recovery Framework, dated September 8, 2020 from the City Manager be endorsed.

Report Highlights

- The Economic Development Office ("EDO") has led the development of the economic recovery plans that supports small business and broader industry.
- EDO has engaged with business owners and key industry leaders to understand the challenges and opportunities of our business community to inform the plans.
- The economic recovery plans were presented to the City's Economic Resiliency Task Force (the "Task Force") on July 20th with subsequent one-on-one follow up provided to Task Force members.
- Staff received Task Force input and support in principle for the economic recovery priorities and accompanying actions outlined in the plans.
- The actions with financial implications will be validated through the City's budget and business planning processes.

Background

In early 2020, the COVID-19 virus spread across the world impacting the health and wellbeing of its citizens and disrupting the global economy. The Province responded by declaring a State of Emergency forcing business and school closures, and placing limitations on physical and social activity. Almost immediately economic impacts surfaced, with loss of revenues, jobs and

businesses causing an unprecedented decline in overall economic output and disruption across industries.

In response to the crisis, Council adopted the City's COVID-19 Recovery Plan Framework in May 2020. Designed to guide Mississauga's journey back to a fully operational city, the Framework is divided into four distinct pillars to address all aspects of recovery: Economic, Finance, Community and Corporate.

The Economic Pillar includes five distinct plans for recovery: 1. Industry, 2. Small Business, 3. Creative Industry (Film, TV and Music), 4. Land Development, and 5. Tourism. As part of the Economic Recovery Management Team, the Economic Development Office (EDO) led the development of recovery plans that support small businesses and broader industry.

Small Business

Small business is the foundation of Mississauga's economy, with 93,000+ small businesses representing 99% of the city's business community and nearly half of local employment. Encompassing traditional, main street small businesses, early stage entrepreneurs, start-ups, and high-growth scale-ups, the economic health and vitality of small business is a key determinant of overall economic well-being and prosperity.

Industry

Mississauga's broader industry includes established businesses within the following key high value, globally connected sectors: Advanced Manufacturing, Higher Value Business Services, Life Sciences and Smart Logistics. Together these sectors employ over 178,000 people in Mississauga, 42.9% of total employment

EDO Response to COVID-19

From the onset of the pandemic, EDO quickly pivoted its operations and services to respond to the immediate needs of Mississauga's business community. In response, EDO delivered the following outreach and services*:

One-on-One Business Consultations	<ul style="list-style-type: none"> Facilitated 165+ cases
Outbound Advisory Services Program	<ul style="list-style-type: none"> Targeting key sectors, 350+ companies were contacted, with 53 engagements completed and another 55 currently active (representing over 14,000 local employees)
Specialized Webinars	<ul style="list-style-type: none"> 30 webinars with over 2,500 participants

General Committee	2020/09/08	3
-------------------	------------	---

Business Roundtable Sessions	<ul style="list-style-type: none"> • 10 business roundtables: <ul style="list-style-type: none"> ○ Key sector roundtables for 54 local businesses with 19,000 local employees ○ Business stakeholder roundtables (BIAs and business associations) representing thousands of small businesses
Business Advisory Program	<ul style="list-style-type: none"> • 27 local small businesses have been offered access to third party business specialists in areas such as accounting and legal services
Partner Collaboration	<ul style="list-style-type: none"> • Ongoing weekly update meetings with key internal and external partners including Culture, Tourism, Land Development, Mississauga Board of Trade, Business Improvement Areas and other business associations

*All engagement metrics are as of August 31, 2020

Through these engagement activities, business owners and leaders offered insights into the challenges and opportunities of our business community that helped shape the priorities and actions for the Small Business (Appendix 1) and Broader Industry (Appendix 2) Economic Recovery Plans.

Council also established an Economic Resiliency Task Force to formally facilitate input from representatives of all industries. At its inaugural meeting on July 20th, staff reviewed priority recommendations from both Recovery Plans. Following the meeting, one-on-one sessions with each Task Force member were conducted and additional advice was received. Overall, the Task Force provided positive feedback and a commitment to partner in delivering the Economic Recovery Plan actions.

Comments

COVID-19 has had an enormous but varied impact across Mississauga's business sectors, neighbourhoods and residents. Some of the most severely impacted sectors of the economy such as Main Street small businesses, restaurants and hospitality will require enhanced support and resources for recovery. Similarly, COVID-19's disproportionate impact upon visible minorities, women and youth will require dedicated efforts and support to ensure that Mississauga's recovery leaves no one behind.

Despite the negative economic impacts, business growth opportunities have continued or emerged during the COVID-19 pandemic as businesses respond to shifting consumer demand, disruptions to global supply chains, increased demand for information technology solutions and provision of COVID-19 related products. Capturing growth opportunities in areas such as Information Technology, Logistics, Food & Beverage and Life Sciences will support a strong recovery that generates employment opportunities for Mississauga's residents.

EDO's extensive business and community engagement process provided a clear understanding of the challenges and opportunities for Mississauga's small businesses and broader industries. Drawing from these insights, and on the priorities established within Economic Development Strategy 2020-2025, each Economic Recovery Plan will address the immediate needs of businesses in response to the COVID-19 pandemic and support long-term sustainable economic prosperity within Mississauga.

The Economic Recovery Plans are organized around the three distinct phases of recovery found within the City of Mississauga's COVID-19 Recovery Plan: Mitigate, Reboot, Grow. Over the phases of economic recovery, EDO will serve both the small business community and broader industry by building capacity in a number of areas required to advance the following themes, priorities and key initiatives:

Economic Recovery Plan Themes

- **Advocacy:** Effectively advocate on behalf to the local business community to federal and provincial levels of government.
- **Collaboration:** Collaborate with key partners across diverse backgrounds and sectors to successfully implement Economic Recovery Plan priorities.
- **Inclusion:** Ensure Economic Recovery Plan priorities and actions support the five inter-related characteristics of inclusive growth: participation, equity, growth, sustainability and stability

Economic Recovery Plan Priorities

- **Business Outreach:** Engage the business community to understand their evolving needs and inform service delivery, act as a reliable source of relevant information, and effectively advocate on the business community's behalf.
- **Business Investment Retention, Expansion & Attraction:** Enable a business friendly environment, and develop and secure business investment retention, expansion and attraction opportunities.
- **Innovation:** Establish Mississauga as a place of industry innovation and leadership by supporting and enhancing the innovation potential of local start-ups, scale-ups and established businesses.
- **Distinct Places:** Create and support long-term economic growth opportunities within key economic growth centres, and restore and strengthen vibrant local business districts.

Economic Recovery Plan Key Initiatives

- **Digital Economy Inclusion and Growth** related actions will support an inclusive economic recovery by supporting residents and small business access to digital technology, as well as enable Mississauga to take advantage of investment growth opportunities within the digital economy. Includes actions such as Digital Main Street, ShopHERE, Ritual One, Digital Adoption & Inclusion initiatives, Smart Digital Infrastructure and Sector Specialist Support.
- **Innovation Hub Program** will offer support to early stage entrepreneurs, start-ups and scale-ups to support job growth, talent attraction, business investment and improved economic competitiveness in Mississauga.
- **Business Recovery Placemaking Campaigns** will aim to strengthen consumer confidence and business investment through dedicated place-based campaigns that develop and promote Mississauga's identity and brand. Includes marketing focused actions such as Mississauga Made, Awareness Campaign, Innovation Marketing Campaign, Downtown Placemaking Marketing, Promotion and Investment Attraction, and Strong Ready Campaign, as well as considering a Community Improvement Plan for Main Street.
- **Lakeview Innovation District** will advance critical work in attracting a major anchor institution(s) and/or companies to act as a catalyst to kick start development of the Lakeview Innovation District. This unique and transformative development opportunity has the potential of elevating Mississauga as a major driver of the regional and global innovation ecosystem. More immediate plans to advance this project include a planned Internal Activation Session with City and Region staff and a later Symposium to formally introduce the development opportunity to the market.
- **Business Investment & Sector Development** will focus on developing key industry sectors and capturing investment retention, expansion and attraction opportunities emerging during and beyond the COVID-19 pandemic. Includes industry Sector and Sub-Sector initiatives, developing a B2B platform, and Workforce Development initiatives.

Strategic Plan

Priorities identified in the Economic Recovery Plans for small business and broader industry align with the priorities outlined in the City's Economic Development Strategy (2020-2025) and supports all five pillars for change in the City of Mississauga Strategic Plan (2009) in the following ways:

- **Developing Transit-Oriented City:** EDO efforts need to focus on working with its partners to deliver durable infrastructure, which includes transit driven growth;

- **Ensuring Youth, Older Adults and New Immigrants Thrive:** EDO efforts need to focus on working with its partners to develop people-centred spaces anchored in inclusive growth opportunities for its diverse community of residents and create distinct places to engage and develop a stronger identity for the City;
- **Cultivating Creative and Innovative Businesses:** EDO efforts need to focus on supporting globally-minded businesses, which includes harnessing innovation potential within priority sectors, entrepreneurs and scale-ups;
- **Completing our Neighbourhoods:** EDO efforts need to focus on working with its partners to develop distinct places to attract people and businesses as it moves into its next phase of growth;
- **Living Green:** EDO efforts need to focus on working with its partners to develop distinct places and that can transition into sustainable and accessible transit modes.

Financial Impact

The Economic Recovery Plans for Small Business (Appendix 1) and Broader Industry (Appendix 2) outline a set of actions for EDO to lead in building awareness of the City's economic priorities. The resource requirements for delivering the actions will be managed primarily through EDO's existing operations. However, actions that require additional resources will be considered through the City's budget and business planning processes.

Conclusion

The Economic Recovery Plans for small business and broader industry will contribute to the City's COVID-19 Recovery Plan Framework as part of the Economic Pillar. The Economic Recovery Plans set out the City's priorities and actions that will support Mississauga's economic growth and prosperity.

The unprecedented nature of COVID-19 and uncertainty around the outlook of the pandemic and resulting business impacts require that the actions and outcomes of each plan be regularly monitored, assessed and adapted to ensure they remain relevant to the rapidly changing environment. EDO will monitor the progress of each plan, and where appropriate, make amendments to action items ensuring alignment with shifting business needs.

Attachments

Appendix 1: Economic Recovery Plan – Small Business

Appendix 2: Economic Recovery Plan – Broader Industry



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

Prepared by: Bonnie Brown, Director of Economic Development

**Mississauga.
Strong.
Ready.**

Appendix 1: Economic Recovery
Plan – Small Business

City of Mississauga

Economic Recovery Plan

Small Business

September 2020

City of Mississauga,
Economic Development Office

Table of Contents

Section 1: Economic Recovery Plan Phases	1
Section 2: COVID-19 Economic Impact Overall 2020 Impact	2
Recovery	3
Section 3: Impact on Small Business	4
About Small Business and its Importance to the Economy	4
COVID-19 Impact on Small Business	5
Section 4:.....	10
Economic Development Office Response and Support	10
Section 5: Identifying Economic Recovery Plan Priorities	12
Challenges & Opportunities Identified by Broader Industry	12
Understanding the Opportunities	13
Additional Considerations: Economic Development Strategy 2020-2025	15
Guiding Themes and Priorities: Economic Recovery Plan.....	15
Section 6: Delivering our Small Business Plan	18
Role of Economic Development Resiliency Task Force	18
Role of Economic Development Office	18
Section 7: Activating the Plan.....	19
Business Outreach	19
About Business Outreach.....	19
Measures of Success.....	19
Actions under Mitigate	19
Actions under Reboot	20
Business Investment Retention, Expansion & Attraction	20
About Business Investment Retention, Expansion & Attraction.....	20

Measures of Success.....	21
Actions Under Reboot.....	21
Actions Under Grow	21
Innovation	22
About Innovation	22
Measures of Success.....	22
Actions Under Reboot.....	22
Actions Under Grow	22
Distinct Places.....	23
About Distinct Places	23
Measures of Success.....	23
Actions Under Reboot.....	23
Actions Under Grow	24
Section 8: Putting the Plan to Work	25
Appendix 1	26

Section 1:

Economic Recovery Plan Phases

The Economic Recovery Plan reflects phases found within the City of Mississauga's COVID-19 Recovery Plan: Mitigate, Reboot and Grow. These phases are not time-specific, with the understanding and expectation that there may be overlap between them. These phases will guide the City's economic recovery activities and outline milestones of recovery efforts.



Mitigate

Mitigation efforts are crucial to help businesses endure the initial impact of COVID-19, transition through re-opening phases of the economy, and adapt to any future restrictions. By assessing and responding to immediate needs of business, the City will be in a better position to support effective mitigation practices that will facilitate a faster and stronger economic recovery.

Reboot

Economic recovery in this phase is focused on assisting businesses, workers and residents adapt and innovate within the 'new normal' of COVID-19. This phase is associated with health and safety measures during virus containment, including varying levels of physical distancing, testing and contact tracing.

Grow

The Grow phase aligns with the success of a proven COVID-19 vaccine or an effective treatment period. The growth priorities outlined in the Economic Development Strategy (2020-2025) will inform Mississauga's long-term growth plan.



Section 2:

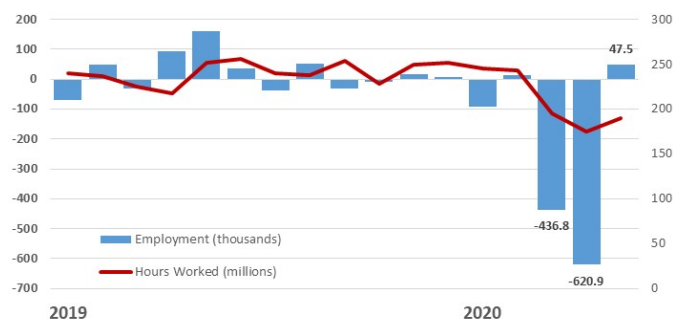
COVID-19 Economic Impact

Overall 2020 Impact

The spread of COVID-19, and related government restrictions on economic activity across the globe caused an unprecedented decline in economic output across a majority of industries. As a result, the global economy continues to experience its deepest recession since the Great Depression in the 1930s. Assuming a significant global second wave of the Coronavirus does not occur in 2020, global output is expected to decline between 4.1% and 6.0% in 2020. In Canada, a larger decline in economic output is expected, between 6.1% and 9.0%. (see Appendix 1 for a range of recent economic impact forecasts for Canada and the world). If a second wave of the COVID-19 pandemic occurs, greater output declines are expected.

In Ontario, over one million jobs were lost between February and May, representing a 14.1% decline in total employment (year-over-year change).¹ For Mississauga, total employment losses may have exceeded 55,000 jobs by May.² Employment indicators underestimate the full impact of COVID-19 on economic activity as many employed and self-employed individuals maintained their job status, but experienced reduced work hours. For example, total hours worked in Ontario showed a much larger decline of 24.5% in May (year-over-year change) compared to employment loss.³ Importantly, the economic impact of COVID-19 has not been distributed evenly across society. Youth, women and low-wage workers have experienced the most severe impacts. For example, between February and April

Figure 1: Total Hours Worked & Monthly Change in Employment, Ontario



¹ Statistics Canada. Table 14-10-0022-01 Labour force characteristics by industry, monthly, unadjusted for seasonality (x 1,000)

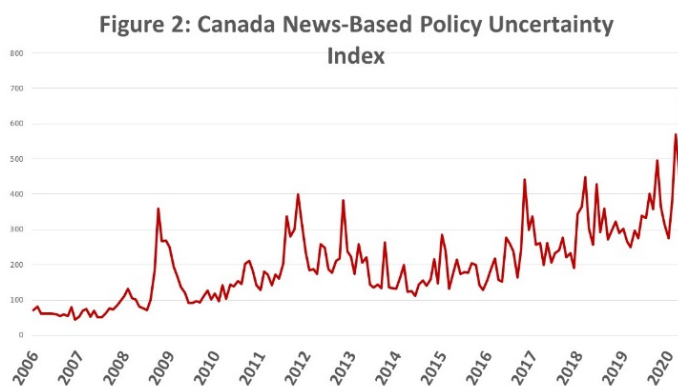
² This is estimated by applying NAICS 2 digit 12 month percentage employment declines in May 2020 for Ontario, to Mississauga's 2019 employment profile (results in loss of 56,321 jobs).

³ Statistics Canada. Table 14-10-0036-01 Actual hours worked by industry, monthly, unadjusted for seasonality (x 1,000).

employment for low-wage workers in Canada declined by 38.1%, compared to 12.7% for all other workers.⁴

Recovery

Uncertainty continues to influence projections related to the trajectory of the Coronavirus and various scenarios for economic recovery. Forecasts for Canadian 2020 output show declines between 6.1% and 9.4%.⁵ In general, current economic projections forecast an initial and partial bounce-back as economies begin to re-open, followed by a much more gradual recovery due to the uncertainty of global coronavirus containment and following impacts on employment, incomes and consumer confidence.⁶ Until an effective vaccine or treatment for COVID-19 is available, varying levels of activity restrictions will be required to contain the coronavirus.⁷ The speed and extent of recovery, as with the initial impact of COVID-19, is expected to vary across industries and business size due to government restrictions and policy, consumer responses and business capacity to adapt and survive during the COVID-19 pandemic.⁸ Critically, the path of economic recovery will depend on the success of workplaces safely resuming activity.⁹



Source: <https://www.policyuncertainty.com/index.html>

⁴ Statistics Canada. 'The Daily - Labour Force Survey, June 2020'. <https://www150.statcan.gc.ca/n1/daily-quotidien/200710/dq200710a-eng.htm> COVID-19's impact upon women has been particularly severe due to the higher representation of women within industries hardest hit (for example, Accommodation and Food Services) but also because of the higher responsibility women bear in terms of providing home and child care services. For example, a greater proportion of core-aged women with children under 18 (14.3%) worked less than half their usual hours compared with their male counterparts (8.7%) in June 2020.

⁵ See Appendix 1

⁶ Bank of Canada, 'Spending Patterns in a Pandemic'. Speech by Deputy Governor Lawrence L. Schembri. June 18, 2020 <https://www.bankofcanada.ca/2020/06/spending-patterns-in-a-pandemic/>. TD Economics. Perspective: It's Always Darkest Before Dawn. Beata Caranci. June 8, 2020. <https://economics.td.com/ca-darkest-dawn?linkId=90372907>

⁷ Current estimates for an effective vaccine suggest availability by 2021 at the earliest. <https://www.weforum.org/agenda/2020/05/coronavirus-pandemic-last-2-years/>

⁸ For a review of industry specific forecasts see TD Economics. Canadian Industry Outlook: L-U-V Revisited. Brian DePratto. May 11, 2020. <https://economics.td.com/ca-industry-outlook>.

⁹ Bank of Canada, 'Targeting inflation during the pandemic'. Speech by Tiff Macklem to Canadian Clubs, June 2020. <https://www.bankofcanada.ca/2020/06/targeting-inflation-during-pandemic/>



Section 3:

Impact on Small Business

About Small Business and its Importance to the Economy

Small business¹⁰ is the foundation of Mississauga's economy. From traditional main street small businesses to high-growth scale-ups, the economic health and vitality of these establishments directly impact the overall well-being of the local economy:

- In 2019, there were 93,254 small businesses operating in Mississauga, representing **99% of Mississauga's business community**
- These businesses collectively represented **nearly half of employment across Mississauga**

TYPES OF SMALL BUSINESSES

Traditional/Main Street Small Businesses:

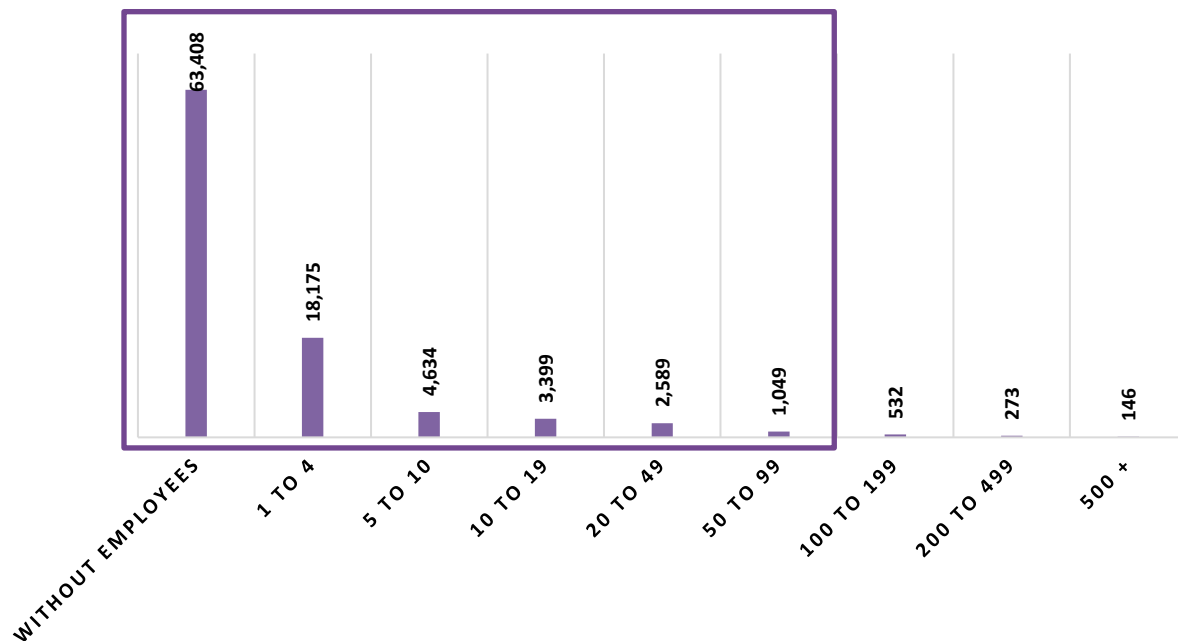
Local small businesses that serve local populations (e.g. restaurants, boutiques, hair salons, auto repair shops etc.). These small businesses are often referred to as 'mom-and-pop-shops' and are often resident favourites within the community.

High Growth Scale-ups:

Innovative companies that employ quick growth and export-driven strategies and business models to gain significant market penetration. These companies have large growth potentials and include opportunity-driven entrepreneurs.

¹⁰ Business establishments with less than 100 paid employees.

Figure 3: Mississauga Businesses by Employment Range (2019)



Source: Statistics Canada, December 2019 Business Counts

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

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

COVID-19 Impact on Small Business

The small business community has been hard-hit by the COVID-19 pandemic. Survey data from the Canadian Federation of Independent Business (CFIB) highlights impacts across Canadian small businesses:

- In March 2020, 48% of small businesses experienced a moderate to significant drop in sales. In comparison, the most recent survey in early June highlighted that nearly half of survey respondents reported sales of half or less of normal sales for this period.

¹¹ Source: Statistics Canada, December 2019 Business Counts

- In March 2020, 43% of survey respondents reduced working hours for employees, with an additional 20% reporting temporary lay-offs¹². In comparison, the most recent survey in early June highlighted that 48% of survey respondents temporarily laid off employees with the intention of rehiring, while 10% reported permanent lay-offs¹³.
- Temporary employee lay-offs were most significantly reported in the hospitality (66%), arts, recreation and information (62%) and social services (60%) industries. The industries reflecting the most significant permanent employee lay-offs included transportation (15%), wholesale (13%), manufacturing (12%) and professional services (12%)¹⁴.

Within Ontario, small business employment across most industries declined. Ontario employment figures for the year-over-year period between May 2019 and 2020 reflect that the small business sector was indeed most hard-impacted, experiencing a more significant drop in employment (-19%) in comparison to the broader business community¹⁵ (-16%)¹⁶. Further insights highlight the impacts to entrepreneurs, where over the same period, total actual hours worked for self-employed workers dropped significantly across all industries (-46.7%) – a stark contrast in comparison to employees, who experienced a 20% decrease in hours worked over the same period. Entrepreneurs throughout the province operating in the services producing sector were most negatively impacted, experiencing a 48.9% decline in hours worked, compared to a 38.2% decline for entrepreneurs in the goods producing sector. Experiences across Canadian and Ontario small business correlate to the experiences of Mississauga small businesses, where the following provides context and impacts for the types of local small businesses.

¹² Source: Canadian Federation of Independent Businesses, Your Business and COVID-19 Survey, Preliminary Results, March 16, 2020

¹³ Source: Canadian Federation of Independent Businesses, COVID-19: State of Small Business, Key Results – Week 13

¹⁴ Source: Canadian Federation of Independent Businesses, COVID-19: State of Small Business, Key Results – Week 13

¹⁵ Employment across all business size classifications.

¹⁶ Source: Statistics Canada, Labour Force Survey May 2020, Table: 14-10-0067-01 (formerly CANSIM 282-0075): Employment by establishment size, monthly, unadjusted for seasonality

Traditional/Main Street Small Businesses¹⁷

Mississauga Representation:

- Retail trade: 5,426 small businesses employing an estimated 36,000+ locally
- Accommodation and food services: 2,256 small businesses employing an estimated 30,500+ locally¹⁸

Impacts:

- With many main street businesses having to temporarily close physical locations during the onset of the pandemic, COVID-19 largely impacted this segment of the business community:
 - Across Ontario, the accommodation and food services small business industry represented the most significant year-over-year decline in employment as of May 2020 (-49%)
 - Retail trade small business experienced a more significant decline in employment, compared to employment trends across all employment classes in the same industry¹⁹
- Throughout Mississauga, the largest impacts on local main street businesses include: business closures, employee layoffs, reduced revenues/business activity and rent challenges

Outlook:

- For main street businesses who were unable to transition during the onset of the pandemic (e.g. online sales, take-out, delivery, etc.) and/or had limited financial resources, the impacts may be longer lasting with a higher risk of permanent closure²⁰
- Longer-term experiences will provide a clear overview of the actual impact of the COVID-19 pandemic on local main street businesses
- Shifting economic reopening policies are providing these small businesses with the opportunity to resume economic activity

High Growth Scale-ups

Mississauga Representation:

- As of 2017, 1,688 business were identified as being high growth scale-ups, employing 111,000+ people locally
- Various reports estimate that while this segment represents a small share of firms, they generate a disproportionate share of employment growth, contributing up to half of new jobs created and are the most likely of all types of businesses to grow into world-leading firms creating new markets and industries²¹

Impacts:

- Nearly half of Canadian high growth tech companies experienced a decrease in company value due to COVID-19
- Average decline of the workforce was -8.5%

¹⁷ For the purposes of analysis, traditional/main street small businesses included the following NAICS: Retail trade; Accommodation and food services

¹⁸ Source: Statistics Canada, December 2019 Business Counts

¹⁹ Source: Statistics Canada, Labour Force Survey May 2020, Table: 14-10-0067-01 (formerly CANSIM 282-0075): Employment by establishment size, monthly, unadjusted for seasonality

²⁰ Source: McKinsey & Company, Which small businesses are most vulnerable to COVID-19—and when

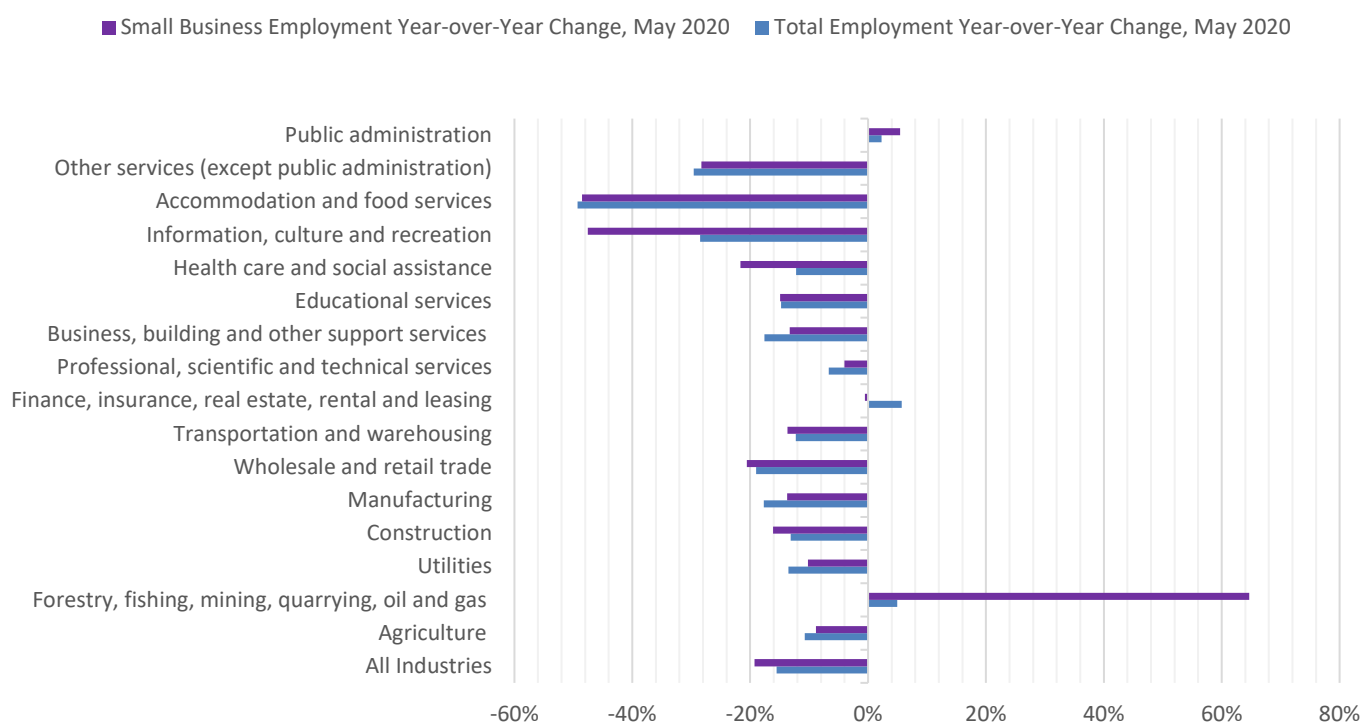
²¹ Source: City of Mississauga, Entrepreneurship & Innovation Study

- With many of these businesses in the start-up phases, these firms face unique challenges and have collectively advocated for broader eligibility requirements for government relief resources and access to capital/support to stay afloat²²
- Small business employment in the professional, scientific and technical services industry experienced a less significant year-over-year drop in employment as of May 2020 (-4% as compared to -6%)²³

Outlook:

- COVID-19 presents new opportunities for innovative companies to address challenges to the broader economy brought on by the pandemic
- Where possible, high-growth firms are pivoting services to address key market demand (e.g. increase demand for communications equipment, telecom services, medtech equipment and supplies, etc.)

Figure 4: Ontario Year-Over-Year Total and Small Business Employment Change across Industries, May 2020

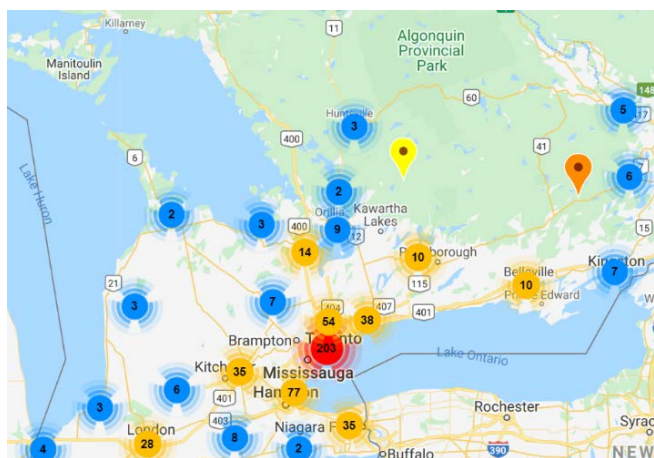


Source: Statistics Canada, Labour Force Survey May 2020, Table: 14-10-0067-01 (formerly CANSIM 282-0075):
Employment by establishment size, monthly, unadjusted for seasonality

²² Source: Canadian Council of Innovators

²³ Source: Statistics Canada, Labour Force Survey May 2020, Table: 14-10-0067-01 (formerly CANSIM 282-0075):
Employment by establishment size, monthly, unadjusted for seasonality

Figure 5: Small Businesses at Risk of Permanently Closing across the Region



Source: Canadian Urban Institute, *Small Business in Crisis Interactive Map*

The outlook for small business continues to remain uncertain. Insights from the Canadian Federation of Independent Businesses further reflect that Ontario small businesses face more challenges in comparison to national averages. Some small businesses remain at risk of permanent closure due to the onset of COVID-19 and related impacts (e.g. physical distancing, temporary closures of non-essential workplaces etc.), whereas others were previously at financial risk, but the pandemic worsened the situation. Highlights from the Canadian Urban Institute, *Small Business in Crisis* survey, identified that small businesses are at risk of closing permanently if support is not provided. Figure 5 highlights where these at risk businesses are located across the region.

The longer-term impacts of COVID-19 continue to shift as the pandemic evolves and regional economies reopen, allowing more businesses to resume economic activity. However, recent insights from McKinsey & Company highlight that the most vulnerable small business sectors remain those with limited financial resources:

- Accommodation and food services;
- Arts, entertainment and recreation;
- Educational services;
- Transportation and warehousing; and
- Wholesale trade²⁴

As reflected earlier, a number of these vulnerable sectors represent prominent small business industries across Mississauga in relation to business counts and employment. Representing 99% of businesses and half of employment across Mississauga, the support of local small businesses during these challenging times will be paramount to ensure that the local economy is able to recover and grow well into the future.

²⁴ Source: McKinsey & Company, Which small businesses are most vulnerable to COVID-19—and when

Section 4:

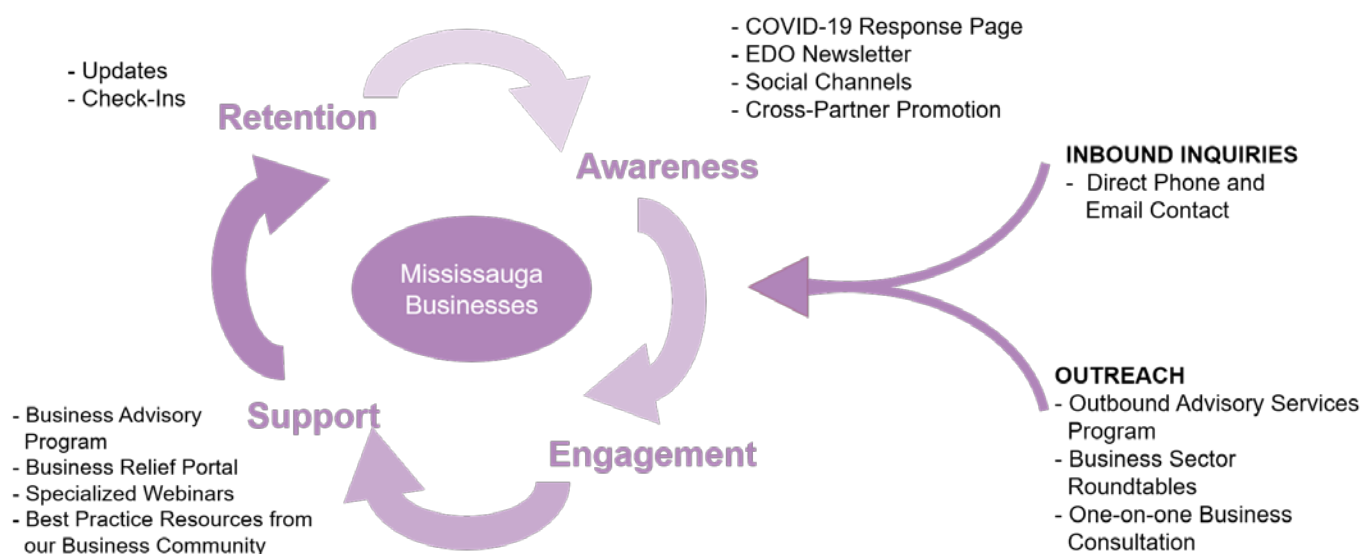
Economic Development Office Response and Support

From the onset of the pandemic, the Economic Development Office (EDO), that includes the Mississauga Business Enterprise Centre, took immediate and critical action to pivot services to best support the business community. Supporting Mississauga's business community is at the core of EDO's work, and business engagement continues to be a foundational part of EDO's services. Through EDO's COVID-19 Business Engagement Process and continuous customer feedback, EDO is able to engage with business, provide support, and raise awareness of EDO's services.

The EDO cannot deliver all the actions outlined in the Economic Recovery Plan by itself but can take a lead in building awareness among other of the economic priorities and work to ensure investments and policies are appropriately aligned.

EDO role will continue to work with colleagues in the City, as well as vital partners in the private, public and education sectors to use evidence based approach to initiate and encourage other levels of government to stimulate stronger financial and policy support to create new activities that are needed as part of the city's economic recovery.

Figure 6: Mississauga EDO COVID-19 Business Engagement Process



Key EDO small business engagement initiatives include:

Business Engagement Stream	Description	Outreach
One-on-One Small Business Consultation	COVID-19 has emphasized the importance of continuous service delivery of one-on-one business support that includes customized resources and guidance	As of August 31, 2020, facilitated over 100 small business cases, some of which include multiple interactions
Outbound Advisory Services Program	Targeted and proactive outreach efforts to the small business community	As of August 31, 2020, facilitated approximately 14 small business cases, some of which include multiple interactions
Specialized Webinars	Free online training to support small business owners and entrepreneurs during the COVID-19 pandemic	Between April and August, delivered 25 webinars to over 1,900 participants
Business Advisory Program	Third party service providers deliver free one-hour legal and accounting advisory services to EDO's small business clients on a case-by-case basis to navigate challenges arising due to COVID-19	As of August 31, 2020, this program has been offered to 27 local small businesses
Business Stakeholder Roundtable Sessions	Roundtables with the business community to facilitate conversations on how to best support local businesses throughout recovery	In May 2020, hosted two Mayor meetings with the local Business Improvement Areas (BIAs) and business associations representing thousands of local main street small businesses
Partner Collaboration	Continued engagement and collaboration with key internal and external partners to find opportunities to support businesses throughout the pandemic and recovery. Key partners include Culture, Tourism, Land Development, Mississauga Board of Trade (MBOT), local Business Improvement Areas (BIAs) and other business associations	Ongoing weekly update meetings

Feedback received on these initiatives continue to help guide EDO develop immediate solutions and identify opportunities to work with our partners to deliver future initiatives.



Section 5:

Identifying Economic Recovery Plan Priorities

To be effective, the City's COVID-19 Economic Recovery Plan must be flexible and responsive to the evolving impacts of the pandemic on the global and local economy. Some of the most severely impacted sectors of the economy such as traditional/mainstreet small business will require enhanced service delivery and resources in order to support an inclusive economic recovery for all residents and businesses. Priorities will be identified through continuous engagement with the business community and economic development stakeholders, including: educational institutions, business associations, and regional development organizations. The Plan's framework allows for flexibility to react to the business community's needs through the various phases of economic recovery. In addition, the City will take direction from the strategic priorities outlined in the Economic Development Strategy (2020-2025).

Challenges & Opportunities Identified by Broader Industry

Insights from the business community have highlighted a number of common challenges impacting Mississauga's small business community. These challenges include the following:

- **Reduced business revenues, business activity and cash flow:** Due to a change in consumer behaviour and the inability to continue operations under normal circumstances, many small businesses reported a decrease in overall business activity and revenues. The most hard-impacted businesses include those that were unable to transform their services to remain operational throughout the pandemic. Statistics Canada's March 2020 insights indicate that nearly half of Mississauga small business survey respondents reported a 30% or more decrease in revenues as compared to the same period in the previous year. Most recently, this continues to be a challenge for local small businesses, as losses continue to widen and business continuity concerns rise.
- **Business closures:** As non-essential businesses were required to close their doors in earlier months, many small businesses reported temporary closures. For those small businesses who have limited financial resources and were unable to continue operations through an altered approach (e.g. remote work, take-out and delivery, virtual, etc.), these businesses remain at risk of permanent closures.
- **Employee layoffs:** Companies that closed their doors also reported temporary staff layoffs. According to Statistics Canada Canadian Survey on Business Conditions, preliminary insights showed that the largest reported staff impacts from Mississauga small businesses included 'Laid

off staff', followed by "Reduced staff hours or shifts'. If businesses are unable to recover and recuperate, these temporary layoffs may become permanent.

- **Rent challenges:** Rent challenges is a major concern amongst small businesses and their ability to cover fixed costs during the slowdown. Despite the Federal and Provincial Canada Emergency Commercial Rent Assistance (CECRA) program and the City of Mississauga's deferral of property taxes, many small businesses reported that some landlords are still requiring full rent. The more recent announcement from the Province on the temporary commercial eviction ban was welcomed by the business community however, some businesses may not be able to benefit due to eligibility requirements and timelines.
- **Businesses accumulating significant debt:** Many businesses reported that they are facing increasing debt, and in some cases, it would be more effective to close or file for bankruptcy than to take on more debt. While small businesses generally welcome business relief support, many relief programs are in the form of loans and deferred payments.
- **Supply chain disruptions:** General uncertainty and delays have impacted small businesses' ability to deliver products and services. Business impacts to suppliers, partners and customers have a direct impact on the viability of local small businesses to continue to operate.
- **Challenges accessing personal protective equipment (PPE):** Small businesses have reported challenges to effectively secure PPE for staff use. This is particularly a challenge in workplaces where the ability to physically distance is limited.
- **Workplace health and safety and employee wellbeing:** Ensuring employee safety, particularly those working on-site, has been consistently identified as a primary concern for local businesses. Business environment, general health and well-being, career stability, and work-life balance are a number of concerns highlighted by small businesses.
- **Uncertainty and information:** The onset of business relief and regulation announcements from all levels of government and programs delivered by various agencies, have created challenges for businesses to effectively navigate the right resources to help them through stages of reopening and recovery.

Understanding the Opportunities

Despite the challenges, many small business owners remain optimistic, eager to fully operate, and welcome opportunities for economic recovery support. The following are key opportunities highlighted by the local small business community that can support recovery and growth:

- **New ways of work:** Many Mississauga small businesses altered operations to stay operational throughout the pandemic. While some businesses reported the inability to adapt, dialogue with the business community shows that local small businesses have implemented, where possible:

virtual operations, online sales/delivery and take-out, curbside pick-up, remote work, physical distancing, increased cleaning measures, staggered/rotating shifts, reduced operating hours, employee health screening and increased usage of Personal Protective Equipment (PPE).

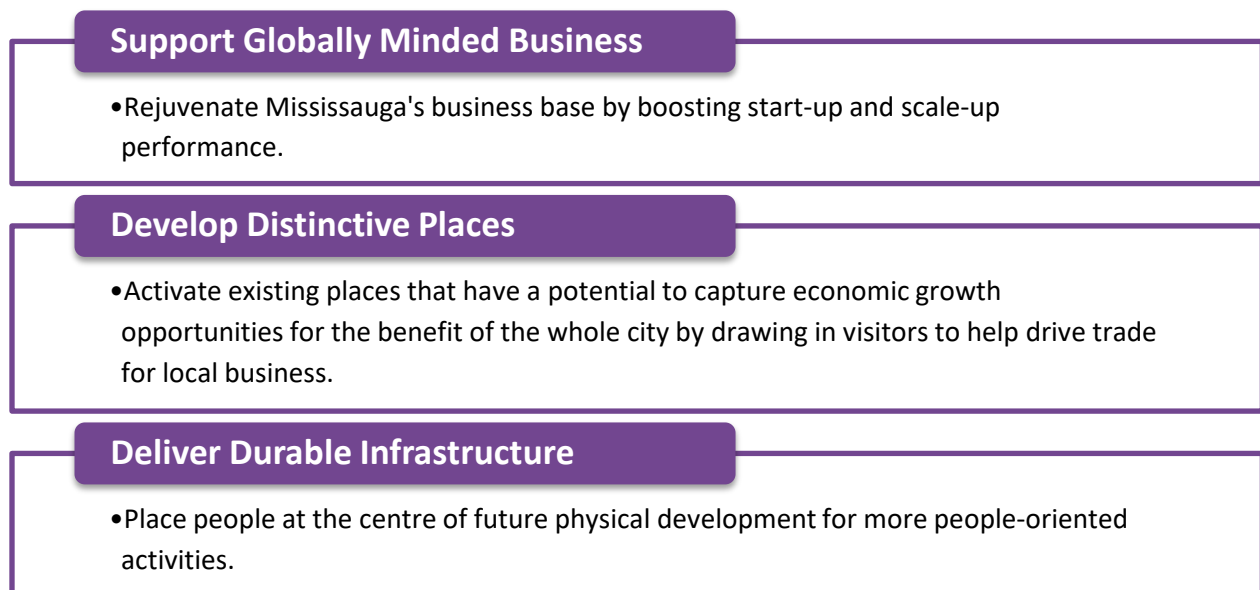
- **Reshaping lines of business to support the fight against COVID-19:** A number of small businesses adapted their services and products to support the international response to COVID-19. Particularly in the manufacturing sector, local small businesses have pivoted services to develop critically-needed PPE, ventilators and other supplies.
- **Joint marketing campaign:** Opportunities for joint initiatives across local businesses for collective branding and marketing to restore consumer confidence and encourage local shopping is a shared insight from Mississauga's small business community.
- **Need for continued business engagement:** Throughout the course of the EDO business outreach efforts, it became evident that the need for continued business engagement remains critical.
- **Need for continued specialized business support webinars and advisory services:** Small businesses highlighted the need for continued delivery of specialized business support webinars and advisory services. Webinar topics will continue to evolve to reflect changing business dynamics, and specialized advisory support will continue to reflect small business individual needs.
- **Opportunity for business-to-business (B2B) connections:** The need to strengthen local supply chains was highlighted from a number of small businesses. The opportunity to participate in forums where local businesses can connect for the purpose of business development emerged through local outreach.
- **Central location to share best practice resources:** The distribution of best practice resources related to business adaptation strategies, workplace health and safety guidelines, and other relevant topics has been identified as a leading request to EDO.
- **Advocacy:** A number of interventions and support can only be delivered through the Federal and Provincial governments. As new program updates are announced, small businesses have expressed concerns about eligibility challenges and continued gaps to address particular needs. Local small businesses have requested opportunities to advocate on behalf of Mississauga small businesses.
- **Support to access personal protective equipment (PPE):** The need for PPE has become an issue impacting many businesses due to limited global supply. Companies have suggested opportunities to effectively source PPE, with ideas ranging from a local demand and supply platform to pooled company bulk order purchasing.

- **Mississauga COVID-19 Economic Recovery Task Force:** As businesses continue to reopen, the idea of establishing a local task force to oversee local economic recovery has been an opportunity shared by the local small business community.
- **Planning & Building support and placemaking:** The planning and development process will continue to drive development across Mississauga. Opportunities to fast track the development application process and continued prioritization of key planned growth areas will be important to restore growth across the city.

Additional Considerations: Economic Development Strategy 2020-2025

While the COVID-19 pandemic has, and will continue to require a significant shift in the City's immediate economic development priorities, the core priorities for sustained economic prosperity outlined in the Economic Development Strategy (2020-2025) will continue to guide both immediate and long term planning efforts. The Strategy sets out an inclusive and sustainable economic growth agenda for the city that focuses on the following priorities:

Figure 7: Mississauga Economic Development Strategy (2020-2025) Priorities



Guiding Themes and Priorities: Economic Recovery Plan

The Small Business Economic Recovery Plan priorities reflect both the urgent and evolving needs of the business community that will emerge through recovery, while at the same time, continue to build upon the strategic priorities that will guide the City's path towards sustained economic prosperity.

At the core of these priorities remain three overarching themes that will ensure the plan remains community-driven with opportunities for all. These overarching themes include the following:

Advocacy



These four priorities will be guided by an overarching theme of advocacy. EDO will continue to engage with businesses in strategic sectors and the hardest hit sectors to understand the challenges and opportunities resulting from COVID-19 and to offer support for a policy or proposal to advocate on their behalf with other levels of government. Given the enormous impact of COVID-19 across business operations, economic recovery will depend upon adequate and effective policy and support from federal and provincial levels of government and this is why advocacy will be critical.

Inclusion



At the core of these actions will be an emphasis on inclusion as a critical driver for ensuring economic growth and prosperity for all. COVID-19 has disproportionately impacted populations and communities locally. Economic recovery will only be achieved when all community stakeholders have equal opportunities for economic mobility. These four priorities will underscore the five inter-related characteristics of inclusive growth: participation, equity, growth, sustainability and stability²⁵.

Collaboration



The four priorities reflect shared community values that will significantly influence economic recovery. As a community-based plan, it is imperative that EDO continue to collaborate with key partners across diverse backgrounds and sectors to implement the identified action items. These four priorities will be advanced through ongoing strategic partnerships and collaboration.

Drawing upon insights from extensive engagement with the business community during the COVID-19 pandemic, and in review of the Economic Development Strategy (2020-2025), four priorities have been chosen to guide Mississauga's Small Business Economic Recovery Plan, and include the following:

1. Business Outreach



The City will play a critical role engaging with the business community to understand evolving needs to inform service delivery, act as a reliable source of relevant information, and effectively advocate on the business community's behalf.

²⁵ Source: The Rockefeller Foundation, The Five Characteristics of an Inclusive Economy: Getting Beyond the Equity-Growth Dichotomy

2. Business Investment Retention, Expansion & Attraction



The City will work to identify and secure business investment retention, expansion and attraction opportunities as they emerge, focusing on our key sectors and those industries hardest hit by COVID-19. Business investment activities will continue to be guided by: the City's sector councils, business leaders, educational institutions and other economic development stakeholders.

3. Innovation



The City will continue to develop Mississauga as a place of business innovation and leadership by supporting and enhancing the innovation potential of local start-ups, scale-ups and established businesses. The City's innovation goals will be achieved by leveraging the strengths and resources of existing innovation stakeholders, including educational institutions, innovation service providers and established businesses.

4. Distinct Places



The City will continue to develop and support long-term economic growth opportunities within key economic growth centres, as well as restore and strengthen vibrant local business districts. Development of the City's distinct places will be informed by the Economic Development Strategy (2020-2025).



Section 6:

Delivering our Small Business Plan

Role of Economic Development Resiliency Task Force

The new Economic Development Resiliency Task Force will support the delivery and implementation of the City's economic recovery plans. With membership including business and community leaders, the Mayor and select members of Council, the Task Force will be well-positioned to review data, policies and services to inform the Economic Recovery Management Team. The Economic Recovery Management Team includes representation from Land Development, Culture, Tourism (Overseen by Tourism Mississauga Board) and the EDO.

Role of Economic Development Office

The EDO will be responsible for the following set of portfolios:



Business Investment and Sector Development

This portfolio oversees EDO's work on business development and sector support and a range of actions to support companies to better harness their innovation potential.



Business Initiatives and Planning

This portfolio oversees EDO's core work data and intelligence for marketing and research activities and its progress on a range of strategic initiatives such as the Innovation Corridor.



Entrepreneurship and Innovation

This portfolio oversees the delivery of the Mississauga Business Enterprise Centre (MBEC) and assumes responsibility for providing support to main street business, entrepreneurs, start-ups and scale-ups.

Section 7:

Activating the Plan

As mentioned earlier, it is important to note that the City's phases of recovery - Mitigate, Reboot and Grow - are not based on time but the needs of the local business community as the economy transitions through the various stages of provincial recovery. Therefore actions begun in one phase may continue into following phases as needed.

Business Outreach



About Business Outreach

Ongoing engagement and support will be provided to the business community through one-to-one consultations, Outbound Business Advisory Services Program, roundtables and other means, on an as-needed basis. Feedback from these engagements will be used to inform responses. Business outreach will continue to be an ongoing priority throughout the various phases of the City's recovery plans.

Measures of Success

- Number of people attending and engaging in EDO facilitated consultations, roundtables, and webinars
- Number of follow-up and connections made as a result of consultations, roundtables, and webinars
- Number participants in training and mentorship support programs
- Direct feedback from the business community through surveys and/or word of mouth

Actions under Mitigate

One-to-One Business Consultations: Initiate a streamline approach to inbound calls through a consultation form to verify the suitability and needs of each business. In the event that additional support is needed, clients are referred to the Business Advisory Services Program for legal, accounting, or business coaching help.

Business Advisory Services Program: Initiate a streamline approach through the business advisory services form to provide the business community with further assistance in the areas of legal, accounting, and coaching services.

COVID-19 Business Support Web Portal: Develop and maintain a central one-stop shop digital resource reflecting resources and initiatives from a range of sources to support local businesses throughout the

pandemic and recovery. Utilization of self-selection and filtering tools to help users easily navigate supports will be continuously implemented and enhanced as it relates to government relief programs, countermeasure opportunities, health/safety and reopening guidelines and local economic recovery initiatives.

Good News Stories: Promote Mississauga businesses that shifted their operations to contribute to the fight against COVID-19. As businesses start to refocus on reopening and development, stories will include new investments and showcase their resilience through the pandemic.

Outbound Advisory Services Program: Conduct proactive outreach to Mississauga businesses to determine COVID-19 business impacts and offer supports to key industry sectors, recent investors, and small business/main street businesses.

Roundtables with Business Community: Facilitate consultations with our business community to understand the impact on business operations and inform our response. Roundtables will focus on key sectors, and include business industry associations when appropriate.

Actions under Reboot

Awareness Campaign: Create and deliver awareness campaigns to promote small business programs and services that are available to small businesses to support the recovery and reopening of their business. EDO will leverage local and multicultural media, BIAs, business associations, and Mayor and Council to disseminate information using various tactics to ensure that the business community has access to information.

Business Planning & Recovery Support Webinars: Deliver a series of EDO webinars to build essential business skills with a focus on the current crisis environment and build awareness of the support available for our small business community.

Business Analysis & Economic Indicators: Undertake regular analysis of local and wider economic trends and business insights to inform ongoing EDO service delivery and advocacy efforts. Explore data options (e.g. surveying, indicator tracking) for Mississauga-specific datasets to enhance monitoring of economic recovery and collaboration opportunities with key partners.

Business Investment Retention, Expansion & Attraction



About Business Investment Retention, Expansion & Attraction

Mississauga will maintain its established businesses base and aim to secure the next generation of growth from existing sector strengths and those sectors hardest hit by COVID-19. The EDO will work with business leaders to harness insights and boost their profile to help secure more investment into the City. This will include working with education institutions and industry to develop talent to match the ever-evolving requirements of employers. Actions related to digital adoption and workforce development will be explored in this section as they are critical in driving up business investment retention, expansion and attraction.

Measures of Success

- Retained, expanded and new investment secured
- New jobs created and retained
- Number of college/university admissions on priority sector relevant courses (by priority sector)

Actions Under Reboot

Guidelines on Safe Reopening: Provide a central digital location of resources to inform and support main street businesses on safe reopening throughout recovery. The recovery and reopening resource page will evolve over time as more programs and initiatives are made public and business needs change throughout the stages of recovery.

Expand Patios: Implement more outdoor patios given restrictions on restaurants around physical distancing including waiving of fees.

Digital Main Street: Continue the successful partnership with the Province of Ontario and the Ontario Business Improvement Area Associations to help main street businesses embrace technology to grow their operations.

Starter Company Plus Program: Deliver Starter Company Plus, a provincially funded program that provides free training, business skills development, mentorship and guidance with the opportunity to apply for a program grant of up to \$5000. This program is for new start-ups, existing businesses in recovery mode, and musicians who have been significantly impacted by the COVID-19 crisis.

ShopHERE Program: Join the ShopHERE, powered by Google program that provides independent businesses and artists with resources to develop and launch an online store at no-cost. EDO will work with Tourism, Ontario Business Improvement Area Association and Digital Main Street to promote this initiative to local businesses.

Digital Adoption: Support digital technology adoption of local small and medium sized businesses by promoting participation in digital platforms that expand their customer base and increase sales or that give them access to industry experts for guidance, mentorship and practical advice about process modernization and end-to-end digital transformation.

Actions Under Grow

Community Improvement Plan for Main Street: Consider community planning tool to revitalize areas of the city through programs, grants and incentives for main street business designed to ensure resilience and continuity of operations in response to the business disruptions resulting from COVID-19.

Enhanced Work Opportunities Program: Initiate a strategic approach to identify work-based learning opportunities in priority sectors to help students better understand career opportunities and to better link education curriculum to current business needs.

Future Skills Insight: Work with local education groups to better understand the emerging skills needs of Mississauga's priority sectors and collaborate with industry and education partners to facilitate new programming and delivery methods.

Innovation



About Innovation

The City will continue to develop Mississauga as a place of industry innovation and leadership by supporting and enhancing the innovation potential of local start-ups, scale-ups and established businesses. Emphasis will be given to enhance digital networking and collaboration opportunities for innovators and leverage their capacity to address priority challenges and opportunities within the city.

Measures of Success

- Number of events and programming that facilitate participation, new projects and collaboration between Mississauga entrepreneurs, start-ups, industry mentors, post-secondary institutions and established businesses
- Number of commitments from established businesses to sponsor and partner on program delivery

Actions Under Reboot

Virtual Innovation Hub Portal: Develop, promote and showcase innovation in Mississauga to the broader community, region and world stage through a digital platform. Facilitate collaboration and coordination of innovation support services and ensure access and opportunity to programming is inclusive and representative of Mississauga's diverse community.

Civic Challenge: Host a series of challenge-athons in response to identified civic challenges related to COVID-19 that the City is currently facing. Priority should be given to areas that are resulting in revenue pressure.

Inclusive Public Procurement: Encourage community development through a targeted approach to the City's public procurement process by embedding an inclusive economic engagement lens as a key concept in assessing competitive bids. Consideration for local small business and start-ups led by traditionally marginalized populations should be explored to encourage public spending that is rooted in local supply chains and provides equal opportunities for economic mobility. This initiative would align with the City's Sustainable Procurement Policy, where social factors of sustainability (e.g. buy local, local economic development, fair wages, etc.) are considered and encouraged. This approach should be further advocated to be embedded amongst other key local anchor institutions' procurement processes, to foster a local environment of sustained local community wealth building.

Actions Under Grow

Innovation Hub: Provide a reimagined Mississauga Business Enterprise Centre (MBEC) as a proactive hub where entrepreneurs, innovators and small businesses can access support and advice, in a refreshed and dynamic space. Facilitate coordination and collaboration of innovation assets across the

City and ensure access and opportunity to innovation programming is inclusive and representative of Mississauga's diverse community.

Digital Inclusion: Support the Smart City in the digital inclusion activities to ensure all individuals and communities including the most disadvantaged have access to the Wi-Fi network by expanding the free public use Wi-Fi network across Mississauga and in the City's Living Lab Neighbourhoods.

Urban Innovation Living Lab: Build on the City's Smart City Strategy and Lakeview Development Master Plan by positioning Mississauga as North America's capital for urban innovation with living labs that spark technology solutions to solve global city challenges. Considerations for locations across Mississauga include: Downtown Core, Brightwater and Lakeview.

Angels & Mentors for Scale Ups: Create a network of private sector angels and mentors to help local entrepreneurs increase scale-up potential, develop rigorous business plans, and navigate investment options. The network of volunteer angels and mentors should be drawn from the investor community and people with first-hand experience on scaling-up their own businesses.

Innovation Marketing Campaign: Develop marketing campaigns to position Mississauga as a global innovation centre that connects and strengthens the regional innovation corridor. Campaigns will strategically organize branding efforts across Mississauga's innovation ecosystem and business investment opportunities, where the Innovation Hub will be positioned as a central coordinating asset.

Distinct Places



About Distinct Places

Mississauga will continue to capture economic growth opportunities for the benefit of the entire city and prioritize its focus around places with the greatest scope to support the three strategic priorities of the City's Economic Development Strategy (2020-2025). The COVID-19 pandemic has emphasized the importance of developing distinctive places in driving economic prosperity. The following action items will be critical to long-term economic recovery.

Measures of Success

- Number of engaged community partners
- Targeted square footage build-out of employment space
- Targeted population to employment ratio in key areas

Actions Under Reboot

Buy Local Campaign: Develop a buy local campaign called, Mississauga Made. Work with key partners to showcase local businesses and amenities related to talent and connected communities and identify opportunities to further enhance these localities as vibrant places to live, work and play.

Electric Connect Network: Establish a regulatory framework for electric cycle/scooters and secure private sector investment to fast track new low impact travel solutions that can help bridge the gaps

found in existing transit options. There are opportunities to link this to Mississauga's Smart City initiatives and effective integration with digital infrastructure assets.

Live, Work, Play Nodes: Work with key partners to ensure that development nodes across the city incorporate live, work, play amenities and social infrastructure for the provision of complete communities where all community stakeholders have equal access to fully participate in the local economy. The City should explore options to provide physical space to small and community-based childcare service providers at preferential rates to address the need for childcare to provide the local labour force with the capacity to return to normalized economic activity.

Actions Under Grow

Lakeview Innovation District: Prioritize investment in initiatives aimed at building out the Lakeview Innovation District to maximize its potential as a smart and sustainable site to deliver an environment where people can research and develop innovative solutions that help to educate and drive behavioural change globally.

Section 8:

Putting the Plan to Work

The unprecedented nature of COVID-19 places uncertainty around the outlook of the pandemic and resulting business impacts. As such, it will be important that outcomes of the plan be regularly reviewed and assessed to ensure the plan remains a living document that is adaptable and relevant to the rapidly changing environment. EDO will monitor the progress of the plan, and where appropriate, amendments to action items to align with shifting business needs will be considered.

The Small Business Economic Recovery Plan provides a structure to support Mississauga's small business community throughout recovery. The plan sets out the City's priorities and actions that will reset Mississauga's advancement on the path forward to economic growth and prosperity.

Appendix 1

Table 1: Economic Forecasts, Annual Percent Change in Real GDP		
	2020	2021
OECD Economic Outlook, June 2020*		
World	-6.0 (-7.6)	5.2 (2.8)
Canada	-8.0 (-9.4)	3.9 (1.5)
IMF Economic Outlook, June 2020		
World	-4.9	5.4
Canada	-8.4	4.9
EDC Economic Outlook, June 2020		
World	-4.3	6.9
Canada	-9.0	7.2
TD Economics, Quarterly Economic Forecast, June 2020		
World	-4.1	6.2
Canada	-6.1	5.2
Ontario	-6.2	5.1

*OECD projections in parenthesis reflect a 'double-hit' scenario in which a significant second wave of the coronavirus occurs in the second half of 2020.

Source:

OECD, Economic Outlook, June 2020. <http://www.oecd.org/economic-outlook/june-2020/>

IMF, World Economic Outlook Update, June 2020. <https://www.imf.org/en/Publications/WEO/Issues/2020/06/24/WEOUpdateJune2020>

EDC Economics, Global Economic Outlook, June 2020. <https://www.edc.ca/en/guide/global-economic-outlook.html>

TD Economics, Canadian Quarterly Economic Forecast, June 2020. <https://economics.td.com/ca-quarterly-economic-forecast>

**Mississauga.
Strong.
Ready.**

Appendix 2: Economic Recovery
Plan – Broader Industry

City of Mississauga

Economic Recovery Plan

Broader Industry

September 2020

City of Mississauga,
Economic Development Office

Table of Contents

Section 1: Economic Recovery Plan Phases	1
Section 2: COVID-19 Economic Impact Overall 2020 Impact.....	2
Recovery	3
.....	4
Section 3: Impact on Broader Industry	4
About Broader Industry and its Importance to the Economy	4
COVID-19 Impact on Broader Industry	4
Section 4: Economic Development Office Response and Support.....	7
Section 5: Identifying Economic Recovery Plan Priorities.....	9
Challenges & Opportunities Identified by Local Business.....	9
Additional Considerations: Economic Development Strategy 2020-2025	10
Guiding Themes and Priorities: Economic Recovery Plan.....	11
.....	14
Section 6: Delivering our Broader Industry Plan	14
Role of Economic Development Resiliency Task Force	14
Role of Economic Development Office	14
.....	15
Section 7: Activating the Plan.....	15
Business Outreach	15
About Business Outreach	15
Measures of Success.....	15
Actions Under Mitigate	15
Actions Under Reboot	16
Business Investment Retention, Expansion & Attraction	16
About Business Investment Retention, Expansion & Attraction	16
Measures of Success.....	16
Actions Under Reboot	16
Actions Under Grow	17

Innovation	18
About Innovation	18
Measures of Success.....	18
Actions Under Reboot	18
Actions Under Grow	18
Distinct Places.....	18
About Distinct Places	18
Measures of Success.....	18
Actions Under Reboot	19
Actions Under Grow	19
Section 8: Putting the Plan to Work	20
Appendix 1	21
Appendix 2	22
Appendix 3	23

Section 1:

Economic Recovery Plan Phases

The Economic Recovery Plan reflects phases found within the City of Mississauga's COVID-19 recovery Plan: Mitigate, Reboot and Grow. These phases are not time-specific, with the understanding and expectation that there may be overlap between them. These phases will guide the City's economic recovery activities and outline milestones of recovery efforts.



Mitigate

Mitigation efforts are crucial to help businesses endure the initial impact of COVID-19, transition through re-opening phases of the economy, and adapt to any future restrictions. By assessing and responding to immediate needs of business, the City will be in a better position to support effective mitigation practices that will facilitate a faster and stronger economic recovery.

Reboot

Economic recovery in this phase is focused on assisting businesses, workers and residents adapt and innovate within the 'new normal' of COVID-19. This phase is associated with health and safety measures during virus containment, including varying levels of physical distancing, testing and contact tracing.

Grow

The Grow phase aligns with the success of a proven COVID-19 vaccine or an effective treatment period. The growth priorities outlined in the Economic Development Strategy 2020-2025 will inform Mississauga's long-term growth plan.



Section 2:

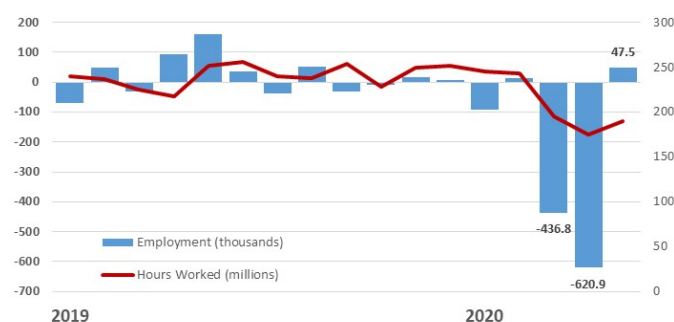
COVID-19 Economic Impact

Overall 2020 Impact

The spread of COVID-19, and related government restrictions on economic activity across the globe caused an unprecedented decline in economic output across a majority of industries. As a result, the global economy continues to experience its deepest recession since the Great Depression in the 1930s. Assuming a significant global second wave of the Coronavirus does not occur in 2020, global output is expected to decline between 4.1% and 6.0% in 2020. In Canada, a larger decline in economic output is expected, between 6.1% and 9.0%. (see Appendix 1 for a range of recent economic impact forecasts for Canada and the world). If a second wave of the COVID-19 pandemic occurs, greater output declines are expected.

In Ontario, over one million jobs were lost between February and May, representing a 14.1% decline in total employment (year-over-year change).¹ For Mississauga, total employment losses may have exceeded 55,000 jobs by May.² Employment indicators underestimate the full impact of COVID-19 on economic activity as many employed and self-employed individuals maintained their job status, but experienced reduced work hours. For example, total hours worked in Ontario showed a much larger decline of 24.5% in May (year-over-year change) compared to employment loss.³ Importantly, the economic impact of COVID-19 has not been distributed evenly across society. Youth, women and low-wage workers have experienced the most severe impacts. For example, between February and April

Figure 1: Total Hours Worked & Monthly Change in Employment, Ontario



¹ Statistics Canada. Table 14-10-0022-01 Labour force characteristics by industry, monthly, unadjusted for seasonality (x 1,000)

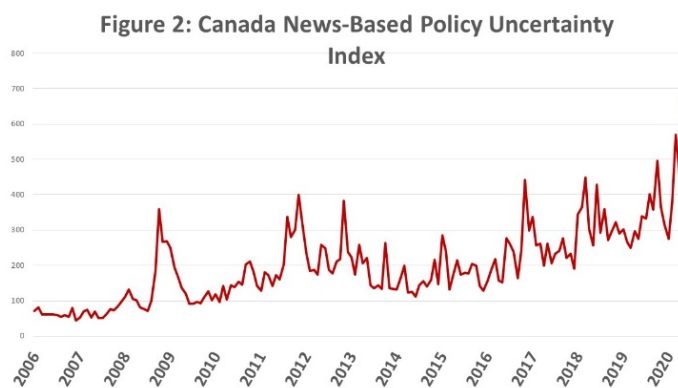
² This is estimated by applying NAICS 2 digit 12 month percentage employment declines in May 2020 for Ontario, to Mississauga's 2019 employment profile (results in loss of 56,321 jobs).

³ Statistics Canada. Table 14-10-0036-01 Actual hours worked by industry, monthly, unadjusted for seasonality (x 1,000).

employment for low-wage workers in Canada declined by 38.1%, compared to 12.7% for all other workers.⁴

Recovery

Uncertainty continues to influence projections related to the trajectory of the Coronavirus and various scenarios for economic recovery. Forecasts for Canadian 2020 output show declines between 6.1% and 9.4%.⁵ In general, current economic projections forecast an initial and partial bounce-back as economies begin to re-open, followed by a much more gradual recovery due to the uncertainty of global Coronavirus containment and impacts on employment, incomes and consumer confidence.⁶ Until an effective vaccine or treatment for COVID-19 is available, varying levels of activity restrictions will be required to contain the Coronavirus.⁷ The speed and extent of recovery, as with the initial impact of COVID-19, is expected to vary across industries and business size due to government restrictions and policy, consumer responses and business capacity to adapt and survive during the COVID-19 pandemic.⁸ Critically, the path of economic recovery will depend on the success of workplaces safely resuming activity and effective government policy.⁹



Source: <https://www.policyuncertainty.com/index.html>

⁴ Statistics Canada. 'The Daily - Labour Force Survey, June 2020'. <https://www150.statcan.gc.ca/n1/daily-quotidien/200710/dq200710a-eng.htm> COVID-19's impact upon women has been particularly severe due to the higher representation of women within industries hardest hit (for example, Accommodation and Food Services) but also because of the higher responsibility women bear in terms of providing home and child care services. For example, a greater proportion of core-aged women with children under 18 (14.3%) worked less than half their usual hours compared with their male counterparts (8.7%) in June 2020.

⁵ See Appendix 1

⁶ Bank of Canada, 'Spending Patterns in a Pandemic'. Speech by Deputy Governor Lawrence L Schembri. June 18, 2020 <https://www.bankofcanada.ca/2020/06/spending-patterns-in-a-pandemic/>. TD Economics. Perspective: It's Always Darkest Before Dawn. Beata Caranci. June 8, 2020. <https://economics.td.com/ca-darkest-dawn?linkId=90372907>

⁷ Current estimates for an effective vaccine suggest availability by 2021 at the earliest. <https://www.weforum.org/agenda/2020/05/coronavirus-pandemic-last-2-years/>

⁸ For a review of industry specific forecasts see TD Economics. Canadian Industry Outlook: L-U-V Revisited. Brian DePratto. May 11, 2020. <https://economics.td.com/ca-industry-outlook>.

⁹ Bank of Canada, 'Targeting inflation during the pandemic'. Speech by Tiff Macklem to Canadian Clubs, June 2020. <https://www.bankofcanada.ca/2020/06/targeting-inflation-during-pandemic/>



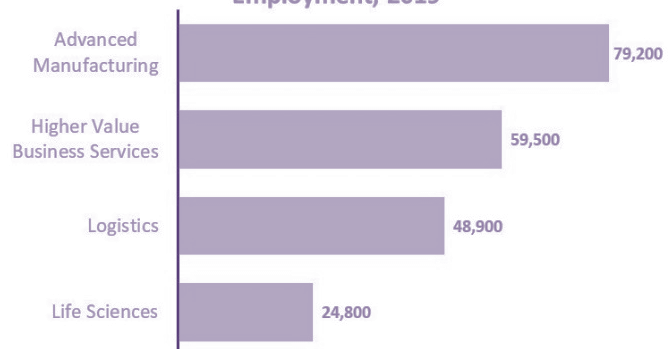
Section 3:

Impact on Broader Industry

About Broader Industry and its Importance to the Economy

Mississauga's diverse business base provides a degree of protection from industry and regional economic uncertainties. The city is home to over 94,000 businesses, including over 1,400 multinational companies, including 76 Fortune 500 companies. The Mississauga Economic Development Strategy (2020-2025) identified four priority sectors in Mississauga that are globally competitive and have strong growth potential: Advanced Manufacturing (Aerospace, Automotive, Cleantech and Food & Beverage), Higher Value Business Services (Finance, Insurance and Information Technology), Life Sciences and Smart Logistics. Together these sectors employ over 178,000 people, accounting for 42.9% of Mississauga's total employment base.¹⁰

Figure 3: Mississauga's Key Sector Employment, 2019

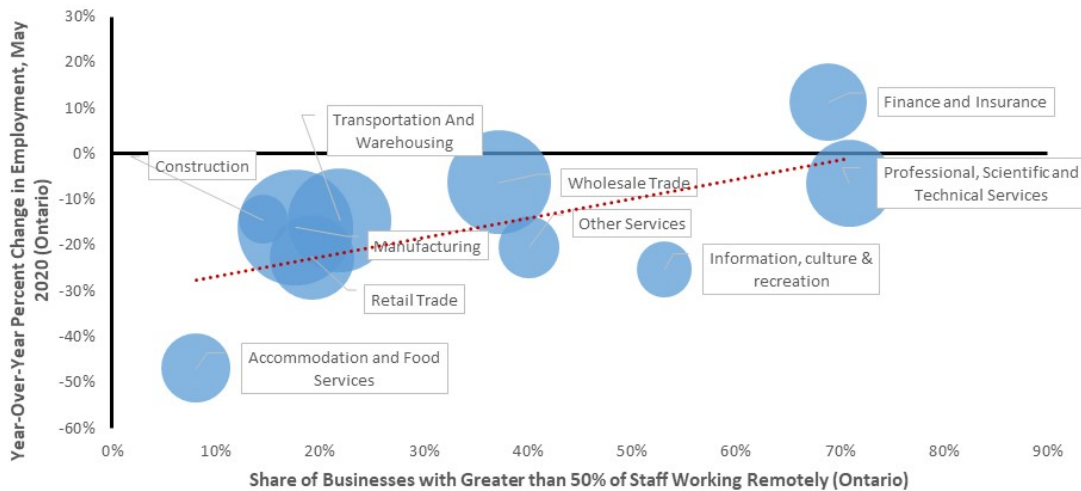


COVID-19 Impact on Broader Industry

The impact of COVID-19 has varied across industry groups, reflecting differences in government restrictions, consumer responses and business capacity to adapt during the COVID-19 pandemic. For example, businesses that were able to remain open and transition to remote work have experienced smaller negative impacts from COVID-19 (see Figure 4). Constrained by government mandated closures and limited capacity to pivot business operations, accommodation and food services have experienced the greatest negative impact by far, with employment levels down by 46.9%, and hours worked down by 65.2% in May 2020 (year-over-year change).

¹⁰ Source: Economic Development Office calculation based on custom sector lists using 2018 Employment Survey data. Advanced Manufacturing can be broken down by subsector with the following employment amounts; Aerospace (30,800), Automotive (19,500), Cleantech (16,300), Food & Beverage (29,500)

Figure 4: Change in Employment & Capacity for Remote Work; By Industry
(Bubble Size Reflects Mississauga Employment)

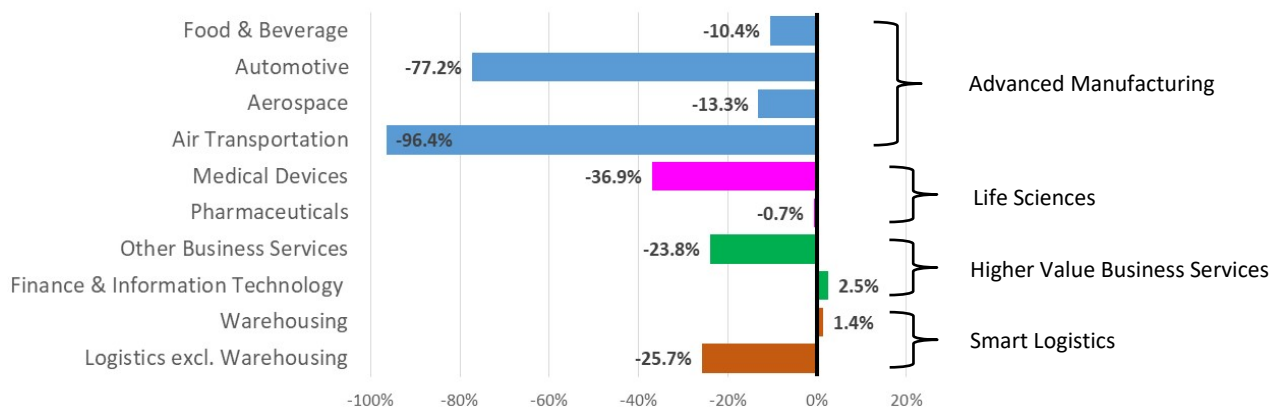


See Appendix 2 for underlying data and sources.

Key Sector Impacts

As with broader industry, there has been a wide variation in COVID-19's impact on and within Mississauga's priority sectors. Below, Figure 5 shows the initial estimated impact on economic output in April 2020 within each of the four sectors and subsectors in Canada. In time, sector impacts are expected to evolve in response to the trajectory of the Coronavirus, policy responses, and economic impacts across the globe.

Figure 5: Key Sectors; April 2020; Year-Over-Year Change in Economic Output; Canada



Source: Statistics Canada. Table 36-10-0434-01 Gross domestic product (GDP) at basic prices, by industry, monthly (x 1,000,000). See Appendix 3 for industry groups included in each subsector.

Advanced Manufacturing: The automotive subsector experienced the most severe initial impact, with output declining by 77.2%. While the decline in aerospace manufacturing was smaller (13.3% decline), this likely reflects the continued fulfillment of pre-COVID-19 contracts. With the drastic decline in air transportation activity (96.4% in April 2020) the aerospace sector is expected to experience a much more severe and prolonged contraction. Export Development Canada forecasts a 35% annual decline in Canadian aerospace manufacturing exports for 2020, with a return of only 6% annual growth in 2021.¹¹ Global airline revenues are forecasted to decline by 50% in 2020 and recover to only 68% of 2019 revenues in 2021.¹²

Life Sciences: COVID-19 has a widely different impact upon two major Life Sciences' subsectors. Pharmaceutical manufacturing showed a very slight decline of 0.7%, while medical device manufacturing dropped by 36.9%. The decline in medical device output was likely driven by delays and restrictions on elective medical procedures and deferrals of equipment spending by hospitals.¹³ Like many other sectors, recovery will be supported by resuming pre-COVID-19 activity.

Higher Value Business Services: Finance and information technology services experienced an initial output growth in April 2020. Importantly, these high value subsectors employ 59,500 people in Mississauga, accounting for 14.3% of total employment. Economic output losses within higher value business services came from administrative and support services within the sector.

Smart Logistics: Initial impacts within the logistics sector have also varied between subsectors. Warehousing and storage activity indicated output growth of 1.4% in April 2020. This is supported by local economic trends, including recent business investments in fulfillment centres in Mississauga such as Goodfood and Printful. On the other hand, the trucking industry experienced significant disruption and is largely responsible for the 25.7% decline observed in logistics, excluding the warehouse and storage subsector.

¹¹ Export Development Canada, Global Export Forecast, June 2020

¹² International Air Transport Association, 2020 Mid-year report

¹³ Ipsos. 'Redefining Risk in Medical Device Markets: Adaptations in the Time of COVID-19'. May 2020

Section 4:

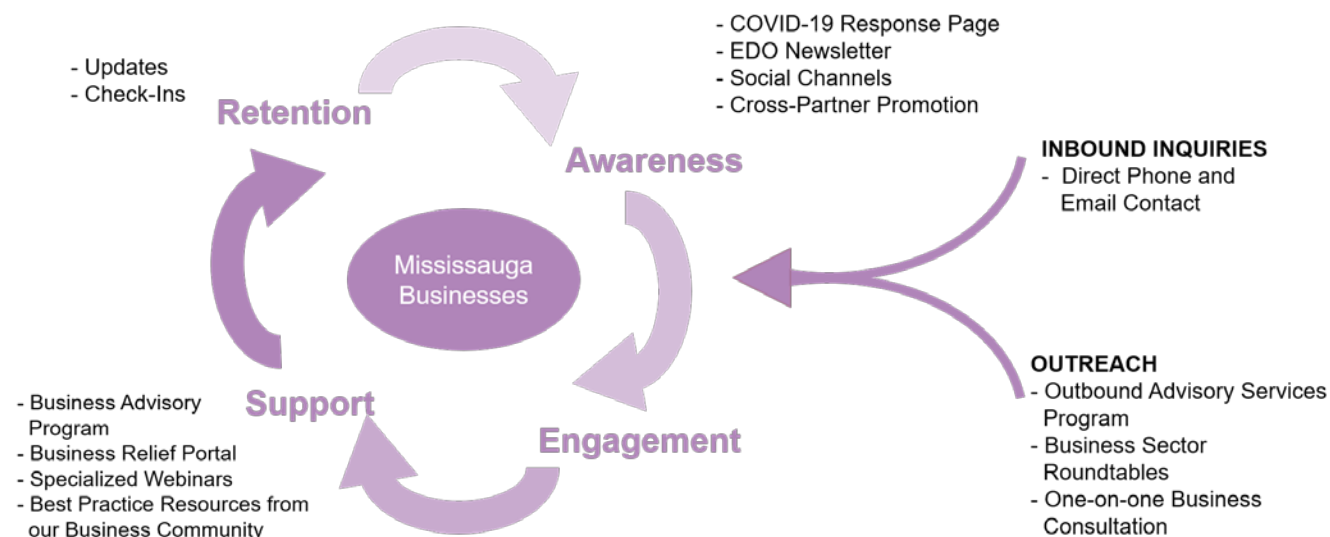
Economic Development Office Response and Support

From the onset of the pandemic, the Economic Development Office (EDO), which includes the Mississauga Business Enterprise Centre, took immediate and critical action to pivot services to best support the business community. Supporting Mississauga's business community is at the core of EDO's work, and business engagement continues to be a foundational part of EDO's services. Through EDO's COVID-19 Business Engagement Process and continuous customer feedback, EDO is able to engage with business, provide support, and raise awareness of EDO's services.

The EDO cannot deliver all the actions outlined in the Economic Recovery Plan by itself but can take a lead in building awareness among other of the economic priorities and work to ensure investments and policies are appropriately aligned.

EDO role will continue to work with colleagues in the City, as well as vital partners in the private, public and education sectors to use evidence based approach to initiate and encourage other levels of government to stimulate stronger financial and policy support to create new activities that are needed as part of the city's economic recovery.

Figure 6: Mississauga EDO COVID-19 Business Engagement Process



Specific engagement initiatives related to our industry and priority key sectors include:

Business Engagement Stream	Description	Outreach
One-on-One Business Consultations	One-on-one consultations with EDO staff and key sector businesses provide support to local businesses, as well help EDO better understand the local impacts of COVID-19	As of August 31, 2020, 70 consultations were provided to key sector businesses.
Outbound Advisory Services Program	EDO initiated a one-to-one outreach program targeting priority key sectors, as well as industries most severely impacted by COVID-19.	As of August 31, 2020, over 350 companies were contacted, with 53 engagements completed and another 55 active (representing over 14,000 employees in Mississauga).
Specialized Webinars	Free online information webinars addressing industry specific issues related to re-opening and recovery.	Five specialized webinars have been hosted or supported by EDO, and have attracted 625 attendees.
Business Sector Roundtable Sessions	Roundtables with the business community to facilitate conversations on how to best support local businesses throughout recovery	EDO hosted eight sector roundtables providing opportunities for local businesses within priority key sectors to share impacts and responses to COVID-19. Together, 54 local businesses participated representing over 19,000 employees.



Section 5:

Identifying Economic Recovery Plan Priorities

To be effective, the City's COVID-19 Economic Recovery Plan must be flexible and responsive to the evolving impacts of the pandemic on the global and local economy. Some of the most severely impacted sectors of the economy such as Accommodation & Food Services, fall outside the traditional focus of the EDO and will require a pivoting of our service delivery in order to support an inclusive economic recovery for all residents and businesses. Priorities will be identified through continuous engagement with the business community and economic development stakeholders, including: educational institutions, business associations and regional development organizations. The Plan's framework allows for flexibility to react to the business community's needs through the various phases of economic recovery. In addition, the City will take direction from the strategic priorities outlined in the Economic Development Strategy (2020-2025).

Challenges & Opportunities Identified by Local Business

Below is a summary of key findings and themes related to COVID-19 that emerged from EDO's engagement process with local businesses.

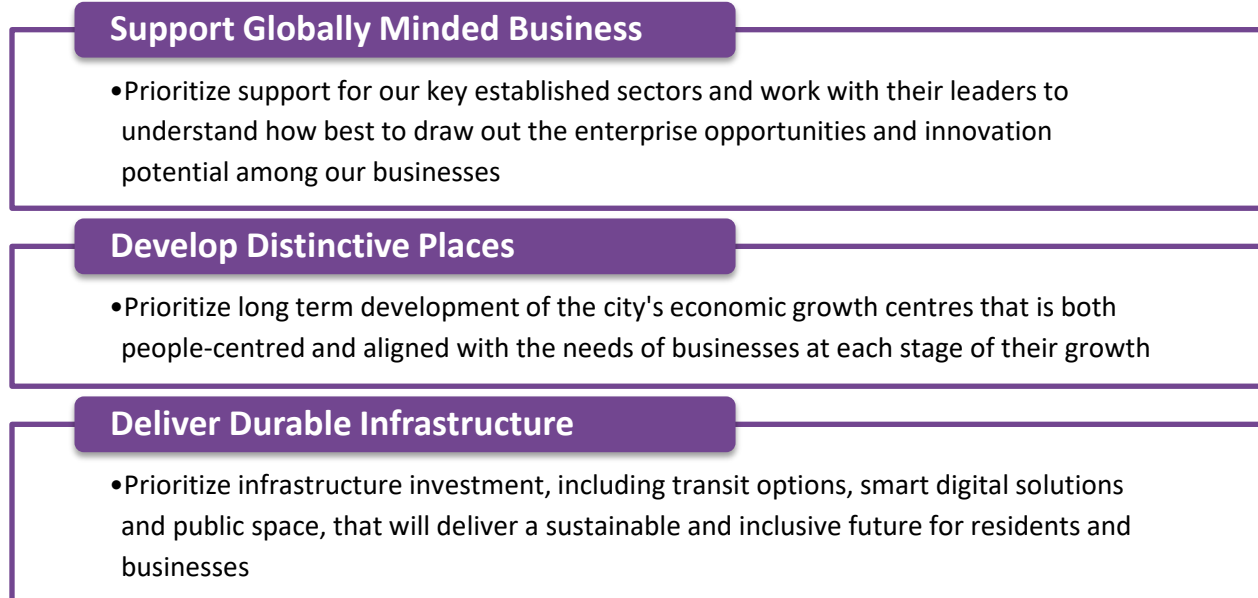
- **Uncertainty:** Businesses have expressed uncertainty and difficulty in finding reliable and timely information from all levels of government and programs delivered by various agencies.
- **Immediate Financial Impacts from Lost Business:** 90% of businesses participating in one-on-one consultations indicated a negative financial impact from COVID-19.
- **Future Business Outlook:** Continued restrictions on activity, cancelled work contracts, limited capacity for networking and business development, and uncertainty surrounding market demand, have left many businesses concerned with their future business outlook.
- **Supply Chain Disruption:** Supply chain disruptions are one of the most frequently cited concerns identified during the business sector roundtables, particularly within manufacturing and life sciences sectors.
- **Workplace Health & Safety:** Ensuring employee safety, particularly those working on-site, has been consistently identified as the primary concern for local businesses.

- **Remote Working:** Over two-thirds of Mississauga businesses employed some level of remote working, yet not all businesses experienced a smooth transition. In a separate survey, almost half of Mississauga businesses reported medium to high productivity declines due to the initial transition to remote work.
- **Accessing Personal Protective Equipment (PPE):** Many local businesses have expressed challenges ensuring an adequate and reliable supply of PPE for their workplaces.
- **Employee Wellbeing:** COVID-19 has placed new stresses upon business owners and employees, including balancing family-care obligations and personal mental health amidst the pandemic. Local businesses have indicated significant challenges in supporting wellbeing within their workforce.
- **Transportation:** Discomfort with the use of collective transportation options continues to persist, with Ontario's use levels into June remaining half of pre-COVID-19 levels. Feedback from local businesses has confirmed there is significant discomfort and challenges with workforce use of public transportation.
- **COVID-19 Related Business Opportunities:** Federal and provincial levels of government are committed to boosting domestic supply capacity for critical medical products and information technologies that can support the response to COVID-19, and any future pandemics. A number of Mississauga businesses have pivoted or indicated a desire to pivot their business operations in response.
- **Business Retention, Expansion & Attraction Opportunities:** Business investment opportunities have continued to emerge since the mid-March economic shutdown, particularly in the areas of advanced manufacturing (food and beverage), higher value business services (information and communications technology), smart logistics and life sciences.
- **Business-to-Business Opportunities:** Business roundtable sessions have indicated an overwhelming business interest and support to expand networking opportunities and share best practices amongst industry peers.

Additional Considerations: Economic Development Strategy 2020-2025

While the COVID-19 pandemic has, and will continue to require a significant shift in the City's immediate economic development priorities, the core priorities for sustained economic prosperity outlined in the Economic Development Strategy (2020-2025) will continue to guide both immediate and long term planning efforts. The Strategy sets out an inclusive and sustainable economic growth agenda for the city that focuses on the following priorities:

Figure 7: Mississauga Economic Development Strategy (2020-2025) Priorities



Guiding Themes and Priorities: Economic Recovery Plan

The Broader Industry Economic Recovery Plan priorities reflect both the urgent and evolving needs of the business community that will emerge through recovery, while at the same time, continue to build upon the strategic priorities that will guide the City's path towards sustained economic prosperity.

At the core of these priorities remain three overarching themes that will ensure the plan remains community-driven with opportunities for all. These overarching themes include the following:

Advocacy



These four priorities will be guided by an overarching theme of advocacy. EDO will continue to engage with businesses in strategic sectors and the hardest hit sectors to understand the challenges and opportunities resulting from COVID-19 and to offer support for a policy or proposal to advocate on their behalf with other levels of government. Given the enormous impact of COVID-19 across business operations, economic recovery will depend upon adequate and effective policy and support from federal and provincial levels of government and this is why advocacy will be critical.

Inclusion



At the core of these actions will be an emphasis on inclusion as a critical driver for ensuring economic growth and prosperity for all. COVID-19 has disproportionately impacted populations and communities locally. Economic recovery will only be achieved when all community stakeholders have equal opportunities for economic mobility. These four priorities will underscore the

five inter-related characteristics of inclusive growth: participation, equity, growth, sustainability and stability¹⁴.

Collaboration



The four priorities reflect shared community values that will significantly influence economic recovery. As a community-based plan, it is imperative that EDO continue to collaborate with key partners across diverse backgrounds and sectors to implement the identified action items. These four priorities will be advanced through ongoing strategic partnerships and collaboration.

Drawing upon insights from extensive engagement with the business community during the COVID-19 pandemic, and in review of the Economic Development Strategy (2020-2025), four priorities have been chosen to guide Mississauga's Broader Industry Economic Recovery Plan, and include the following:

1. Business Outreach



The City will play a critical role engaging with the business community to understand evolving needs to inform service delivery, act as a reliable source of relevant information, and effectively advocate on the business community's behalf.

2. Business Investment Retention, Expansion & Attraction



The City will work to identify and secure business investment retention, expansion and attraction opportunities as they emerge, focusing on our key sectors and those industries hardest hit by COVID-19. Business investment activities will continue to be guided by: the City's sector councils, business leaders, educational institutions and other economic development stakeholders.

3. Innovation



The City will continue to develop Mississauga as a place of business innovation and leadership by supporting and enhancing the innovation potential of local start-ups, scale-ups and established businesses. The City's innovation goals will be achieved by leveraging the strengths and resources of existing innovation stakeholders, including educational institutions, innovation service providers and established businesses.

¹⁴ Source: The Rockefeller Foundation, The Five Characteristics of an Inclusive Economy: Getting Beyond the Equity-Growth Dichotomy

4. Distinct Places



The City will continue to develop and support long-term economic growth opportunities within its key economic growth centres, as well as restore and strengthen vibrant local business districts. Development of the City's distinct places will be informed by the Economic Development Strategy (2020-2025).

Section 6:

Delivering our Broader Industry Plan

Role of Economic Development Resiliency Task Force

The new Economic Development Resiliency Task Force will support the delivery and implementation of the City's economic recovery plans. With membership including business and community leaders, the Mayor and select members of Council, the Task Force will be well-positioned to review data, policies and services to inform the Economic Recovery Management Team. The Economic Recovery Management Team includes representation from Land Development, Culture, Tourism (Overseen by Tourism Mississauga Board) and the EDO.

Role of Economic Development Office

The EDO will be responsible for the following set of portfolios:



Business Investment and Sector Development

This portfolio oversees EDO's work on business development and sector support and a range of actions to support *companies to better harness their innovation potential*.



Business Initiatives and Planning

This portfolio oversees EDO's core work data and intelligence for marketing and research activities and its progress on a range of strategic initiatives such as the Innovation Corridor.



Entrepreneurship and Innovation

This portfolio oversees the delivery of the Mississauga Business Enterprise Centre (MBEC) and assumes responsibility for providing support to main street business, entrepreneurs, start-ups, and scale-ups.

Section 7:

Activating the Plan

As mentioned earlier, it is important to note that the City's phases of recovery - Mitigate, Reboot and Grow - are not based on time but the needs of the local business community as the economy transitions through the various stages of provincial recovery. Therefore actions begun in one phase may continue into following phases as needed.

Business Outreach



About Business Outreach

Ongoing engagement and support will be provided to the business community through one-to-one consultations, Outbound Business Advisory Services Program, roundtables and other means, on an as-needed basis. Feedback from these engagements will be used to inform responses. Business outreach will continue to be an ongoing priority throughout the various phases of the City's recovery plans.

Measures of Success

- Number of people attending and engaging in EDO facilitated consultations, roundtables, and webinars
- Number of follow-up and connections made as a result of consultations, roundtables, and webinars
- Direct feedback from the business community through satisfaction surveys and/or word of mouth

Actions Under Mitigate

COVID-19 Business Support Web Portal: Develop and maintain a central one-stop shop digital resource reflecting resources and initiatives from a range of sources to support local businesses throughout the pandemic and recovery. Utilization of self-selection and filtering tools to help users easily navigate supports will be continuously implemented and enhanced as it relates to government relief programs, countermeasure opportunities, health/safety and reopening guidelines and local economic recovery initiatives.

Good News Stories: Promote Mississauga businesses that shifted their operations to contribute to the fight against COVID-19. As businesses start to refocus on reopening and development, stories will include new investments and showcase their resilience through the pandemic.

Outbound Advisory Services Program: Conduct outreach to Mississauga businesses to determine COVID-19 business impacts and offer supports to key industry sectors, recent investors, and small business/main street businesses.

Roundtables with Business Community: Facilitate consultations with our business community to understand the impact on business operations and inform our response. Roundtables will focus on key sectors, and include business industry associations when appropriate.

Actions Under Reboot

Business Analysis & Economic Indicators: Undertake regular analysis of local and wider economic trends and business insights to inform ongoing EDO service delivery and advocacy efforts. Explore data options (e.g. surveying, indicator tracking) for Mississauga-specific datasets to enhance monitoring of economic recovery and collaboration opportunities with key partners.

Business Planning & Recovery Support Webinars: Collaborate with the business community to deliver a series of webinars on topics that have been identified as valuable by the business community through ongoing engagement.

Business Investment Retention, Expansion & Attraction



About Business Investment Retention, Expansion & Attraction

Mississauga will maintain its established businesses base and aim to secure the next generation of growth from existing sector strengths and those sectors hardest hit by COVID-19. The EDO will work with business leaders to harness insights and boost their profile to help secure more investment into the City. This will include working with education institutions and industry to develop talent to match the ever-evolving requirements of employers. Actions related to digital adoption and workforce development will be explored in this section as they are critical in driving up business investment retention, expansion and attraction.

Measures of Success

- Retained, expanded and new investment secured
- New jobs created and retained
- Number of College/university admissions on priority sector relevant courses (by priority sector)

Actions Under Reboot

Guidelines on Safe Reopening: Provide a central digital location of resources to inform and support businesses on safe reopening throughout recovery. The recovery and reopening resource page will evolve over time as more programs and initiatives are made public and business needs change throughout the stages of recovery.

B2B Platform: Develop and implement a B2B platform for businesses & entrepreneurs to crowdsource best practices and build strategic partnerships to address a number of issues arising from COVID-19, such as implementing physical distancing in their operations or sourcing PPE.

Sector Specialist Support: Work closely with our sector councils and established business base to re-evaluate industry environments and respond to challenges and opportunities arising from COVID-19.

Business Investments: Service new and established business retention and expansion investment opportunities, as well as new investment opportunities that emerge from, or are related to COVID-19. Opportunities to target key emerging growth sectors (e.g. Smart Logistics, Higher Value Business Services) should be further explored.

Permit Process: Expedite and prioritize processing applications for developments that are deemed strategic in achieving the City's economic recovery efforts in light of COVID-19. These could include companies who are developing innovative technologies and products for viral and bacterial antigens for the global diagnostics industry or companies adapting to meet new consumer demands such as food delivery operations.

Digital Adoption: Support digital technology adoption of local small and medium sized businesses by promoting participation in digital platforms that expand their customer base and increase sales or that give them access to industry experts for guidance, mentorship and practical advice about process modernization and end-to-end digital transformation.

Sub-Sector Working Groups Identify and create industry specific working groups on an as-needed basis in response to opportunities and challenges emerging from COVID-19, such as the aerospace sector and manufacturers pivoting to make medical products.

Next Generation Workforce Skills Development Program: Identify and promote training programs available to local companies (existing base of employees), new grads and recently laid off workers to train/retrain on existing and future skills needs in key employment sectors.

Actions Under Grow

Connected Workplaces: Encourage economic-led strategic planning to align land use policy with long-term growth ambitions in key economic growth centers such as the Downtown, Lakeshore and Pearson 401 Aerotropolis.

Sector Specialist Support 2.0: Create councils for smart logistics and higher value business services (information Communications Technology), similar to existing life sciences and advanced manufacturing councils.

Enhanced Work Opportunities Program: Initiate a strategic approach to identify work-based learning opportunities in priority sectors to help students better understand career opportunities and to better link education curriculum to current business needs.

Future Skills Insight: Work with local education groups to better understand the emerging skills needs of Mississauga's priority sectors and collaborate with industry and education partners to facilitate new programming and delivery methods.

Innovation



About Innovation

The City will continue to develop Mississauga as a place of industry innovation and leadership by supporting and enhancing the innovation potential of local start-ups, scale-ups and established businesses. Emphasis will be given to enhance digital networking and collaboration opportunities for innovators and leverage their capacity to address priority challenges and opportunities within the city.

Measures of Success

- Number of events and programming that facilitate participation, new projects and collaboration between Mississauga entrepreneurs, start-ups, industry mentors, post-secondary institutions and established businesses
- Number of commitments from established businesses to sponsor and partner on program delivery

Actions Under Reboot

Civic Challenge: Host a series of challenge-athons in response to identified civic challenges related to COVID-19 that the City is currently facing. Priority should be given to areas that are resulting in revenue pressure.

Actions Under Grow

Urban Innovation Living Lab: Build on the City's Smart City Strategy and Lakeview Development Master Plan, by positioning Mississauga as North America's capital for urban innovation with living labs that spark technology solutions to solve global city challenges. Considerations for locations across Mississauga include: Downtown Core, Brightwater and Lakeview.

Innovation Marketing Campaign: Develop marketing campaigns to position Mississauga as a global innovation centre that connects and strengthens the regional innovation corridor. Campaigns will strategically organize branding efforts across Mississauga's innovation ecosystem and business investment opportunities, where the Innovation Hub will be positioned as a central coordinating asset.

Distinct Places



About Distinct Places

Mississauga will continue to capture economic growth opportunities for the benefit of the entire city and prioritize its focus around places with the greatest scope to support the three strategic priorities of the City's Economic Development Strategy (2020-2025). The COVID-19 pandemic has emphasized the importance of developing distinctive places in driving economic prosperity. The following action items will be critical to long-term economic recovery.

Measures of Success

- Number of engaged community partners

- Targeted square footage build-out of employment space
- Targeted population to employment ratio in key areas

Actions Under Reboot

Electric Connect Network: Establish a regulatory framework for electric cycle/scooters and secure private sector investment to fast track new low impact travel solutions that can help bridge the gaps found in existing transit options. There are opportunities to link this to Mississauga's Smart City initiatives and effective integration with digital infrastructure assets.

Lakeview Innovation District Internal Activation Session: Host a session with key internal City and Region staff to confirm the vision and direction for the Lakeview Innovation District. This session will help to create consensus amongst internal staff to implement a shared tangible and actionable program and operational plan to actualize the development of Lakeview Innovation District. The outcomes of the session will initiate the promotional activity to attract investment to the broader public.

Lakeview Innovation District Symposium: Host a Symposium to formally introduce the Lakeview Innovation District to the market. Key outcomes of the Symposium will include identifying key potential investment leads, strategic partnerships to operate and govern the site and creating media exposure of the development opportunity.

Actions Under Grow

Lakeview Innovation District: Prioritize investment in initiatives aimed at building out the Lakeview Innovation District to maximize its potential as a smart and sustainable site to deliver an environment where people can research and develop innovative solutions that help to educate and drive behavioural change globally.

Pearson Transit Hub: Work with the Greater Toronto Airport Authority to develop upgraded public surface transport access to the airport from Mississauga and other parts of the GTA and ensure that strategically located mobility hubs, such as the Renforth Gateway, are well serviced and anchored to support the right mix of employment opportunities.

Smart Digital Infrastructure: As the major investments arrive along the Lakeshore in Mississauga, the City should engage with developers to promote and support advanced digital technology and smart infrastructure.

Downtown Placemaking Marketing, Promotion and Investment Attraction: Develop and deliver targeted investment marketing campaigns to attract office investment to Downtown Mississauga. These efforts will drive placemaking in Downtown to ensure a proper balance between residential and employment uses.

Section 8:

Putting the Plan to Work

The unprecedented nature of COVID-19 places uncertainty around the outlook of the pandemic and resulting business impacts. As such, it will be important that outcomes of the plan be regularly reviewed and assessed to ensure the plan remains a living document that is adaptable and relevant to the rapidly changing environment. EDO will monitor the progress of the plan, and where appropriate, amendments to action items to align with shifting business needs will be considered.

The Broader Industry Economic Recovery Plan provides a structure to support Mississauga's business community throughout recovery. The plan sets out the City's priorities and actions that will reset Mississauga's advancement on the path forward to economic growth and prosperity.

Appendix 1

Table 1: Economic Forecasts, Annual Percent Change in Real GDP		
	2020f	2021f
OECD Economic Outlook, June 2020*		
World	-6.0 (-7.6)	5.2 (2.8)
Canada	-8.0 (-9.4)	3.9 (1.5)
IMF Economic Outlook, June 2020		
World	-4.9	5.4
Canada	-8.4	4.9
EDC Economic Outlook, June 2020		
World	-4.3	6.9
Canada	-9.0	7.2
TD Economics, Quarterly Economic Forecast, June 2020		
World	-4.1	6.2
Canada	-6.1	5.2
Ontario	-6.2	5.1

*OECD projections in parenthesis reflect a 'double-hit' scenario in which a significant second wave of the coronavirus occurs in the second half of 2020.

Source:

OECD, Economic Outlook, June 2020. <http://www.oecd.org/economic-outlook/june-2020/>

IMF, World Economic Outlook Update, June 2020. <https://www.imf.org/en/Publications/WEO/Issues/2020/06/24/WEOUpdateJune2020>

EDC Economics, Global Economic Outlook, June 2020. <https://www.edc.ca/en/guide/global-economic-outlook.html>

TD Economics, Canadian Quarterly Economic Forecast, June 2020. <https://economics.td.com/ca-quarterly-economic-forecast>

Appendix 2

Industry	Percentage of Respondents Indicating Greater Than 50% of Workforce Working Remotely; Ontario	May 2020; Year-Over-Year; Employment Change; Ontario	May 2020; Year-Over-Year; Hours Worked Change; Ontario	Mississauga Employment, 2019
Accommodation and Food Services	8.1%	-46.9%	-65.2%	21,675
Construction	14.5%	-14.3%	-31.0%	10,952
Finance and Insurance	68.9%	11.4%		27,037
Information, culture & recreation	53.1%	-25.3%	-35.0%	13,833
Manufacturing	17.6%	-16.1%	-24.8%	60,538
Other Services	40.1%	-20.4%	-47.7%	17,242
Professional, Scientific and Technical Services	70.9%	-6.4%	-12.5%	34,885
Retail Trade	19.2%	-22.7%		32,168
Transportation And Warehousing	21.9%	-14.6%	-32.0%	48,897
Wholesale Trade	37.2%	-6.3%		48,579

Source:

Remote Working - Statistics Canada. Table 33-10-0228-01 Percentage of workforce teleworking or working remotely, and percentage of workforce able to carry out a majority of duties during the COVID-19 pandemic, by business characteristics

Employment & Hours Change – Statistics Canada. Table 14-10-0022-01 Labour force characteristics by industry, monthly, unadjusted for seasonality (x 1,000). Table 14-10-0036-01 Actual hours worked by industry, monthly, unadjusted for seasonality (x 1,000).

Mississauga Employment – City of Mississauga, Employment Profile 2019

Appendix 3

Logistics excl. Warehousing: Truck transportation [484], Support activities for transportation [488], Postal service [491], Couriers and messengers [492], Warehousing and storage [493]

Warehousing: Warehousing and storage [493]

Finance & Insurance: Finance and insurance [52]

Information Technology Services: Information and communication technology, services [T015]

Other Business Services: Management of companies and enterprises [55], Administrative and support services [561]

Pharmaceuticals: Pharmaceutical and medicine manufacturing [3254]

Medical Devices: Medical equipment and supplies manufacturing [3391]

Air Transportation: Air transportation [481]

Aerospace: Aerospace product and parts manufacturing [3364]

Automotive: Motor vehicle manufacturing [3361], Motor vehicle body and trailer manufacturing [3362], Motor vehicle parts manufacturing [3363]

Food & Beverage: Food manufacturing [311], Breweries [31212], Wineries and distilleries [3121A], Tobacco manufacturing [3122], Farm product wholesaler-distributors [411], Food, beverage and tobacco wholesaler-distributors [413]

City of Mississauga

Corporate Report



Date: August 26, 2020

To: Chair and Members of General Committee

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

Originator's files:
MG.23.REP
RT.01.Z-7

Meeting date:
September 23, 2020

Subject

All-Way Stop – Enola Avenue and The Thicket (Ward 1)

Recommendation

That an all-way stop control not be implemented at the intersection of Enola Avenue and The Thicket, as outlined in the report from the Commissioner of Transportation and Works, dated August 26, 2020, and entitled “All-Way Stop – Enola Avenue and The Thicket (Ward 1)”.

Background

The Transportation and Works Department received a request from a local resident, through the Councillor's Office, to review the intersection of Enola Avenue and The Thicket, to determine if an all-way stop was warranted.

Currently, the intersection of Enola Avenue and The Thicket operates as a three-leg intersection with a stop control on the west leg of the intersection on The Thicket and Enola Avenue operates as free flow.

Comments

A turning movement count was completed on August 6, 2020 to determine the need for an all-way stop control based on traffic volumes. The results are as follows:

Enola Avenue and The Thicket

	Warrant Value
Warrant 1: Volume for All Approaches	32%
Warrant 2: Minor Street Volume	39%

In order for an all-way stop control to be warranted based on traffic volumes, both Warrants 1 and 2 must equal 100%.

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

An all-way stop is therefore not warranted based on the turning movement count results and collision history.

Financial Impact

Should signs be required, costs can be accommodated through the 2020 Operating Budget.

Conclusion

Based on the manual turning movement count results and collision history at this intersection, the Transportation and Works Department recommends against the installation of an all-way stop at the intersection of Enola Avenue and The Thicket.

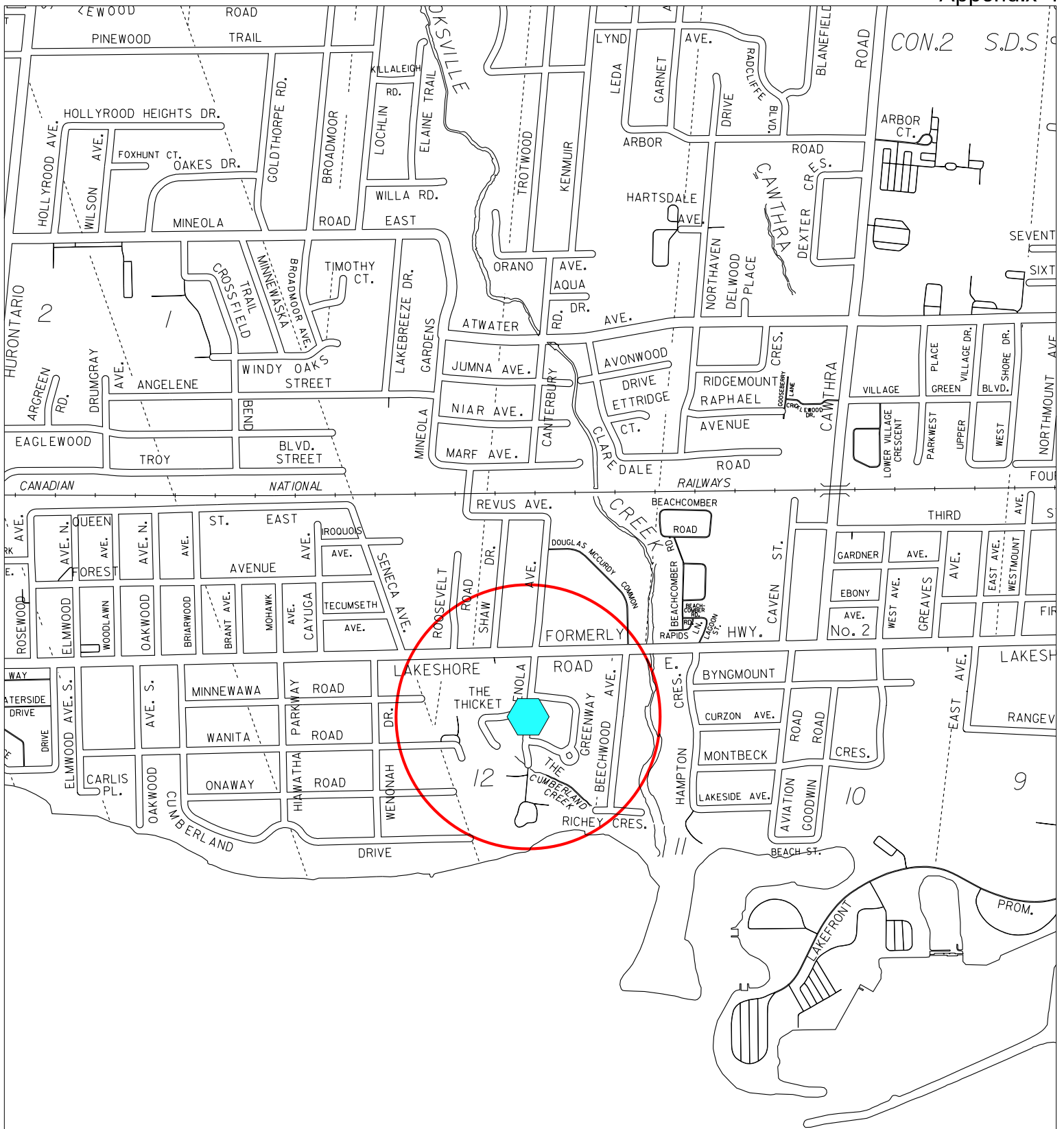
Attachments

Appendix 1: Location Map - All-Way Stop – Enola Avenue and The Thicket (Ward 1)



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

Prepared by: Alex Liya, C.E.T., Traffic Technologist



MISSISSAUGA



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

**All-Way Stop
Enola Avenue and The Thicket
(Ward 1)**

SCALE FOR REDUCED DRAWINGS



City of Mississauga Corporate Report



Date: August 26, 2020 To: Chair and Members of General Committee	Originator's files: MG.23.REP RT.01.Z-7
From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works	Meeting date: September 23, 2020

Subject

All-Way Stop – Mississauga Road South and Bay Street (Ward 1)

Recommendation

That an all-way stop control not be implemented at the intersection of Mississauga Road South and Bay Street, as outlined in the report from the Commissioner of Transportation and Works, dated August 26, 2020 and entitled, "All-Way Stop – Mississauga Road South and Bay Street (Ward 1)".

Background

The Transportation and Works Department received a request from a local resident, through the Councillor's Office, to review the intersection of Mississauga Road South and Bay Street, to determine if an all-way stop was warranted.

Currently, the intersection of Mississauga Road South and Bay Street operates as a three-leg intersection with a stop control on the east leg of the intersection on Bay Street. Mississauga Road South operates as free flow.

Comments

A turning movement count was completed on August 12, 2020 to determine the need for an all-way stop control based on traffic volumes. The results are as follows:

Enola Avenue and The Thicket

	Warrant Value
Warrant 1: Volume for All Approaches	63%
Warrant 2: Minor Street Volume	30%

In order for an all-way stop control to be warranted based on traffic volumes, both Warrants 1 and 2 must equal 100%.

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

An all-way stop is therefore not warranted based on the turning movement count results and collision history.

Financial Impact

Should signs be required, costs can be accommodated through the 2020 Operating Budget.

Conclusion

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

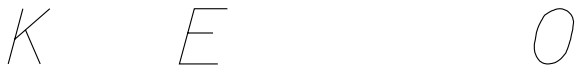
Attachments

Appendix 1: Location Map - All-Way Stop – Mississauga Road South and Bay Street (Ward 1)



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

Prepared by: Alex Liya, C.E.T., Traffic Technologist



**All-Way Stop
Mississauga Road South and Bay Street
(Ward 1)**

0m 50m 100m 200m 300m 400m 500m 1000m

City of Mississauga

Corporate Report



Date: September 9, 2020 To: Chair and Members of General Committee	Originator's files: MG.23.REP RT.10.ZVAR
From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works	Meeting date: September 23, 2020

Subject

Speed Limit – Lakeshore Road (Wards 1 and 2)

Recommendation

That a by-law be enacted to amend the Traffic by-law 555-00, as amended, to reduce the posted regulatory speed limit on Lakeshore Road:

1. From 50 km/h to 40 km/h on Lakeshore Road at the following two locations:
 - a. Inverhouse Drive/Walden Circle and a point 150 metres east of Meadow Wood Road; and
 - b. Between Peter Street South and Woodlawn Avenue.
2. From 60 km/h to 50 km/h on Lakeshore Road at the following two locations:
 - a. Between Southdown Road and Inverhouse Drive/Walden Circle; and
 - b. Between a point 150 metres east of Meadow Wood Road and Johnsons Lane,

as outlined in the report from the Commissioner of Transportation and Works, dated September 9, 2020, entitled, "Speed Limit – Lakeshore Road (Wards 1 and 2).

Background

In an effort to address issues related to traffic and pedestrian safety, as well as issues of traffic noise, Councillors Dasko and Ras have requested staff review the feasibility of regulatory speed limit reductions along Lakeshore Road.

Lakeshore Road is a four and five lane arterial roadway, providing a through east-west route for approximately 30,000 vehicles per day. It is the only east-west route south of the Q.E.W. that crosses the Credit River. Stretching from Oakville to Toronto, Lakeshore Road travels through, or is adjacent to, industrial, residential and commercial development, including two business

improvement areas in Port Credit and Clarkson. The majority of Lakeshore Road operates with an existing 50 km/h regulatory speed limit, with portions of the roadway west of the Credit River posted at 60 km/h.

While no on street parking exists on the roadway, there are a number of parking laybys located throughout the corridor.

Comments

The City of Mississauga has identified a speeding problem on many of its roadways and although many programs and initiatives have been implemented to address speeding issues in some areas, the speeding problem persists. The majority of the countermeasures implemented to date have focused on reducing operating speeds and improving road safety within neighbourhoods. Arterial and Major Collector roadways are particularly challenging and require a different set of countermeasures than neighbourhood roadways.

Vision Zero

One of the goals of the City of Mississauga Transportation Master Plan (2019) is to create a transportation network that provides safe conditions for all travellers, advancing Vision Zero by supporting hazard-free travel and striving for zero fatalities and serious injuries.

In a Vision Zero city, risks associated with road safety are to be proactively mitigated through engineering, education, enforcement, empathy, and evaluation (the five 'Es'). One tool for mitigating loss of life and serious injury is speed reduction. Various studies have shown that reduced speeds result in shorter stopping distances, faster reaction times by drivers and reduced severity of injuries should a collision occur. These lower speed limits advance the City's commitment to Vision Zero and delivers on action items outlined in the Transportation Master Plan.

Existing Operating Speeds

A review of recent speed studies conducted at various locations along Lakeshore Road reveals average operating speeds to be consistently in the 64 km/h range in the 50 km/h zones. Operating speeds increase to 68 km/h in the 60 km/h zone.

As previously mentioned above, the current methodology for determining speed limits on arterial and major collector roadways needs to be reassessed through the lens of Vision Zero. Staff is endeavouring to develop a more consistent methodology for determining appropriate speed limits on these roadways. In the interim, staff will conduct evaluations on a one off basis. It is anticipated that a modernized methodology will be developed later this year and reported to Road Safety, and subsequently Council.

Port Credit

The area of Port Credit, specifically between the Credit River and Hurontario Street, attracts a large volume of visitors from outside of the area. There are a number of commercial and patio restaurant establishments that generate a heavy volume of pedestrian activity. Traffic and pedestrian activity is heavily concentrated in this area.

Staff supports Councillor Dasko's request for a reduced speed limit of 40 km/h on Lakeshore Road, between Peter Street and Woodlawn Avenue. A location map is attached as Appendix 2.

Clarkson

The area of Clarkson, specifically between Inverhouse Drive/Walden Circle and Meadow Wood Road is a mainly commercial area, consisting of a number of plazas. While the pedestrian activity is less than that found in Port Credit, there are a significant number of trips generated to and from the area. There is also on-road cycling facilities through the area on Lakeshore Road.

Staff supports Councillor Ras's request for a reduced speed limit of 40 km/h on Lakeshore Road from Inverhouse Drive/Walden Circle and a point 150 metres east of Meadow Wood Road. Additionally, in an effort to moderate speeds entering the Clarkson area, staff are supporting a reduced speed limit of 50km/h west of Clarkson from Southdown Road to Inverhouse Drive/Walden Circle, and east of Clarkson from a point 150 metres east of Meadow Wood Road and Johnsons Lane. A location map is attached as Appendices 3A and 3B.

Lakeshore Connecting Communities Transportation Master Plan

In addition to a reduction in the speed limit through the built up areas of Lakeshore Road, the Lakeshore Connecting Communities Transportation Master Plan recommends a suite of infrastructure improvements for pedestrians, cyclists, transit and drivers. These future improvements will enhance safety along Lakeshore Road and develop a more complete street for all. Speed reduction alone does not satisfy the objectives of Vision Zero, but can be a first step in achieving our City-wide goal.

In conjunction with above recommended speed reductions, staff will be reviewing signal timing and progression along Lakeshore Road. This will ensure that signal timing and operation optimizes traffic volumes while encouraging motorists travel at appropriate speeds.

Additionally, staff will enhance the new 40 km/h speed limits with Speed Awareness Devices that will activate and display a message to motorists approaching at elevated speeds to reinforce the lower speed limit. A total of four signs will be installed at the beginning of each B.I.A. area where speed limits are to be reduced to 40 km/h. Peel Regional Police will be advised of the speed limit reductions and requested to concentrate enforcement efforts in the area.

Financial Impact

Costs for the sign installation can be accommodated by 2020 Operating Budget in cost center 23978. Costs associated with the procurement of Speed Awareness Devices can be accommodated by PN 18199.

Conclusion

The Transportation and Works Department supports lowering the existing regulatory speed limit on Lakeshore Road in the B.I.A. of Clarkson and Port Credit from 50 km/h to 40 km/h, and reducing portions of the existing 60 km/h zones to 50 km/h.

Attachments

Appendix 1: Location Map: Speed Limit – Lakeshore Road (Wards 1 & 2)

Appendix 2: Location Map: Speed Limit – Lakeshore Road – Port Credit (Ward 1)

Appendix 3A: Location Map: Speed Limit – Lakeshore Road – Clarkson (Ward 2)

Appendix 3B: Location Map: Speed Limit – Lakeshore Road – Clarkson (Ward 2)

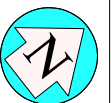


Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works

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



MISSISSAUGA

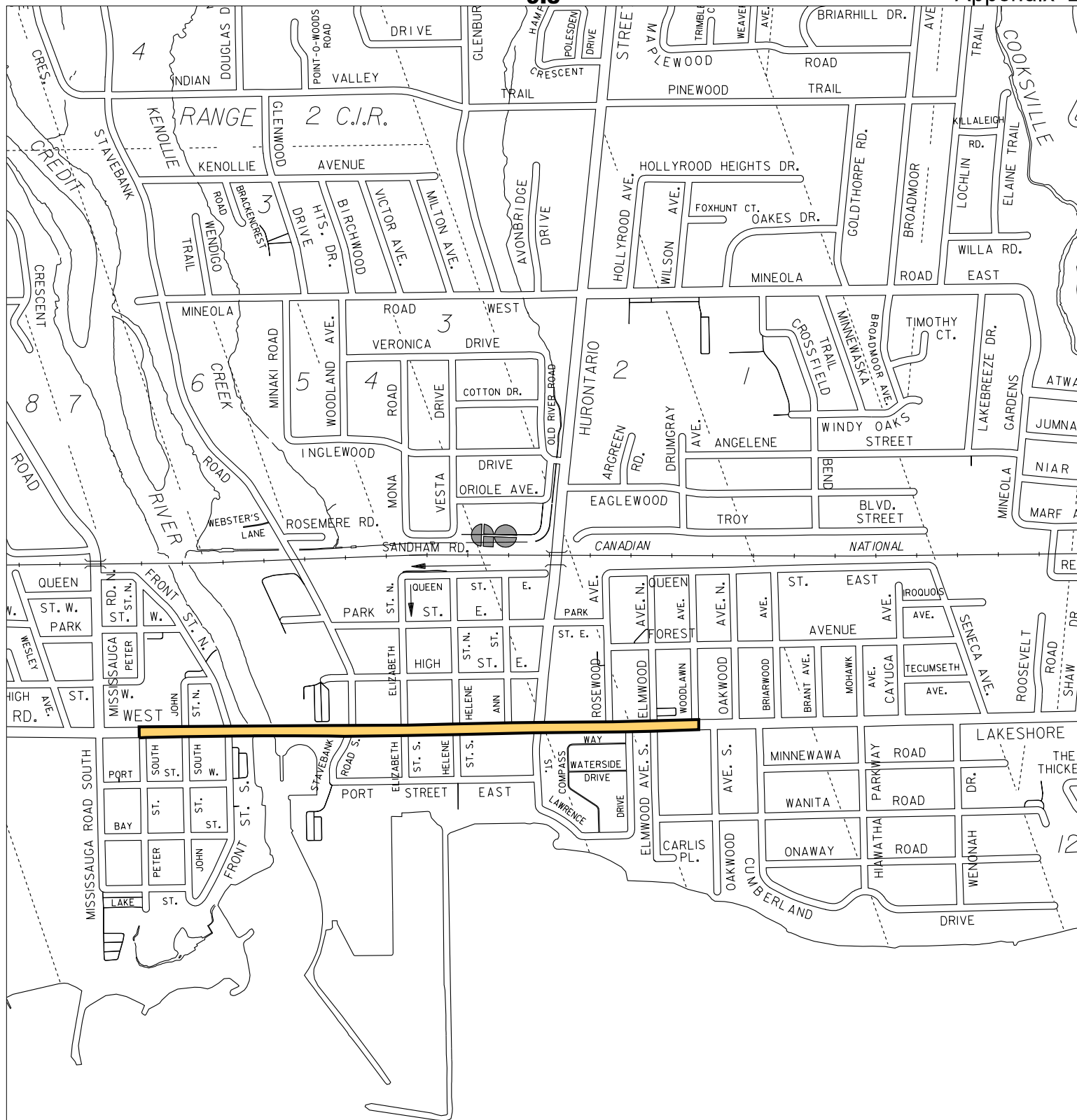


**Transportation and Works
Traffic Mgmt & Municipal Parking**

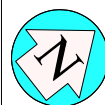
**Speed Limit
Lakeshore Road
(Ward 1 & 2)**

SCALE FOR REDUCED DRAWINGS

0m 250m 500m 1000m 1500m 2000m 2500m 5000m



MISSISSAUGA

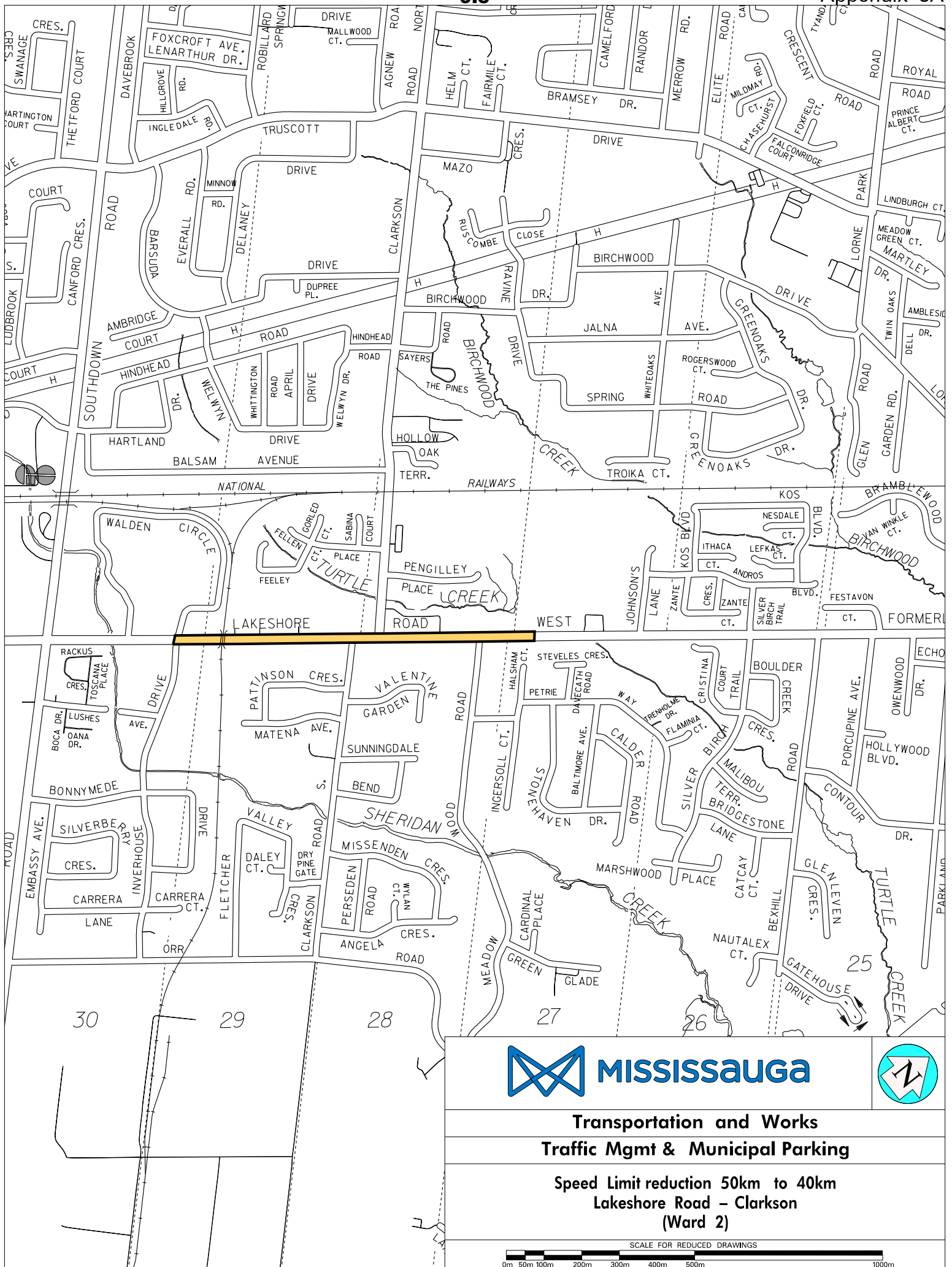


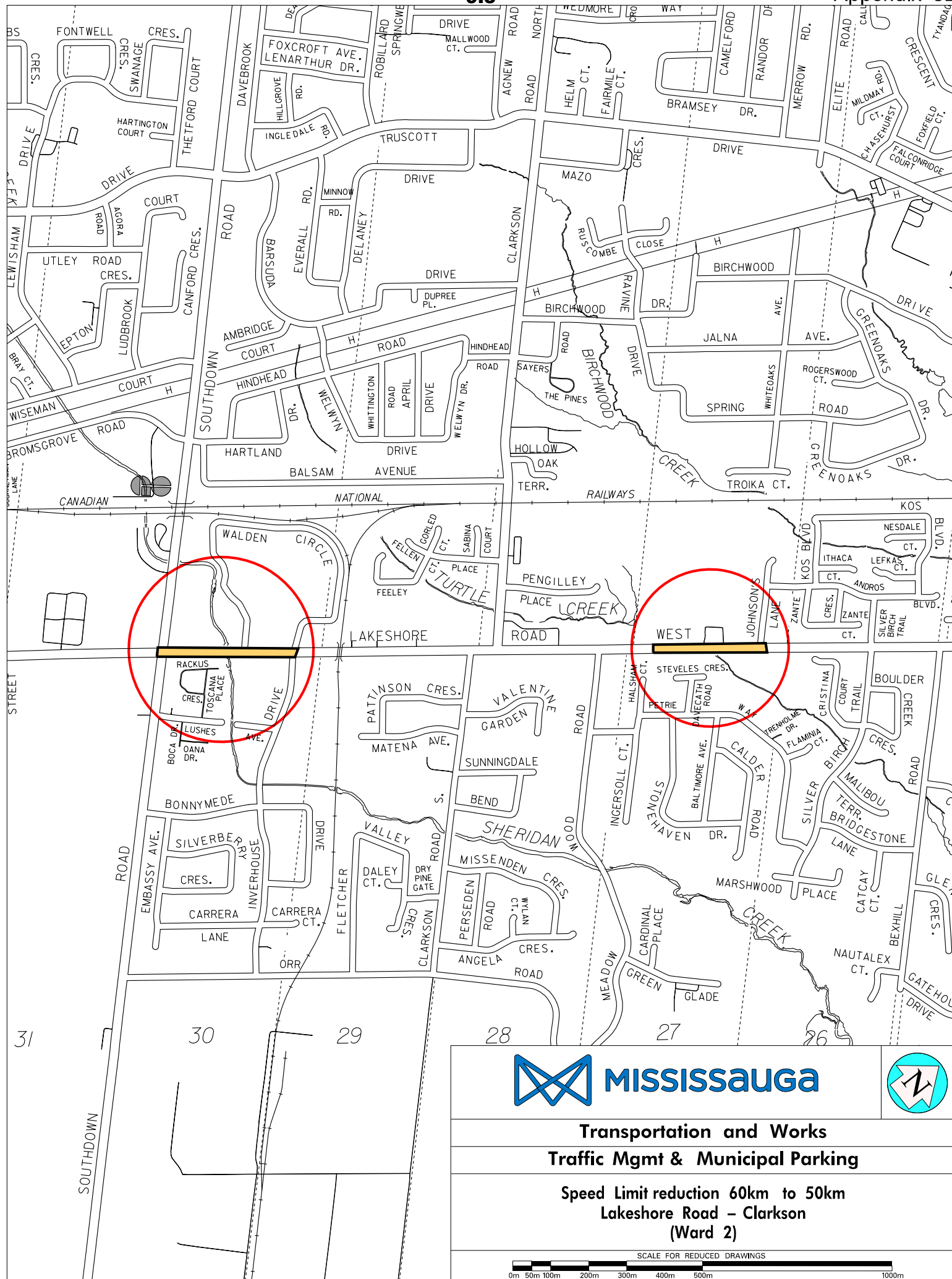
**Transportation and Works
Traffic Mgmt & Municipal Parking**

**Speed Limit
Lakeshore Road – Port Credit
(Ward 1)**

SCALE FOR REDUCED DRAWINGS

0m 50m 100m 200m 300m 400m 500m 1000m





City of Mississauga Corporate Report



Date: September 3, 2020 To: Chair and Members of General Committee	Originator's files:
From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works	Meeting date: September 23, 2020

Subject

Single Source Contract Award for the Supply and Delivery of 3M Canada Sign Sheeting Materials (PRC004729)

Recommendation

1. That 3M Canada be re-established as a single source vendor for the supply and delivery of sign sheeting materials used in high performance traffic sign fabrication for the period from September 30, 2020 to December 31, 2025 as outlined in the report from the Commissioner of Transportation and Works, dated September 3rd, 2020 and entitled "*Single Source Contract Award for the Supply and Delivery of 3M Canada Sign Sheeting Materials (PRC004729)*".
2. That the Purchasing Agent be authorized to execute the appropriate forms of commitment to 3M Canada, as required, for which funding is approved for the period from September 30, 2020 to December 31, 2025.

Background

The Signs and Pavement Markings Unit in the Works Operations and Maintenance Division, Transportation and Works Department purchases high performance 3M products directly from 3M Canada for use in traffic sign fabrication. The products purchased include vinyl, laminate, transfer tape and reflective sheeting materials that provide for bright and visible signs. The use of these materials allows the Signs and Pavement Markings Unit to manufacture traffic related signs of the highest quality that experience limited degradation from sunlight and other environmental factors.

It is a requirement of the City that all reflective sheeting meet a 36-month accelerated durability test to ensure that the product can perform and withstand the Canadian climate for an extended period of time. 3M Canada's sheeting products meet and exceed the Ministry of Transportation Ontario (MTO) standards for sign retro-reflectivity.

3M Canada recognizes the City's Signs and Pavement Markings Unit as a certified sign fabricator, thus allowing the City to purchase materials directly from 3M Canada and thereby avoiding higher prices from third party distributors.

Sign sheeting materials are available from a limited number of suppliers throughout the Greater Toronto Area. However, such materials have been tested by the Signs and Pavement Markings Unit and have been found to be unsatisfactory for high performance traffic sign applications based on durability and workability. The issues are related to quality of adhesive material and premature fading. Such materials are utilized in other lower grade sign applications like those used for temporary conditions and for signage produced and installed inside of City facilities.

Comments

Throughout the year, the Signs and Pavement Markings Unit orders sign sheeting materials, as required, in order to fabricate high performance traffic signs for use throughout the City. The sheeting material required to manufacture these signs must adhere to MTO standards for retro-reflectivity and will be required for the foreseeable future. Appendix 1: Scope of Work document is attached for reference, and outlines the materials that are purchased on a regular basis from 3M Canada.

In an effort to manage daily operations efficiently, and to reduce inventory costs, the Signs and Pavement Markings Unit operates under a "just in time" delivery system. To that end, the City relies on a stable supply of standard sign sheeting materials to be made available within a maximum of 10 days from placing orders.

The Signs and Pavement Markings Unit operational needs calls for sheeting material that has been used in the Canadian climate for a period not less than five years as an acceptable and reasonable performance history. Furthermore, the City of Mississauga requires suppliers to test, and meet the National Transportation Product Evaluation Program (NTPEP) 36-month testing requirements.

The high performance materials provided by 3M Canada meet all MTO standards and requirements of the Signs and Pavement Markings Unit with respect to durability and workability. Staff have reviewed the market and found that no other vendor provides materials that meet both of these requirements.

Therefore, it is recommended that 3M Canada be re-established as a single source vendor for the supply and delivery of vinyl, laminate, transfer tape and reflective sheeting materials. Acceptable pricing for the sign sheeting materials are to be negotiated annually by the City through Materiel Management for a five year contract period.

The single source contract award recommendation in this report is made in accordance with Schedule A of the Purchasing By-law #374-2006 item 1(a)(iv) which states that the complete item, service, or system is unique to one vendor and no alternative or substitute exists within

Canada. Single source contract awards having a value of \$100,000.00 or more require Council approval.

The Comprehensive Economic and Trade Agreement (CETA) between Canada and the European Union (EU) and the Canadian Free Trade Agreement (CFTA) both came into effect in September 2017. CETA is the first international trade agreement in which municipal procurement is covered. The objectives of the government procurement obligations within these trade agreements are to ensure fairness and increase competition. The threshold for municipalities for goods and services is \$238,000 under CETA and \$100,000 under CFTA. Not conducting a competitive procurement processes presents the risk of a challenge under CETA/CFTA. However, the likelihood of a European supplier bidding for the supply and delivery of sign fabrication materials in Mississauga is very low. Since CETA came into effect no European bidders have requested bidding documents or submitted bids to the City.

Financial Impact

An annual allocated upset limit of \$95,000 will be required over the course of the five year period for a total of \$475,000.

There are no financial impacts resulting from the recommendations in this report. Funds for this purpose are available from operating account 715801 and cost center 23978, which has an annual budget of \$300,000.

Conclusion

The Signs and Pavement Markings Unit in the Works Operations and Maintenance Division, Transportation and Works Department, purchases materials from 3M Canada for use in sign fabrication and will require these materials for the foreseeable future, as single source procurement.

It is therefore recommended that 3M Canada be established as single source vendor for the supply and delivery of sign sheeting materials for the period from September 30, 2020 to December 31, 2025. In addition, it is recommended that the Purchasing Agent be authorized to execute the appropriate forms of commitment to 3M Canada, as required, for which funding is approved for the five year period.

Attachments

Appendix 1: Scope of Work

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: Jerry Pinchak, Supervisor, Signs and Pavement Markings

**The Corporation of the City of Mississauga
Supply and Delivery of Sign Sheeting Materials
Procurement PRC004729**

Scope of Work

The scope of work includes the supply and delivery of high performance sign sheeting materials that are manufactured by 3M Canada. The products include vinyl, laminate, transfer tapes and reflective sheeting materials and are itemized as follows:

Product	2020 Price	Unit
7725 White, Black, Transparent, Matte White, Cardinal Red Vinyls	\$1.323	SQFT
IJ180Cv3-10 - Print Vinyl	\$1.36	SQFT
IJ180mC-114 – Clear Print Wrap Vinyl	\$1.50	SQFT
3500C – Changeable Graphic Film with Comply Adhesive	\$1.29	SQFT
1160 Series Premium Overlay Film	\$2.79	SQFT
3645 Scotchcal Luster Overlaminate	\$1.92	SQFT
680CR-10 White Engineering Grade	\$3.74	SQFT
All Other Series 680CR Colours	\$4.13	SQFT
3930 Series – High Intensity Grade Prismatic	\$1.58	SQFT
3924 Diamond Grade™ Fluorescent Orange	\$5.35	SQFT
4084 Diamond Grade™ DG ³ Fluorescent Orange	\$4.13	SGFT
4000 Series Diamond Grade™ DG ³ - Standard Colours	\$4.13	SQFT
4081 Diamond Grade™ DG ³ Fluorescent Yellow	\$4.13	SQFT
4083 Diamond Grade™ DG ³ Fluorescent Yellow Green	\$4.13	SQFT
3930 Series – High Intensity Grade Prismatic	\$1.58	SQFT
Premasking Tape SCPM-3, 2"	\$14.18	ROLL
Premasking Tape SCPM-3, 3"	\$21.26	ROLL
Premasking Tape SCPM-3, 4"	\$28.35	ROLL
Premasking Tape SCPM-3, 6"	\$45.52	ROLL
Premasking Tape SCPM-3, 12"	\$87.70	ROLL
Premasking Tape SCPM-3, 24"	\$118.46	ROLL

City of Mississauga Corporate Report



<p>Date: September 10, 2020</p> <p>To: Chair and Members of General Committee</p> <p>From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: September 23, 2020</p>
---	--

Subject

Parking Fines in Lakefront Zones

Recommendation

1. That the Corporate Report dated September 10, 2020 from the Commissioner of Transportation and Works titled *Parking Fines in Lakefront Zones* be received.
2. That Council provide direction regarding any new parking fines and zones to be implemented.

Report Highlights

- On August 11, 2020, the City of Oakville implemented enhanced parking fines to address lakefront park overcrowding.
- Staff were requested to review the Oakville regulations and Mississauga Parking Enforcement data in order to allow Council to consider increases to fines and the establishment of a lakefront enforcement zone.

Background

On August 11, 2020, the City of Oakville amended their Uniform Traffic Control By-law (1984-1) and the Parking Administrative Penalties By-law (2015-071) to improve public compliance with parking prohibitions in order to address overcrowding at lakefront parks and spillover parking in adjacent neighbourhoods.

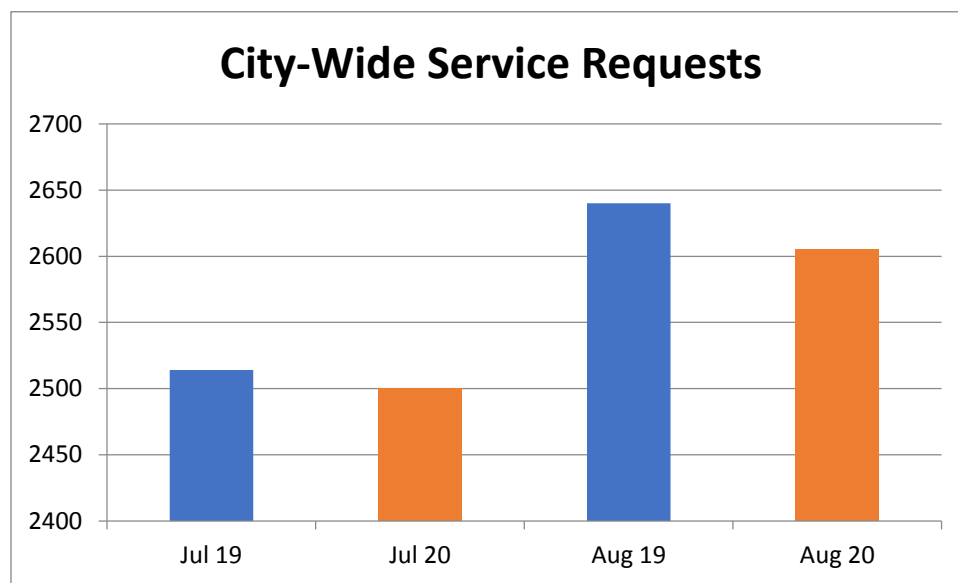
Prohibited parking fines were doubled from \$50 to \$100 within designated Special Provision Areas from August 21 – October 31, 2020.

On August 13, 2020, staff were requested by members of Council to review the Oakville regulations and Mississauga Parking Enforcement data in order to allow Council to consider increases to fines and the establishment of a lakefront enforcement zone.

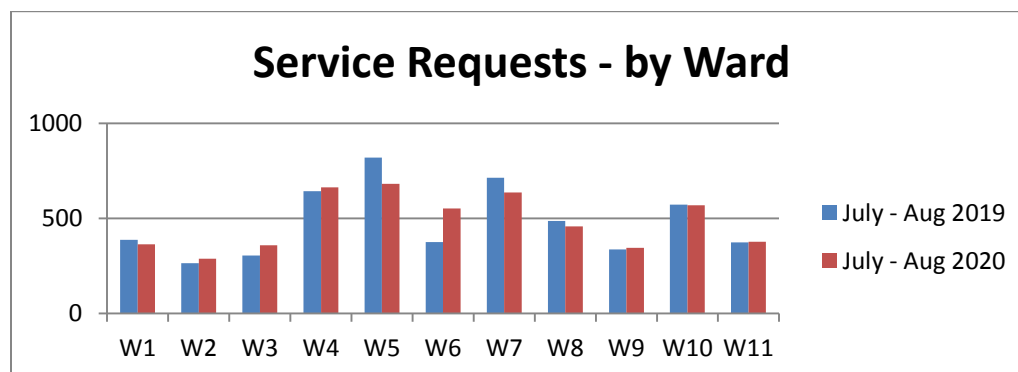
Comments

City-Wide Service Requests

Mississauga residents can request parking enforcement through various City channels, including 3-1-1 Contact Centre and Ping Street app. During the 2019 and 2020 summer periods, City-wide service requests for parking enforcement have been similar as illustrated in the chart below:

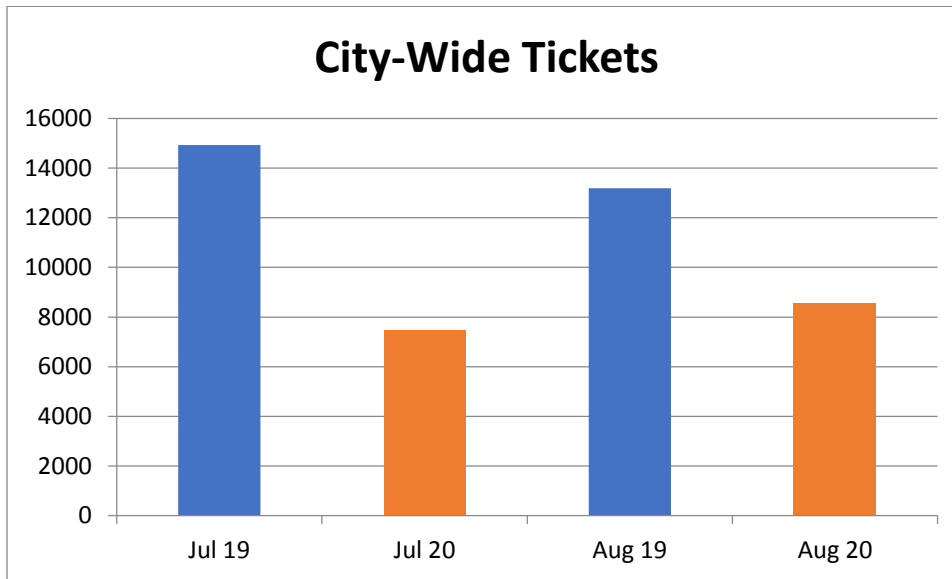


The following chart provides year over year comparison of service requests by Ward:



City-Wide Tickets

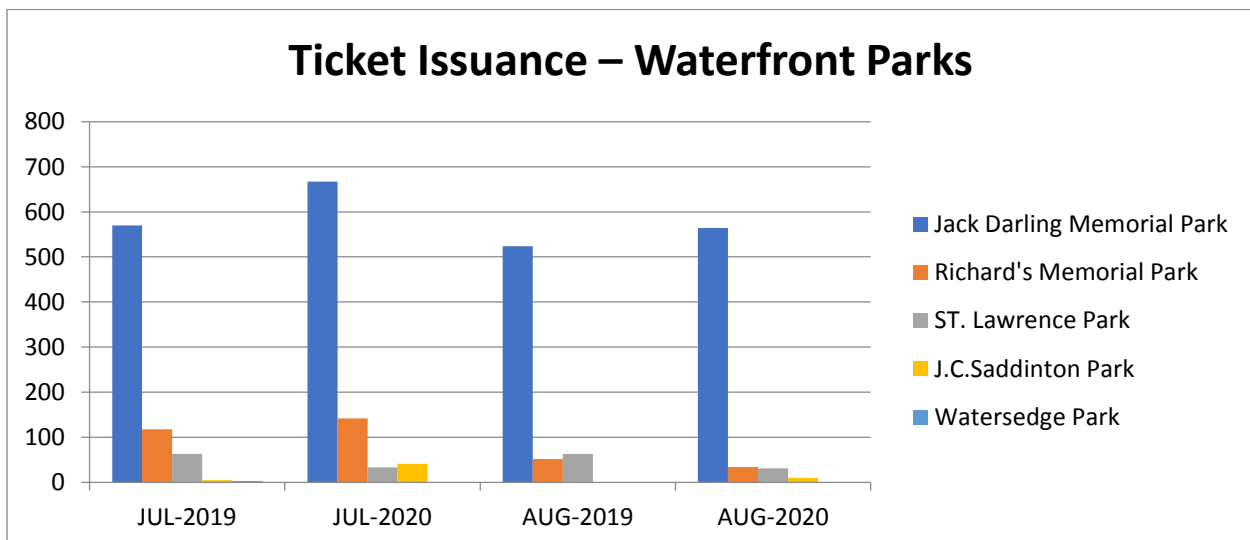
The following chart provides a year over year comparison of the total number of parking tickets issued city-wide:



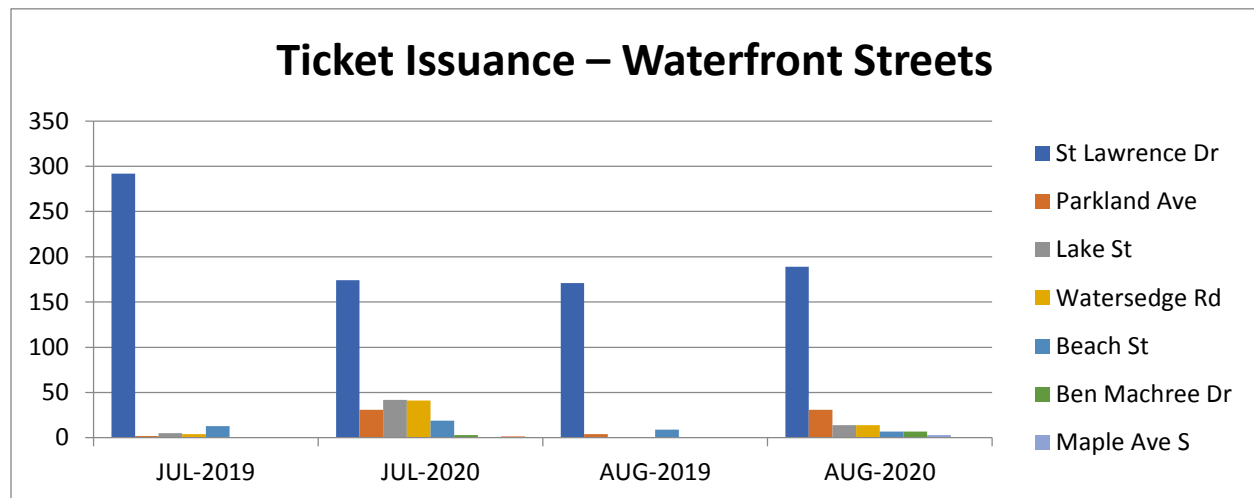
Lakefront Enforcement

In Wards 1 and 2, parking areas along the waterfront parks and the surrounding neighbourhoods have consistently exceeded their capacity during the summer months.

The following chart provides a year over year comparison of tickets issued at City waterfront parks during the summer months of 2019 and 2020.



The following chart provides a year over year comparison of tickets issued on streets adjacent to the waterfront during the summer months of 2019 and 2020:



Fines

The current fine amount for City Park violations is \$30.00 and signed prohibited parking violations are \$40.00. Staff recommend that any increases to fines be related to on-street signed prohibited parking violations and offences specific to City Parks.

Lakefront Zones

Should Council wish to proceed with the creation of a new lakefront enforcement zone, amendments to the Traffic By-law (555-00) and Administrative Penalty System By-law (282-13) would be required in order to define the areas, fine amounts and effective dates.

No additional parking signage would be required and a digital communication strategy would be used to notify the public at no cost.

Staff are unable to provide any specific recommendations regarding the creation of zones, fines or duration as the available data does not point to any clear option. Negative impacts, such as city-wide consistency, should be considered alongside any potential benefits such as deterring undesired behaviour.

Financial Impact

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

Conclusion

A review of the Oakville regulations and Mississauga Parking Enforcement data was conducted by staff as requested by members of Council in order to consider increases to fines and the establishment of a lakefront enforcement zone.



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

Prepared by: Camille McKay, Manager Parking Enforcement

City of Mississauga

Corporate Report



Date: September 8, 2020

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:
September 23, 2020

Subject

Request to Increase Contract Upset Limit with WSP Canada Ltd. for The Collegeway Cycling Infrastructure Implementation Project – Detailed Design Phase, Procurement No. PRC000902 (Ward 8)

Recommendation

That the Purchasing Agent be authorized to increase the contract with WSP Canada Ltd. (Procurement No. PRC000902) to include Detailed Design services by an additional amount of \$108,000 (\$90,000 plus 20% contingency), to a revised total contract value of \$342,000 (excluding taxes).

Background

In 2018, the City retained WSP Canada Ltd. (WSP) through a competitive bid process (Procurement No. PRC000902) for consulting services to undertake the design of cycling infrastructure on The Collegeway between Winston Churchill Boulevard and Mississauga Road. Cycling infrastructure was envisioned to be installed in coordination with scheduled road rehabilitation works.

As a result of community consultations and in discussion with the Ward Councillor, staff and the consultant team developed additional design alternatives. As a result, increases were added to the contract for the preparation of additional alternatives and a second round of community consultations (Amendment #1).

The preferred design alternative requires a significantly greater level of design effort to complete than the original concept. This report is therefore seeking authority from Council to increase the contract amount with WSP, in accordance with By-law 374-2006 Schedule A (1)(a)(iv): the complete item, service, or system is unique to one vendor as WSP has the history and background knowledge of what is required to complete this work in a timely and effective manner, thus making it not economical to the City to solicit competitive bids.

Comments

WSP provided four alternative design options for cycling infrastructure on The Collegeway between Winston Churchill Boulevard and Mississauga Road. After reviewing feedback received during the initial round of community consultation and in discussion with the Ward Councillor, the following hybrid option for overall road improvements is being carried forward:

- Proceed with raised cycle tracks between Winston Churchill Boulevard and the east leg of South Millway;
- Cycling infrastructure between the east leg of South Millway and Mississauga Road will be deferred due to ongoing concerns from the public and stakeholders related to impacts to parking, boulevard trees, and other issues;
- Resurface the road and maintain the existing four-lane cross-section;
- Lifecycle replacement of the street lighting in conjunction with the resurfacing and cycling works; and
- Upgrade traffic signals as required for either lifecycle needs or to align with the preferred cycling solution.

As a result, additional services will be required from WSP to complete the detailed design of the above noted elements, in an integrated fashion, to ensure that the rehabilitation of The Collegeway can proceed beginning in 2021.

Strategic Plan

The Collegeway Cycling Infrastructure Implementation Project aligns with the City's Strategic Pillars of *Move* and *Connect*.

Financial Impact

The existing contract amounts in PRC000902 and PO 4500489478 and the proposed increase amendment is summarized in the table below:

Original Contract Amount	Amendment #1	Current Contract Amount	Amendment #2 – Detailed Design	Total Contract Amount
\$134,000.00	\$100,000.00	\$234,000.00	\$108,000.00	\$342,000.00

Capital budget PN B19167 Cycling Program (The Collegeway) has sufficient funds available to accommodate the proposed increase to the contract. No additional funding is required.

Conclusion

An increase to the existing contract with WSP Canada Ltd. is required for additional detailed design services in order to satisfy the preferred alternative established following community consultation.

The contract with WSP was established competitively. The WSP contract continues to represent good value and is sufficiently resourced to accommodate this additional work. Council approval is required, as this increase will exceed 20% of the original contract value.

Attachments

- Appendix 1: Detailed Design Fees Letter, WSP Canada Ltd.
- Appendix 2: Detailed Design Workplan, WSP Canada Ltd.
- Appendix 3: Detailed Design Schedule, WSP Canada Ltd.



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

Prepared by: Matthew Sweet, Manager, Active Transportation



August 26, 2020

City of Mississauga
201 City Centre Drive, Suite 800
Mississauga, Ontario
L5B 2J4

Attention: Matthew Sweet
Project Manager

**RE: The Collegeway Cycling Infrastructure Implementation
Detailed Design Fees
PRC000902; WSP File: 18M-01721-00**

Dear Sir:

As requested, WSP has provided a cost estimate (attached) for detailed design for the Collegeway Cycling Infrastructure Implementation Study. The scope of detailed design has since changed from the submission in response to the RFP in 2018, which was based on the assumption of a “road diet” on the Collegeway between Winston Churchill Boulevard and Mississauga Road. Based on recent direction from the City, the scope of work for detailed design is now updated to include the implementation of in-boulevard cycle track, on both sides of the roadway from Winston Churchill Boulevard to South Millway (east of Erin Mills Parkway).

The detailed design costs include the following tasks:

- Topographic survey from edge of pavement to property line;
- Tree inventory survey;
- Geotechnical investigation including boreholes in boulevards;
- Update existing utility plans;
- Detailed design review meeting for 30%, 60% and 90% submissions;
- Meetings (as outlined in the table attached) with City of Mississauga staff including roads, traffic signals, street lighting, landscaping and noise walls;
- Coordination with City of Mississauga staff with respect to contract drawings and specifications for items outside of WSP’s scope of work;

610 Chartwell Road
Suite 300
Oakville, ON, Canada L6J 4A5

T: +1 905-823-8500
F: +1 905-823-8503
wsp.com

- Prepare cycling track contract drawings, specifications and tender item; and,
- Meetings with MiWay, Peel Region and South Common Mall representatives.

It is our understanding, the City of Mississauga will prepare contract drawings and specifications for roadworks including pavement markings, traffic signals, street lighting, landscaping and noise walls.

The original project budget included \$38,330 for detailed design, which was originally intended to be a “road diet” scope (i.e. lane reduction from 4 travel lanes to 2 travel lanes with on street bike lanes). Based on the new scope of work, the detailed design fee estimate is \$127,923, per the attached.

The additional fee required for detailed design is \$89,593.

If you require further information, please do not hesitate to contact the undersigned.

Yours sincerely,



Jay Barich, P.Eng.
Department Manager – Construction
Administration

DETAILED DESIGN FOR THE COLLEGEWAY CYCLE TRACK - WINSTON CHURCHILL BOULEVARD TO SOUTH MILLWAY EAST					07-Aug-20
PERSON HOURS					
DESCRIPTION OF WORK	ROAD DESIGN				TREE SURVEY
	PM	Design Tech.	Survey Tech.	CAD	Arborist
HOULY RATES	\$240	\$125	\$116	\$135	\$100
1. PRELIMINARY DESIGN AND CONSULTATION					
1.1 Attend Start-up Meeting with COM PM	4.0	4.0			
1.2 Topographic Survey			80.0		
1.3 Field Review / Collect and Review Background Data	1.0	5.0			
1.4 Prepare Base Plans		5.0		25.0	
1.5 Tree Survey					60.0
1.6 Develop Preliminary Drawings	2.0	15.0		40.0	
1.7 Prepare cross-sections	1.0	15.0			
1.8 Send preliminary drawings to utility companies for mark-up		10.0			
1.9 Coordinate drawings including chainage with City design teams	1.0	4.0		4.0	
1.10 30% Design Submission	1.0	8.0		8.0	
1.11 Attend 30% Design Review Meeting	4.0	4.0			
SUB-TOTAL PRELIMINARY DESIGN AND CONSULTATION	14.0	70.0	80.0	77.0	60.0
2. DETAIL DESIGN					
2.1 Detail Design / Contract Drawings					
2.1.1 Title Sheet		0.5		2.0	
2.1.2 Index Sheet		1.0		5.0	
2.1.3 Removals (8 sheets) 1:250 scale	1.0	15.0		15.0	
2.1.4 New Construction (16 sheets) 1:250 scale	5.0	30.0		45.0	
2.1.5 Cycle Track Pavement Markings and Signing (8 sheets) 1:250 scale	2.0	15.0		30.0	
2.1.6 Typical Sections (4 sheets)	1.0	10.0		22.5	
2.1.7 Details (2 sheets)	1.0	4.0		15.0	
2.1.8 Coordination with City design teams w.r.t. drawings and specs	1.0	4.0		4.0	
2.2 Permits	1.0	5.0			
2.3 60% Submission	2.0	5.0		5.0	
2.4 60% Review Meeting with City PM, traffic signals, lighting, noise walls, landscaping and roadworks	5.0	5.0			
2.5 Quantities	2.0	7.5		2.0	
2.6 Special Provisions / Specifications	15.0	22.5			
2.7 Engineer's Construction Estimate	1.0	5.0			
2.8 60% revisions	1.0	15.0		15.0	

DETAILED DESIGN FOR THE COLLEGEWAY CYCLE TRACK - WINSTON CHURCHILL BOULEVARD TO SOUTH MILLWAY EAST						07-Aug-20
PERSON HOURS						
DESCRIPTION OF WORK		ROAD DESIGN				TREE SURVEY
		PM	Design Tech.	Survey Tech.	CAD	Arborist
2.9	90% Submission	2.0	5.0		5.0	
2.10	90% Review Meeting with City PM, traffic signals, lighting, noise walls, landscaping and roadworks	5.0	5.0			
2.11	90% revisions	4.0	15.0		15.0	
2.12	100% Finalize Drawings / Documents	5.0	15.0		5.0	
2.13	Assistance During Tendering and Bid Review	2.0	7.5			
2.14	Prepare issued for construction drawings		5.0		15.0	
2.15	Support during construction	5.0	40.0		8.0	
2.16	Prepare as-built drawings		3.0		30.0	
SUB-TOTAL DETAIL DESIGN		61.0	240.0	0.0	238.5	0.0
TOTAL PERSON HOURS		75.0	310.0	80.0	315.5	60.0
Disbursements		\$2,500				
Geotechnical Investigation		\$10,800				
SUB-TOTAL		\$121,923				\$6,000
TOTAL		\$127,923				

DETAILED DESIGN FOR THE COLLEGEWAY CYCLE TRACK - WINSTON CHURCHILL BOULEVARD TO SOUTH MILLWAY EAST					07-Aug-20
PERSON HOURS					
DESCRIPTION OF WORK	ROAD DESIGN				TREE SURVEY
	PM	Design Tech.	Survey Tech.	CAD	Arborist
HOULY RATES	\$240	\$125	\$116	\$135	\$100
1. PRELIMINARY DESIGN AND CONSULTATION					
1.1 Attend Start-up Meeting with COM PM	4.0	4.0			
1.2 Topographic Survey			80.0		
1.3 Field Review / Collect and Review Background Data	1.0	5.0			
1.4 Prepare Base Plans		5.0		25.0	
1.5 Tree Survey					60.0
1.6 Develop Preliminary Drawings	2.0	15.0		40.0	
1.7 Prepare cross-sections	1.0	15.0			
1.8 Send preliminary drawings to utility companies for mark-up		10.0			
1.9 Coordinate drawings including chainage with City design teams	1.0	4.0		4.0	
1.10 30% Design Submission	1.0	8.0		8.0	
1.11 Attend 30% Design Review Meeting	4.0	4.0			
SUB-TOTAL PRELIMINARY DESIGN AND CONSULTATION	14.0	70.0	80.0	77.0	60.0
2. DETAIL DESIGN					
2.1 Detail Design / Contract Drawings					
2.1.1 Title Sheet		0.5		2.0	
2.1.2 Index Sheet		1.0		5.0	
2.1.3 Removals (8 sheets) 1:250 scale	1.0	15.0		15.0	
2.1.4 New Construction (16 sheets) 1:250 scale	5.0	30.0		45.0	
2.1.5 Cycle Track Pavement Markings and Signing (8 sheets) 1:250 scale	2.0	15.0		30.0	
2.1.6 Typical Sections (4 sheets)	1.0	10.0		22.5	
2.1.7 Details (2 sheets)	1.0	4.0		15.0	
2.1.8 Coordination with City design teams w.r.t. drawings and specs	1.0	4.0		4.0	
2.2 Permits	1.0	5.0			
2.3 60% Submission	2.0	5.0		5.0	
2.4 60% Review Meeting with City PM, traffic signals, lighting, noise walls, landscaping and roadworks	5.0	5.0			
2.5 Quantities	2.0	7.5		2.0	
2.6 Special Provisions / Specifications	15.0	22.5			
2.7 Engineer's Construction Estimate	1.0	5.0			
2.8 60% revisions	1.0	15.0		15.0	

DETAILED DESIGN FOR THE COLLEGEWAY CYCLE TRACK - WINSTON CHURCHILL BOULEVARD TO SOUTH MILLWAY EAST					07-Aug-20	
PERSON HOURS						
DESCRIPTION OF WORK		ROAD DESIGN				TREE SURVEY
		PM	Design Tech.	Survey Tech.	CAD	Arborist
2.9	90% Submission	2.0	5.0		5.0	
2.10	90% Review Meeting with City PM, traffic signals, lighting, noise walls, landscaping and roadworks	5.0	5.0			
2.11	90% revisions	4.0	15.0		15.0	
2.12	100% Finalize Drawings / Documents	5.0	15.0		5.0	
2.13	Assistance During Tendering and Bid Review	2.0	7.5			
2.14	Prepare issued for construction drawings		5.0		15.0	
2.15	Support during construction	5.0	40.0		8.0	
2.16	Prepare as-built drawings		3.0		30.0	
SUB-TOTAL DETAIL DESIGN		61.0	240.0	0.0	238.5	0.0
TOTAL PERSON HOURS		75.0	310.0	80.0	315.5	60.0
Disbursements		\$2,500				
Geotechnical Investigation		\$10,800				
SUB-TOTAL		\$121,923				\$6,000
TOTAL		\$127,923				

City of Mississauga

Corporate Report



<p>Date: September 8, 2020</p> <p>To: Chair and Members of General Committee</p> <p>From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: September 23, 2020</p>
--	--

Subject

GTA West Transportation Corridor – Preferred Route

Recommendations

1. That the report titled "GTA West Transportation Corridor - Preferred Route" dated September 8, 2020 from the Commissioner of Transportation and Works, be received for information; and
2. That the "GTA West Transportation Corridor - Preferred Route" report dated September 8, 2020, be forwarded to the Ministry of Transportation so that concerns outlined in the report can be addressed during the preliminary design stage of the Environmental Assessment process.

Report Highlights

- The GTA West Transportation Corridor is a new multi-modal transportation corridor proposed to include a 400-series highway, transitway and potential goods movement priority features from Vaughan to the Peel/Halton Boundary at the Highway 401/407 interchange.
- The GTA West Transportation Corridor Environmental Assessment Study was initiated by the Ministry of Transportation (MTO) in 2007, suspended from 2015 to early 2018 and then reinitiated in 2019.
- The MTO released the Preferred Route for the corridor in August 2020.
- The Preferred Route boundary includes lands in the north-west quadrant of Mississauga impacting City parkland, employment lands and a heritage property.
- This report outlines concerns on the Preferred Route boundary and requests MTO to address these concerns in the preliminary design stage of the EA process.

Background

The Ministry of Transportation (MTO) initiated Stage 1 of the Environmental Assessment (EA) Study for the GTA West Transportation Corridor (GTA West Corridor) in 2007. Terms of Reference were approved in March 2008 to examine long-term transportation problems and opportunities to the year 2031 and to consider options to provide better movement of both people and goods.

Stage 1 of the EA study concluded in November 2012 with the release of the Transportation Development Strategy. The strategy identified that in addition to optimizing existing networks, new and expanded non-road infrastructure, widening/improvements to existing roadways, a new transportation corridor between Highway 400 in Vaughan across Peel Region connecting to the Highway 401/407 interchange, would be necessary to serve growth to 2031.

Stage 2 of the EA was initiated in early 2014. Building on the recommendations from Stage 1, the EA study continued work on identifying the route and developing the preliminary design for a new transportation corridor that would include a 400-series highway, a transitway and potential goods movement priority features.

As part of the Stage 2 consultation process, two rounds of Community Workshops were held in July/August 2014 and June 2015, along with two rounds of Public Information Centres (PIC) held in November/December 2014 and August 2015.

In December 2015, the MTO suspended work on the EA pending a review to be concluded in Spring 2016. An advisory panel was appointed to assist the Minister of Transportation in reviewing the work undertaken since 2007.

In February 2018, the Province indicated they would not be moving forward with the GTA West Corridor and after considering the GTA West Advisory Panel's advice, a narrower corridor that is approximately one-third in size of the original area will be protected from development while the Province assesses what infrastructure is needed to support growth (e.g. transit, utilities).

In June 2019, MTO resumed the GTA West Corridor EA study from its point of suspension in 2015. Following this, Public Information Centres to present the study process, the Technically Preferred Route and the 2019 Focussed Analysis Area were held in September/October 2019.

On August 7, 2020 MTO announced the Preferred Route for the GTA West Corridor (Appendix 1). The Preferred Route is also termed the Focussed Analysis Area (FAA). The FAA is a zone that surrounds the Preferred Route and defines which properties may be directly impacted by the corridor, ancillary uses or refinements made during the route planning stage. The western terminus of the Preferred Route will connect to the Highway 401/407 interchange.

The purpose of this report is to update City Council on the GTA West Corridor EA Study and present impacts and concerns on the location of the Preferred Route.

Comments

Location of the Preferred Route

The GTA West Corridor Preferred Route is located in the north-west quadrant of the City and includes lands on the north and south sides of the Highway 401/407 interchange (see Appendix 2). The Preferred Route boundary impacts lands owned by the City of Mississauga between Highway 407 and Ninth Line as well as private land holdings on the south side of Highway 407. The remainder of the lands within this area of the boundary are under Provincial ownership.

In Appendix 3, the Preferred Route boundary is overlaid on Schedule 10 of Mississauga Official Plan. On the west side of Ninth Line within the Ninth Line Neighbourhood Character Area, lands are designated for Parkway Belt West, Greenlands and Business Employment, with a natural hazard overlay. Between Ninth Line and Tenth Line in the Meadowvale Business Park Corporate Centre, lands within the boundary are designated Parkway Belt West and Business Employment, with a natural hazards overlay. The Parkway Belt West designation is governed by the Provincial Parkway Belt West Plan which reserves lands for large-scale infrastructure such as highways, transit and utilities.

Impact of the Preferred Route Boundary

Although the Preferred Route boundary was reduced since the Fall 2019 PIC#2, staff continue to have concerns with the impact on lands in Mississauga in particular on future employment lands development, City parkland and a designated heritage property. These concerns are outlined below:

- 7564-7800 Tenth Line (Sylvan Oak Properties Inc.) – Lands on the south side of Highway 401, west of Tenth Line are part of the Meadowvale Business Park Corporate Centre and designated in Mississauga Official Plan as Business Employment. The area shown within the Preferred Route boundary is part of a larger parcel designated for employment uses. If these lands are required for the GTA West Corridor as part of the reconfiguration of the Highway 401/407 interchange, it may impact the future development of the larger parcel;
- Park-452 (P-452) City-owned lands at 7568, 7420-7440 Ninth Line – the City-owned lands on the west side of Ninth Line, known as P-452, are intended for park and community services uses. This year the City will begin preliminary planning for the

function and design of P-452. The preliminary design of the GTA West Corridor should minimize impact to City parkland; and

- Heritage designated property at 7420 Ninth Line (part of P-452) – the Preferred Route boundary extends into the north-west area of the heritage designated property on the west side of Ninth Line. The preliminary design should not include any lands with a heritage designation.

Next Steps in the EA Process

Following MTO's release of the GTA West Corridor Preferred Route, the next stage in the EA process is to undertake field work on properties potentially impacted by the Preferred Route to document existing environmental and engineering conditions. This is scheduled to occur in the remainder of 2020 to 2021. At the same time, MTO will be developing the preliminary design of the corridor. The preliminary design as well as property impacts and mitigation measures will be presented at PIC#3 in the Fall/Winter of 2021 where stakeholders will have an opportunity to comment.

City staff participate as members of the Municipal Advisory Group for this project and continue to monitor and report on key issues. The concerns outlined in this report will be brought forward at the next Municipal Advisory Group meeting.

Financial Impact

The receipt of this report has no financial impact on the City. The GTA West Corridor is an MTO project, undertaken with funding from the Provincial government.

Conclusion

City staff continue to express concerns to the MTO project team on the impact the proposed GTA West Transportation Corridor will have on lands in the north-west quadrant of the City, in particular parkland, future employment land development and a heritage designated property. These concerns should be forwarded to MTO so that they can be addressed during the preliminary design phase of the project which is the next stage of the EA.

Attachments

Appendix 1: GTA West Transportation Corridor - Preferred Route Announcement (August 2020)

Appendix 2: GTA West Transportation Corridor - Preferred Route - Impacted Properties in Mississauga

Appendix 3: GTA West Transportation Corridor – Preferred Route - Mississauga Official Plan Schedule 10 - Land Use Designations



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

Prepared by: Mel Kayama, Transportation Planning Analyst, Transportation Planning

PREFERRED ROUTE ANNOUNCEMENT GTA WEST STUDY



The Greater Toronto Area (GTA) West Transportation Corridor Route Planning and Environmental Assessment Study is focusing on the planning and preliminary design of a new multimodal transportation corridor that includes a 400-series highway, transitway, and potential goods movement priority features. Public Information Centre #2 (PIC #2), held in September/October 2019, presented the draft Technically Preferred Route and draft 2019 Focused Analysis Area for comment.

The draft Technically Preferred Route presented at PIC #2 has been superseded by the Preferred Route. **The Preferred Route** map illustrates the route and interchange locations for the GTA West multimodal transportation corridor that will be developed to a preliminary design level of detail over the next 2 years. The Preferred Route map provides information on where changes have been made to the route based on the consideration of feedback from PIC #2, land use and environmental information.

TIMELINE

WINTER 2019 - SUMMER 2020

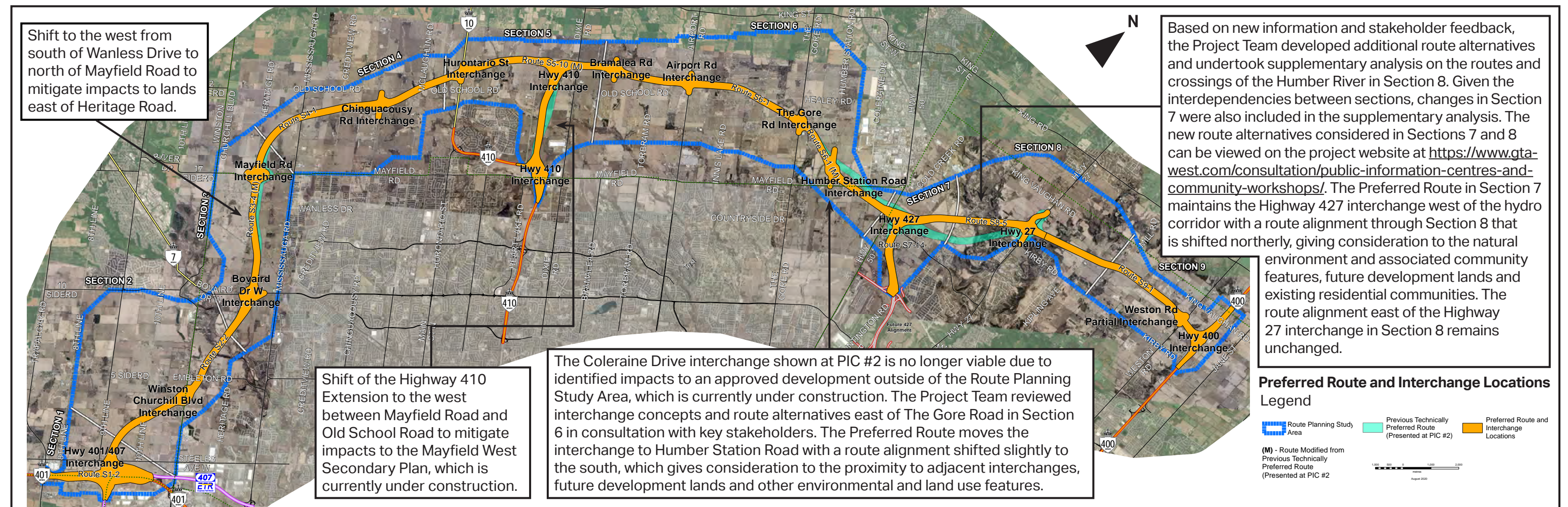
The Project Team reviewed feedback from PIC #2 and worked diligently with advisory groups, municipal staff, agencies and other stakeholders to confirm the Preferred Route and associated 2020 Focused Analysis Area for the GTA West multimodal transportation corridor.

2020 - 2021

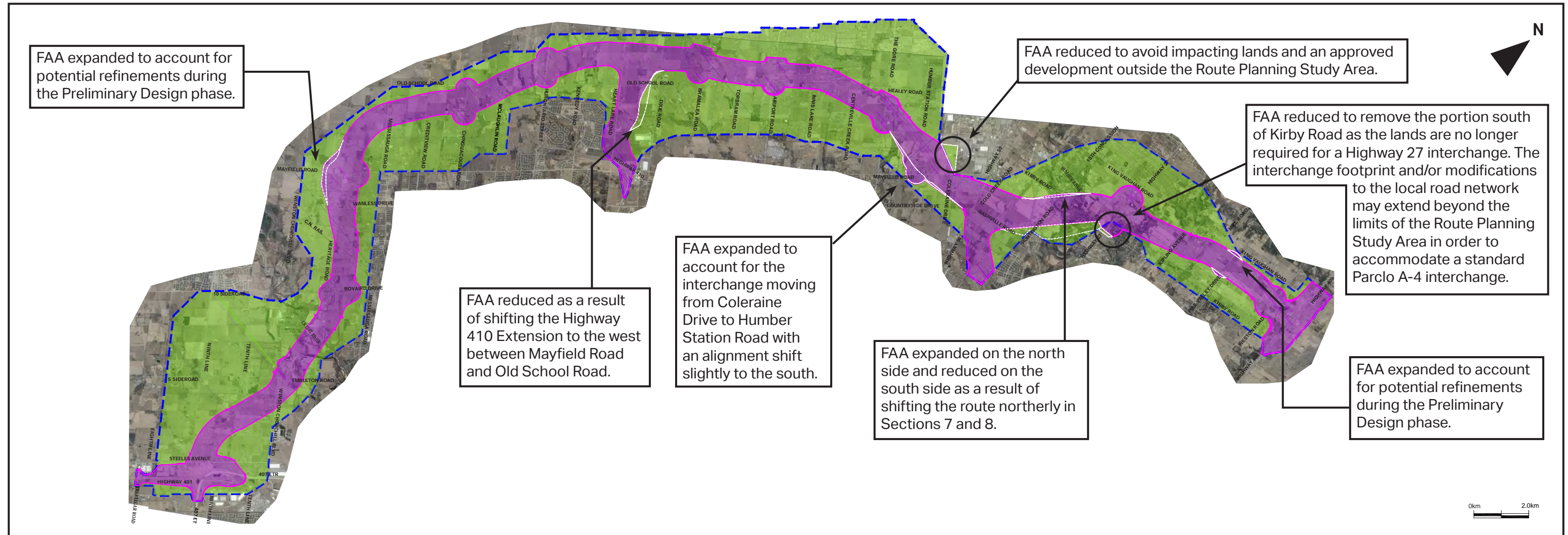
The Project Team will be undertaking fieldwork on properties potentially impacted by the Preferred Route to document existing environmental and engineering conditions.

2020 - 2022

The Project Team will develop the preliminary design of the GTA West multimodal transportation corridor. The Project Team will present the preliminary design, including property impacts and mitigation measures, at PIC #3 for public review and comment. PIC #3 is anticipated to be held in Fall/Winter 2021.



2020 FOCUSED ANALYSIS AREA (FAA)



Purple Area

The 2019 Focused Analysis Area (FAA) that was presented at PIC #2 was in draft format and has since been refined following a review of feedback and other relevant data. The refined 2020 FAA (**purple area**) is a zone that surrounds the Preferred Route and defines which properties continue to be within an area of interest as the study progresses. Properties located within the 2020 FAA could be directly impacted by the GTA West multimodal transportation corridor, ancillary uses, or if refinements are made to the route during the preliminary design stage.

More Information

You can download detailed mapping of the Preferred Route and 2020 FAA from the Public Information Centre #2 section of the project website at www.gta-west.com/consultation/public-information-centres-and-community-workshops/.
Ce bulletin peut être téléchargé en français sur le site Internet du projet à l'adresse www.gta-west.com/french/.
Des renseignements sont disponibles en français en composant (289) 835-2484 (Yannick Garnier).

Green Areas

MTO has a reduced interest in properties located in the green areas on the map. Applications can proceed through municipal development processes and MTO will continue to review all development applications in the study area, but it is anticipated that applications in the green areas will not be impacted by the GTA West multimodal transportation corridor. The Project Team aims to further reduce the FAA when the preliminary design of the Preferred Route is presented at PIC #3.

Route Planning Study Area - - - - -

Geographical area within which alternatives for the GTA West multimodal transportation corridor were considered.

WEBSITE



www.gta-west.com

EMAIL



project_team@gta-west.com

TOLL-FREE

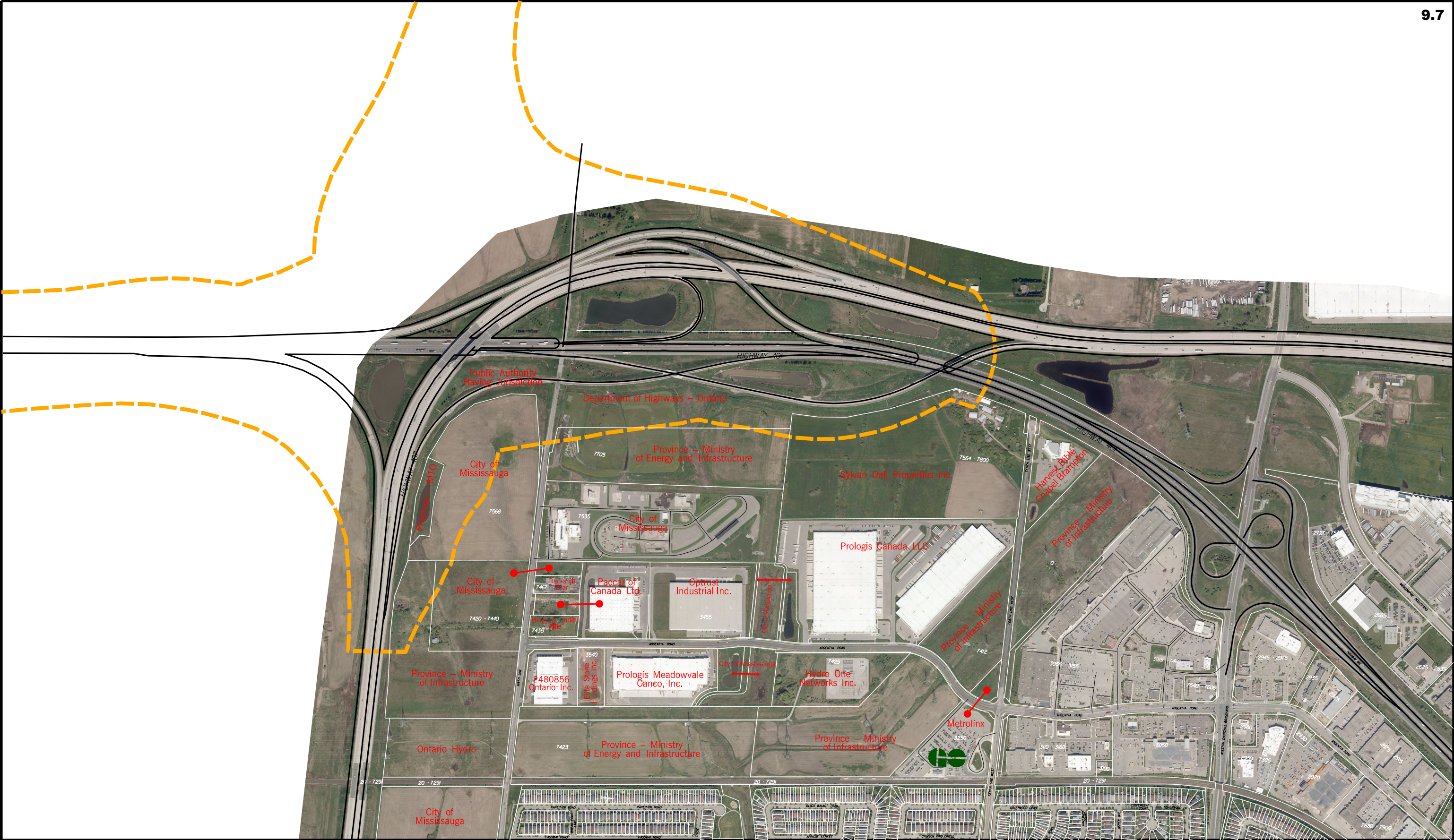


1-877-522-6916

TWITTER



@GTAWestStudy



GTA West Transportation Corridor - Preferred Route

Impacted Properties in Mississauga

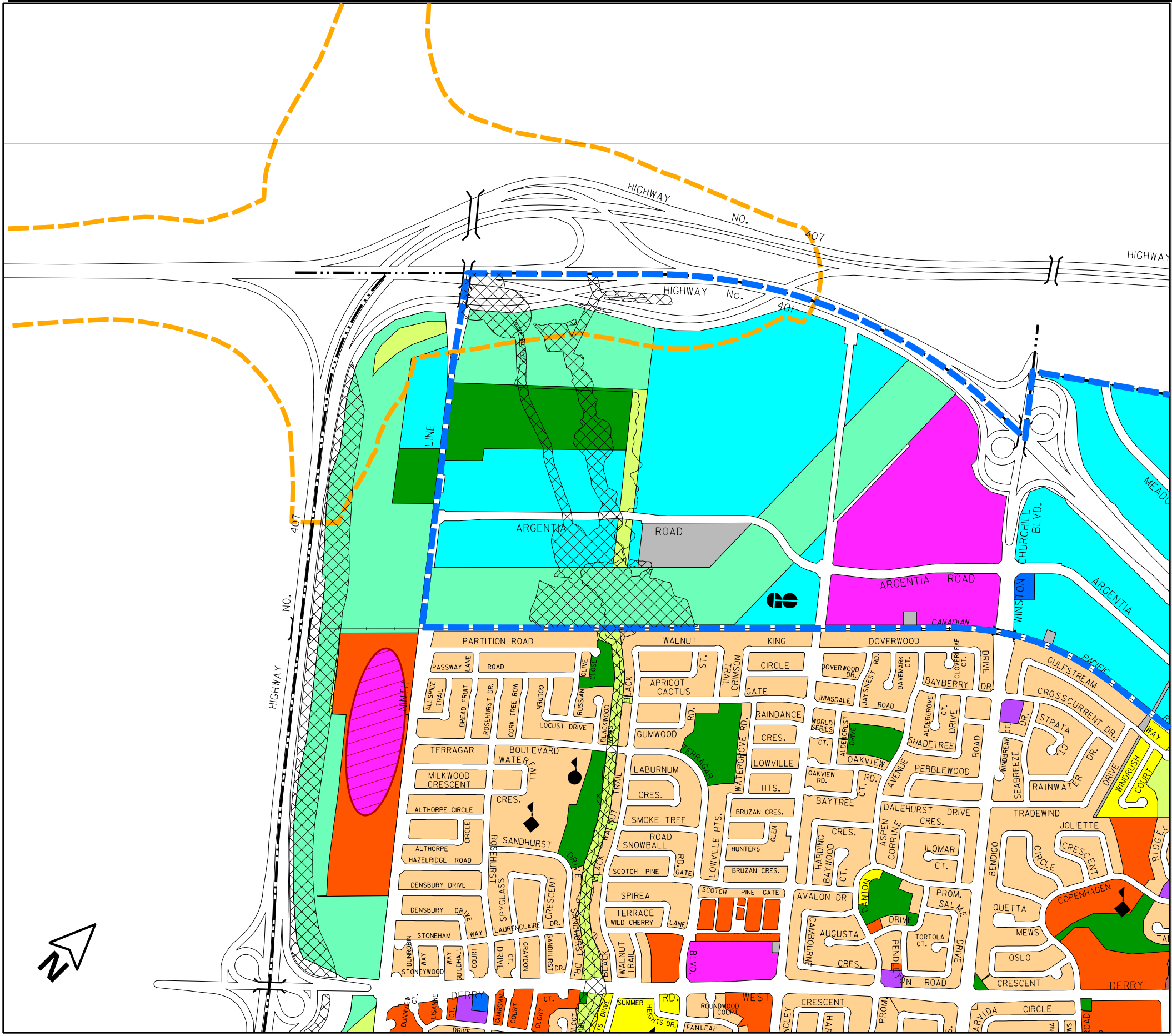
August 2020

--- Preferred Route



Produced by
Geospatial Solutions





PART OF SCHEDULE 10 LAND USE DESIGNATIONS
OF MISSISSAUGA OFFICIAL PLAN

LAND USE DESIGNATIONS

- | | |
|----------------------------|-----------------------|
| Residential Low Density I | Airport |
| Residential Low Density II | Institutional |
| Residential Medium Density | Public Open Space |
| Residential High Density | Private Open Space |
| Mixed Use | Greenlands |
| Convenience Commercial | Parkway Belt West |
| Motor Vehicle Commercial | Utility |
| Office | Special Waterfront |
| Business Employment | Partial Approval Area |
| Industrial | |

BASE MAP INFORMATION

- | | |
|---|-----------------------------|
| Heritage Conservation District | Civic Centre (City Hall) |
| 1996 NEP/2000 NEF Composite Noise Contours | City CentreTransit Terminal |
| LBPIA Operating Area Boundary See Aircraft Noise Policies | GO Rail Transit Station |
| Area Exempt from LBPIA Operating Area | Public School |
| Natural Hazards | Catholic School |
| | Hospital |
| | Community Facilities |

City Structure

- | | |
|----------------|----------------------|
| Downtown | Corporate Centre |
| Major Node | Employment Area |
| Community Node | Special Purpose Area |
| Neighbourhood | |

Preferred Route

GTA West Transportation Corridor - Preferred Route
August 2020



Produced by
Geospatial Solutions

City of Mississauga

Corporate Report



Date: September 4, 2020

To: Chair and Members of General Committee

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

Originator's files:
LA.07.PRO

Meeting date:
September 23, 2020

Subject

Amendment 1 to the Growth Plan for the Greater Golden Horseshoe, 2019 and Land Needs Assessment Methodology

Recommendation

That the report titled "*Amendment 1 to the Growth Plan for the Greater Golden Horseshoe, 2019 and Land Needs Assessment Methodology*" from the Commissioner of Planning and Building, dated September 4, 2020, be received.

Report Highlights

- The Ministry of Municipal Affairs and Housing has adopted Amendment 1 to *A Place to Grow: Growth Plan for the Greater Golden Horseshoe, 2019* (Growth Plan) and updated its Land Needs Assessment Methodology. This report highlights key changes proposed and impacts for the City of Mississauga.
- Key changes proposed to the Growth Plan include: updated growth forecasts which are now treated as minimums, an extended planning horizon to 2051 and increased opportunities to convert Provincially Significant Employment Zones in Major Transit Station Areas (MTSAs). Proposed changes to the Land Needs Assessment Methodology simplify the process to determine the amount of greenfield lands needed to support forecasted growth.
- The proposed changes reinforce past provincial policy directions that seek to increase housing and land supply, particularly in greenfield areas.

Background

On June 16, 2020, the Province released proposed Amendment 1 to the Growth Plan and an updated Land Needs Assessment Methodology to assess the quantity of land needed to

accommodate forecasted growth. Staff prepared a [Corporate Report](#) and comments to the Province for the July 27, 2020, Planning and Development Committee meeting.

On August 28, 2020, the Province formally amended the Growth Plan to include all but one of the proposed policies. Specifically, the Province rolled back a policy that would have permitted aggregate operations in habitats of endangered and threatened species. This report highlights the new policies that are of particular significance to Mississauga and identifies major implications for the City.

Comments

1. Updated Growth Forecasts and an Extended Planning Horizon

Provincial Policy

Amendment 1 extends the planning horizon for the Growth Plan from 2041 to 2051, and provides new forecasts for this 10 year period.

The Province initially released three growth scenarios for 2041 to 2051 for feedback (Low, Reference and High). The Province has now adopted the “Reference” growth scenario for the Greater Golden Horseshoe.

The forecasts to 2041 anticipate Peel will be home to 1.97M people and provide 970,000 jobs. The new forecasts estimate that by 2051 Peel will add a further 310,000 residents and reach a population of 2.28M; and add 100,000 jobs to employ 1.07M people.

New policies allow these forecasts to be applied as minimums, with municipalities permitted to develop their own higher growth forecasts through the Municipal Comprehensive Review (MCR) process. The policies do not place any limits on a municipality in terms of how much they can exceed the provincial forecasts, nor do they explain how the forecasts can be adjusted.

Municipalities are required to plan to the new 2051 planning horizon and incorporate the forecasts prior to the July 1, 2022 Growth Plan conformity deadline.

Impact to Mississauga

Mississauga currently has a growth allocation of 920,000 residents to 2041; staff anticipate that this number will increase to approximately one million residents at 2051. The Region has advised that the final growth allocations are tracking to Regional Council for approval in December 2020. City staff are part of several working committees with Regional Staff and will report to Council on the progress of future negotiations.

There are several key questions Regional Council will need to consider for the new allocation.
What percentage of new growth will be in intensification areas?

We anticipate Regional staff will prepare several scenarios for local staff and Council consideration. The range will likely be between the current Growth Plan minimum of 50% intensification and previous Growth Plan long-term target of 60%. Approximately half of the Region's new housing growth has been infill over the last three years, much higher than historic levels.

What share of future intensification growth will be in Mississauga?

Consistent with prior allocation exercises, Mississauga will likely accommodate a majority Regional growth within intensification areas. Mississauga has a strong planning framework in place (e.g. major nodes, community nodes, corridors, intensification areas) and has been undertaking detailed planning for many areas throughout the city (e.g. Dundas Connects, Ninth Line, Re-imagine the Mall etc.). These efforts will enable the City to absorb any portion of additional growth within the contemplated range with limited policy adjustments. Any proposed changes will be considered through the City current official plan update.

In an intensification focused city like Mississauga, the market will ultimately determine how many units will be absorbed. i.e. The number of housing units approved through planning applications each year is well in excess of the number of building permits issued.

Should an alternative higher 2051 target be considered?

We do not expect this will be considered in Peel. Higher targets would need to be justified and would likely lead to more greenfield land designations.

2. Land Needs Assessment Methodology

Provincial Policy

In 2018, the Province issued a comprehensive and standardized methodology for municipalities to assess the quantity of land required to accommodate forecasted growth.

The new Land Needs Assessment Methodology replaces this methodology. It provides a flexible approach that directs municipalities to plan for a sufficient and appropriate mix of land to meet housing needs (with a focus on market housing), employment needs, infrastructure needs and complete communities. The new methodology does not allow for staged land release. Municipalities can determine how to undertake this planning work, and when these objectives are satisfied.

The methodology does not preclude municipalities from considering alternative assumptions about population and employment growth to 2051. These assumptions could be used to establish higher density targets. The inclusion of lower density targets than those required in the Growth Plan would still require Minister's approval.

Impact to Mississauga

The methodology is not expected to directly impact Mississauga; however, it impacts the amount of greenfield land released in Peel through expansions to the settlement area boundary. This will also have an effect on the long term costs of providing Regional services.

What should be the planned density of greenfield growth?

As Brampton's remaining greenfield land will be fully developed during the forecast period, several thousand hectares of developable land in Caledon will need to be incorporated into the settlement boundary area. This is where the extension of the planning horizon from 2041 to 2051 will be particularly pronounced. The planned density of development will impact the amount of land required for development and the cost of servicing. Development proposed in the Ninth Line area is over 80 people and jobs per hectare, and Mayfield West Stage Two Phase Two at over 70 people and jobs per hectare. This illustrates that greenfield growth can occur well beyond the provincial minimum of 50. Some landowners may argue that the market would prefer subdivisions with densities below 70 people per hectare. Planned density is likely to be a key issue in the fiscal impact analysis and broader MCR discussion.

Settlement boundary expansion lands need to be released concurrently

The new methodology also limits the ability to stage land release, so all lands to support growth to 2051 will be released once the Region updates its Official Plan (i.e. approximately 2022). In Caledon, it is likely that several thousand hectares of lands. Staff expect this change in methodology will shift the focus to servicing, particularly water and wastewater. The Province mandates a three year supply of serviced residential units, but with more lands having development permissions simultaneously, there may be more pressure to expand infrastructure.

3. Major Transit Station Areas in Provincially Significant Employment Zones

Provincial Policy

Previously, municipalities had a small window to convert lands within employment areas to non-employment uses prior to the next Municipal Comprehensive Review in 2022, so long as lands

were not located within a Provincially Significant Employment Zones (PSEZ)¹.

The new policy framework now extends this window to allow conversion of PSEZ lands that are also located within major transit station areas (MTSAs).

Clarity is required on whether this policy would apply to this earlier window, or if moving forward all conversions of PSEZ lands in MTSA could take place outside of the Municipal Comprehensive Review process.

Impact to Mississauga

This policy only applies to municipally initiated conversions; so its impacts are expected to be minimal for Mississauga. However, the policy could put pressure on councils to initiate studies that would facilitate employment lands conversions within MTSAs.

An advantage of the policy is that it offers the City greater flexibility to move ahead with the conversion of employment areas that have been the subject of Council approved studies (e.g. Dundas Connects and potentially Clarkson GO area in the future).

MTSA boundaries are still being defined in Mississauga, but it is anticipated that 28 of the City's MTSAs include PSEZ lands. It will be important that these areas are well managed, their economic functions are protected and speculative activity is minimized.

4. Mineral Aggregate Operations:

Provincial Policy

The Province originally proposed to remove the prohibition on new mineral aggregate operations, wayside pits, and quarries from habitats of endangered species and threatened species within the Natural Heritage System (outside of the greenbelt). The final policies do not include this change.

Impact on Mississauga

Staff support the Province's decision to maintain the protection of the habitats for endangered and threatened species within the Natural Heritage System.

¹ Approximately 97% of Mississauga's employment lands are located within PSEZs

5. Alignment with Provincial Policy Statement, 2020 (PPS):

Provincial Policy

The Ministry of Municipal Affairs and Housing released an updated PPS for planning matters on May 1, 2020. The PPS provides overall planning policy direction on matters of provincial interest. Any council decision on a planning matter, including development applications, must be consistent with the PPS. The PPS is also a policy document considered at Local Planning Appeal Tribunal hearings. The Growth Plan is proposed to be amended to align with the PPS 2020 to strengthen requirements to engage Indigenous communities, as well as better align definitions and planning horizons between the two policy documents.

Impact to Mississauga

Staff support the proposed updates that strengthen the language for Indigenous engagement. The proposed policies align to Mississauga's ongoing engagement with Indigenous communities on land use planning, cultural heritage and archaeological matters.

Staff support all the house-keeping changes made to better align the two policy documents. There are no anticipated impacts to Mississauga.

Financial Impact

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

Conclusion

While staff support for the Province's efforts to bring more housing to market, there remain concerns that the changes could result in over designation of greenfield lands leading to more costly and fragmented development. Efforts to update the growth forecasts will also need to be prioritized in order to achieve current Municipal Comprehensive Review timelines (e.g. to be completed by 2022). The planned density and location of future greenfield growth and the corresponding servicing costs will be a key consideration.



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

Prepared by: Katherine Morton, Manager, City Planning Strategies, Planning & Building

REPORT 3 - 2020

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Diversity and Inclusion Advisory Committee presents its third report for 2020 and recommends:

DIAC-0004-2020

1. That the deputation from Sam Rogers, Director, Enforcement and Alexandra Schwenger, Policy Analyst with respect to the Noise Control By-law Review be received.
2. That staff incorporate diversity related questions from the community engagement survey into the virtual consultation sessions.
3. That staff incorporate the comments from the Diversity and Inclusion Advisory Committee (DIAC) with respect to the Noise Control By-law Review into a report to General Committee.

(DIAC-0004-2020)

DIAC-0005-2020

1. That funding available from the Region of Peel for physical expressions of pride as per Resolution 2019-712 be used by the City of Mississauga to design and install a Rainbow Cross Walk/Ground Mural in a highly visible location.
2. That the City engage residents and community stakeholders to finalize the design, location and unveiling plan for the Rainbow Cross Walk/Ground Mural.
3. That the City continue to explore opportunities for collaboration and partnership with community organizations to implement additional activities to ensure that Mississauga is a welcome and inclusive community for residents that identify as 2SLGBTQ+.

(DIAC-0005-2020)

REPORT 3 - 2020

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Environmental Action Committee presents its third report for 2020 and recommends:

EAC-0011-2020

That the deputation and associated presentation by Teresa Chan, Climate Change Specialist and Jim Doran, Project Leader with respect to the City's District Energy Update be received for information.

(EAC-0011-2020)

EAC-0012-2020

That the deputation and associated presentation by Diana Suzuki-Bracewell, Supervisor, Environmental Outreach with respect to Online Public Education and Engagement Tools for Climate Change be received for information.

(EAC-0012-2020)

EAC-0013-2020

That the verbal update by Dianne Zimmerman, Manager, Environment on Volunteer Engagement be received for information.

(EAC-0013-2020)

EAC-0014-2020

That the Environmental Action Committee Work Plan be approved as discussed at the September 15, 2020 EAC meeting.

(EAC-0014-2020)

REPORT 2 - 2020

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Public Vehicle Advisory Committee presents its second report for 2020 and recommends:

PVAC-0005-2020

That the verbal update from Michael Foley, Manager, Mobile Licensing Enforcement regarding the Line-by-Line Review of the Public Vehicle Licensing By-law 420-04, as amended be received.

(PVAC-0005-2020)

PVAC-0006-2020

1. That the verbal update from Michael Foley, Manager, Mobile Licensing Enforcement regarding fare models, be received.
2. That staff further incorporate the comments from the Public Vehicle Advisory Committee (PVAC) regarding fare models into a presentation at the next PVAC meeting.

(PVAC-0006-2020)

PVAC-0007-2020

1. That the verbal update from Michael Foley, Manager, Mobile Licensing Enforcement regarding the plate issuance model, be received.
2. That staff place a moratorium on the priority list for 2 years and assess the minimum fee to charge waitlist members based on administration duties of staff to maintain the list.

(PVAC-0007-2020)

PVAC-0008-2020

That the 2018-2022 Public Vehicle Advisory Committee Work Plan be approved.

(PVAC-0008-2020)

REPORT 4 - 2020

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Mississauga Cycling Advisory Committee presents its fourth report for 2020 and recommends:

MCAC-0018-2020

That the memorandum dated September 8, 2020 entitled Kipling Bus Terminal – Update be received for information
(MCAC-0018-2020)

MCAC-0019-2020

1. That the Mississauga Cycling Advisory Committee supports the letter dated September 9, 2020 entitled Request for immediate mitigation of the Westbound QEW Dixie off-ramp conditions at North Service Road in Mississauga
2. That the Ministry of Transportation (MTO) review the westbound QEW Dixie off-ramp and implement all possible short term improvements, to help prevent future death or serious injury and that the MTO work with the City and the Region collectively to improve safety on the municipal roads entered from the off-ramp, utilizing the principles of Vision Zero.

(MCAC-0019-2020)

MCAC-0020-2020

That the memo dated September 9, 2020 entitled Active Transportation COVID-19 Recovery Framework – September Update be received.
(MCAC-0020-2020)

MCAC-0021-2020

That the memo dated September 10, 2020 entitled Quarterly Capital Program Update be deferred to the October MCAC meeting.
(MCAC-0021-2020)