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REVISED  
General Committee

**Date:** December 2, 2020  
**Time:** IMMEDIATELY FOLLOWING the completion of Special Council  
**Location:** Online Video Conference

**Members**

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

**Participate Virtually**

Advance registration is required to participate and/or to make comments in the virtual public meeting.

Any member of the public interested in speaking to an item listed on the agenda must register at [allyson.dovidio@mississauga.ca](mailto:allyson.dovidio@mississauga.ca) by **Monday, November 30, 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 Allyson D'Ovidio 905-615-3200 ext 8587 no later than **Monday, November 30, 2020 before 4:00 PM.**

Comments submitted will be considered as public information and entered into public record.

**Contact**

Allyson D'Ovidio, Legislative Coordinator, Legislative Services  
905-615-3200 ext. 8587  
Email: [allyson.dovidio@mississauga.ca](mailto:allyson.dovidio@mississauga.ca)

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1. **CALL TO ORDER**

2. **APPROVAL OF AGENDA**

3. **DECLARATION OF CONFLICT OF INTEREST**

4. **PRESENTATIONS - Nil**

5. **DEPUTATIONS**

5.1. Item 9.1. Matthew Sweet, Manager, Active Transportation

5.2. Item 9.1. Shoaib Ahmed, Resident and Business Owner

5.3. Item 9.1. Moaz Ahmad, Resident

5.4. Item 9.2. Colin Patterson, Supervisor, Road Safety

5.5. Item 7.1. Sonja Banic, Manager, Culture Services

\*5.6. Donald Stewart, President, Gordon Woods Home Owners' Association to speak regarding the Above Ground Valve Compound "AGVC" at Dickson Road and Premium Way

\*5.7. Item 9.3. Brad Butt, Vice-President, Government & Stakeholder Relations, Mississauga Board of Trade

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

Advance registration is required to participate or to make comments in the virtual public meeting.

Any member of the public interested in speaking to an item listed on the agenda must register at [allyson.dovidio@mississauga.ca](mailto:allyson.dovidio@mississauga.ca) by Monday, November 30, 2020 before 4:00 PM.

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

7.1. The Economic Recovery Plan – Creative Industries

\*7.2. On-Street Parking Time Limit Suspensions

8. **CONSENT AGENDA**

9. **MATTERS TO BE CONSIDERED**

9.1. Micromobility Program Update: Phase 1 - Visioning and Interim E-scooter Strategy

9.2. Automated Speed Enforcement Fall Update

9.3. Stormwater Fees and Charges By-law Review Update

9.4. Delegation of Authority - Amending Agreements for Servicing Agreements – Subdivision Servicing Agreements and Municipal Works Only Servicing Agreements (City-Wide)

- 9.5. Servicing Amending Agreement – Subdivision Servicing Agreement, T-M95019 W11 Phase 2, Registered Plan 43M-1710 – Di Blasio Corporation (Z-44W) (Ward 11)
- 9.6. Servicing Agreement Assumption – Industrial Subdivision Servicing Agreement, City File M-1776, Orlando Corporation - Heartland (Seven) Limited (Ward 5) (Z-44E)
- 9.7. Agreement with National Service Dog Training Centre Inc. (“NSD”) to provide a Service Dog to the City as an intervention strategy for mental health of Mississauga Fire and Emergency Services for a five year term
- 9.8. Funding Agreement with Peel District School Board for a Multi-Sport Court at West Credit Secondary School (Ward 9)
- 9.9. Senior Elected Officials Handbook
- 9.10. Financial Report as at September 30, 2020
- 9.11. Request to Increase the Contract with Neptune Security Services Inc. for 3rd Party Security Guard Services, Procurement No. PRC000788 and to extend the term of the contract by six (6) months, from April 2021 until October 2021
- 9.12. City Standards for Information Technology (IT) Maintenance and Support Services and Subscription Renewals for 2021 (File Ref: PRC002670)
- 9.13. Single Source Procurement with Hemson Consulting Ltd. for the DC Background Study, CBC Strategy and Parkland Conveyance By-law
- \*9.14. West Credit Avenue Temporary Storage Location

## **10. ADVISORY COMMITTEE REPORTS**

- 10.1. Accessibility Advisory Committee Report 2 - 2020 - November 9, 2020
- 10.2. Governance Committee Report 3 - 2020 - November 16, 2020
- 10.3. Road Safety Committee Report 5 - 2020 - November 17, 2020
- 10.4. Traffic Safety Council Report - 3 - 2020 - November 25, 2020

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

## **12. COUNCILLORS' ENQUIRIES**

## **13. OTHER BUSINESS/ANNOUNCEMENTS**

## **14. CLOSED SESSION**

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

- 14.1. Advice that is subject to solicitor-client privilege, including communications necessary for that purpose: Settlement of a Trademark Dispute
- 14.2. The security of the property of the municipality or local board: Security Services: Presentation on Protective Measures & Initiatives Update 2020
- 14.3. Personal matters about an identifiable individual, including municipal or local board employees: PDP Reviews of the Commissioners

15.

ADJOURNMENT



# City of Mississauga Corporate Report



<p>Date: October 29, 2020</p> <p>To: Chair and Members of General Committee</p> <p>From: Shari Lichterman, CPA, CMA, Commissioner of Community Services</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: December 2, 2020</p>
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## Subject

**The Economic Recovery Plan – Creative Industries**

## Recommendation

That the report entitled, “The Economic Recovery Plan – Creative Industries” dated October 29, 2020 from the Commissioner of Community Services be received for information.

## Report Highlights

- Culture Division staff led the development of the Economic Recovery Plan that supports creative industries which include the Film, Television and Music sectors.
- Staff engaged with business owners and key industry leaders to understand the challenges and opportunities facing the local creative industry sector to inform the plan.
- The Economic Recovery Plan was presented to the City's Economic Resiliency Task Force (the “Task Force”) on September 18, 2020 with subsequent follow-ups with Task Force members.
- Staff received Task Force input and support in principle for the priorities and accompanying actions outlined in the plan.
- The resource requirements for delivering the actions within this plan will be managed through Culture Division's existing and 2021 and 2022 proposed budgets.

## 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.

In response to the crisis, Council adopted the City's COVID-19 Recovery Plan Framework in May 2020. The framework is divided into four distinct pillars to address all aspects of recovery: Economic, Finance, Community and Corporate.

The Economic Recovery Plan for Creative Industries falls under the Economic Pillar. Culture Division staff led the development of a recovery plan that supports the creative industry sector (specifically, Film, Television and Music).

## Present Status

Since the beginning of the COVID-19 pandemic, the Province has indicated that 350,000 jobs in Ontario's culture sector have been lost resulting in an estimated \$17.5 billion drop in economic impact from the culture sector to Ontario's economy. A nationwide artist impact survey conducted by Music Canada also found that nearly half of respondents reported losing more than 75 per cent of their income. In Mississauga, local creative industries and entrepreneurs were forced to cease operations and are facing mass uncertainty.

### Film & Television

Ontario has long stood as a substantial player in Canada's film and television production industry, as well as in the global market.

- 2017-2019 were particularly strong years for Ontario's film and television production sector.
- This sector contributed \$2.16 billion to the provincial economy through 343 productions in 2019, up a substantial 14.3% from 2018.
- The film and television industry continues to be an increasingly strong employer in Ontario. In 2019, this sector generated 44,540 full-time direct and spin-off jobs.

In 2019, the City's film revenue reached a record setting high of \$727,000. For 2020, film revenue was forecast to reach more than \$900,000 in keeping with upward trends. With the opening of a sixth studio in Mississauga in 2021, Culture staff anticipates increased location filming resulting in additional revenue for the Corporation. Depending on the ability of film production to scale according to provincial guidelines, revenues are difficult to estimate however, reports from industry leaders are favourable to a strong sector recovery.

### Music

Similarly, Ontario's music sector is a significant economic driver and the live music sector, in particular, was poised for growth. The economic impact of the music sector in Ontario generates:

- 10,500 live music full-time equivalent jobs with tourism activity accounting for an additional 9,520 jobs (Music Canada)
- 4,028 jobs in the sound recording and music publishing sectors, representing 45% of the 8,986 jobs created nationally (Statistics Canada)

A recent economic impact analysis of live music in Ontario also found that 83 per cent of live music companies, in the province, expected revenue growth pre-COVID.

With Mississauga's proximity to Toronto (Canada's largest music market), the city is positioned to benefit from a strong regional music economy. Mississauga's sound recording sector contributes \$40,148,892 to the provincial GDP and creates 409 FTE jobs.

### **Culture Division's Response**

From the onset of the pandemic, Culture staff took immediate action to 'pivot' services to best support Mississauga's creative industries. A number of initiatives were undertaken to better understand and mitigate the impact of COVID-19 on local businesses.

In the spring of 2020, Culture staff was invited to assist with the Mayor's Town Hall for Arts, Culture and Heritage organizations. This team is also participated in economic recovery and supporting 'round tables' hosted by the Economic Development Office (EDO) to identify future recommendations that Culture could deliver to aid recovery efforts. Surveys were included to inform these discussions.

Ongoing dialogue and engagement with all sectors and industry stakeholders including: the Ministry of Heritage, Sport, Tourism and Culture Industries; ONcreates; Canadian Live Music Association; GTHA film and music offices; and local businesses continues to be foundational to this Division's recovery work.

### **Stakeholder Feedback**

Despite re-opening the film industry in Stage 2, filming and production continues to be limited in its scope. Ontario's health and safety protocols for on-set production (Ontario Health and Safety Act, Section 21, [www.filmsafety.ca](http://www.filmsafety.ca)) include physical distancing measures that reduce film crew size and number of staff in studio and on location filming. Travel restrictions and quarantine measures have also impacted production.

The impacts outlined by the city's local live music organizers included:

- No access to work spaces
- Cancellation of programs
- Cancellation of events (All 2020 Festivals in Mississauga were cancelled; some moved to online events)
- Reduction in sponsorship/fundraising dollars
- Concerns about future funding supports

Throughout this pandemic, staff have engaged with businesses and entrepreneurs to provide support and raise awareness of Culture's services as well as other City services and programs.

### **Comments**

The Economic Recovery Plan for Creative Industries is organized around the three distinct phases of recovery found within the City of Mississauga's COVID-19 Recovery Plan: Mitigate, Reboot, Grow. Through the various engagements and COVID-19 Culture-related services, programs and activities provided in 2020, themes naturally emerged and helped to prioritize action items.

### **Themes**

Culture staff will work with the Economic Development Office, Tourism and other City divisions to focus on the following themes:

- **Build Confidence** – Re-establishing confidence in our community to support these sectors during the pandemic is a priority. Feedback confirms that although the film industry has opened up under strict provincial guidelines and the transition to digital content is helping the music industry in the short-term, these are not long-term solutions. To build back confidence in this sector, Culture staff will provide opportunities for musicians and artists to perform live; develop marketing campaigns that target specific audiences and build public confidence; expand cultural tourism efforts; and work with other divisions to open City venues safely for both film and music production.
- **Remove Barriers** – The sector has identified the need to remove barriers that impede it from re-booting and growing. City policies and processes such as the Film and Noise Policy will be reviewed and updated; updates will include more modern and efficient ways of working (i.e. remotely and digitally) and be more responsive to resident and business needs.
- **Attract Investment** - Ensuring Mississauga remains competitive and attractive to film and music production is vital to Mississauga's recovery efforts. Continuing to position Mississauga as a film industry leader and an emerging music city will be achieved by: providing excellent customer service; ensuring efficiencies in process (i.e. moving to digital); educating residents about the benefits of filming and live music to our creative economy; and marketing the city as both film and music friendly.

For more detailed information on these themes, please refer to Appendix 1- Guiding Themes and Priorities, pages 11-14.

### Implementation – Activating the plan

To be effective, this Recovery Plan must be flexible and responsive to the evolving impacts of the pandemic on the global and local economy. With the film, television and music sectors being so severely impacted, enhanced service delivery and resources will be required to reboot and grow. The following action items are priorities that have been identified through continuous engagement with sector-specific stakeholders.

Action Item	Phase	Theme
<b>Film</b>		
Virtual Office	Mitigate	Remove Barriers
Remote Payment Solution	Mitigate	Remove Barriers
Support for filming in underutilized facilities	Mitigate	Build Confidence
Barriers Project	Reboot	Remove Barriers
Digital Signature Process	Reboot	Remove Barriers
Studio Expansion	Grow	Attract Investment
Marketing and Industry Recognition	Grow	Attract Investment
<b>Music</b>		
Digital Summer Concert Series	Mitigate	Build Confidence
Artist and Industry resources	Mitigate	All
Mississauga Music Awards	Mitigate	Build Confidence
Starter Company Plus for Music (MBEC)	Reboot	Remove Barriers
Expanded Concert Series	Reboot	Build Confidence
Busking	Reboot	Build Confidence
Music Strategy	Grow	All
Music 311	Grow	Attract Investment
Musical Pathways for Youth (Culture Programs)	Grow	Remove Barriers

For more detailed information about these action items please refer to Appendix 1 – Activating the Plan - pages 16-23.

## Strategic Plan

The action items identified in the Economic Recovery Plan for Creative Industries directly align with the [City's Strategic Plan pillar of Prosper](#)- cultivating creative and innovative businesses.

While the COVID-19 pandemic has, and will continue to require a significant shift in the City's immediate creative industry development, the core priorities for a sustained creative economy are also outlined in the [Cultural Policy](#) and the [Culture Master Plan](#).

## Financial Impact

The Economic Recovery Plan for Creative Industries (Appendix 1) outlines a set of actions for Culture staff to lead in building awareness of the City's economic priorities. The resource requirements for delivering the actions will be managed through Culture Division's existing and proposed 2021 and 2022 budgets.

## Conclusion

Culture Division's Economic Recovery Plan for Creative Industries priorities reflect both the urgent and evolving needs of creative industries 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. The City's Economic Resiliency Task Force reviewed this plan, provided their input and agreed to its implementation in principle.

The unprecedented nature of COVID-19 places uncertainty around the outlook of the pandemic and resulting business impacts. As such, outcomes of this recovery plan will be regularly reviewed and assessed to ensure the plan is adaptable and relevant to the rapidly changing environment. With the internal support of other divisions and departments as well as partnerships with local arts and culture community organizations, Culture staff is committed to putting this recovery plan into action.

## Attachments

Appendix 1: City of Mississauga Economic Recovery Plan – Creative Industries



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Shari Lichterman, CPA, CMA, Commissioner of Community Services

Prepared by: Sonja Banic, Manager, Culture Services

**Mississauga.**

**Strong.**

**Ready.**

City of Mississauga

# Economic Recovery Plan

Creative Industries

October 26, 2020

City of Mississauga,  
Culture Division

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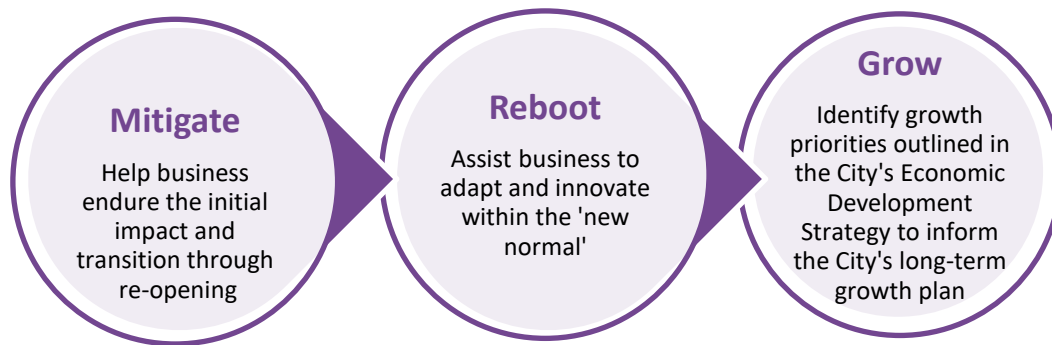
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## Section 1:

# 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

Pre-Covid-19, Ontario's creative industries which include the music, book, magazine, film, television and interactive digital media sectors, both domestically and internationally, were considered a global success story. "Collectively and individually, these industries are strong and growing, and make important contributions to the Province's economy and cultural vitality."<sup>1</sup>

Since the beginning of the COVID-19 pandemic, the Province has indicated that 350,000 jobs in Ontario's culture sector have been lost to date resulting in an estimated \$17.5 billion drop in economic impact from the culture sector to Ontario's economy.<sup>2</sup> A nationwide artist impact survey conducted by Music Canada also found that nearly half of respondents reported losing more than 75 per cent of their income.<sup>3</sup>

In Mississauga, the story is no different. Local creative industries and entrepreneurs were forced to cease operations and are facing mass uncertainty. Mississauga's famed facility *Metalworks* reopened its registered private career college and recording studios in Stage 3. According to Founder Gil Moore enrollment and bookings have been down and their live event production business remains almost at a standstill. Moore believes the Studio and Production Group business may not return to normal levels until a COVID-19 vaccine is available. As there are still many unknowns about what the future brings, the main concern for this sector is financial sustainability.

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<sup>1</sup> Ontario Creates. An agency of the provincial government whose mandate is to be a catalyst for economic development, investment and collaboration. [https://ontariocreates.ca/uploads/Bar/Strategic-Plan/OMDC\\_Strategic\\_Plan-2017.pdf](https://ontariocreates.ca/uploads/Bar/Strategic-Plan/OMDC_Strategic_Plan-2017.pdf)

<sup>2</sup> Ontario Ministry of Heritage, Sport, Tourism and Culture Industries: Minister MacLeod's Multi-Sector TeleTownhall Minutes, Thursday, April 23<sup>rd</sup> 2020

<sup>3</sup> Music Canada & Connect Music Licensing - Artist Impact Survey: <https://musiccanada.com/news/covid-19-continues-to-hit-the-music-industrys-most-vulnerable-music-canada-survey/>

## Recovery

The Minister of Heritage, Sport, Tourism and Culture Industries sits on Ontario's Economic and Jobs Recovery Committee, chaired by the Minister of Finance; this confirms the important role of the cultural sector in the province's recovery strategy.<sup>4</sup> The City of Mississauga's Culture staff participates in provincial town halls to receive updates and sits on sector-specific subcommittees to provide input and feedback. The City of Mississauga's Economic Recovery Plan – Creative Industries aligns with provincial guidelines and plans.

Critically, until a vaccine is made available, the path of economic recovery will depend on the success of creative industry workplaces safely resuming activity.

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<sup>4</sup> Ontario Jobs and Recovery Committee: <https://www.ontario.ca/page/ontario-jobs-and-recovery-committee>



## Section 3:

# Impact on Creative Industries

### About Film, Television and Music and its Importance to the Economy

Ontario has long stood as a substantial player in Canada's film and television production industry, as well as in the global market.

- 2017-2019 were particularly strong years for Ontario's film and television production sector.
- This sector contributed \$2.16 billion<sup>5</sup> to the provincial economy through 343 productions in 2019, up a substantial 14.3% from 2018.
- The film and television industry continues to be an increasingly strong employer in Ontario. In 2019, this sector generated 44,540 full-time direct and spin-off jobs.<sup>6</sup>

In 2019, the City's film revenue reached a recordsetting high of \$727,000. For 2020, film revenue was forecast to reach more than \$900,000 in keeping with upward trends. With the opening of a sixth studio in Mississauga in 2021, Culture staff anticipates increased location filming resulting in additional revenue for the Corporation. Depending on the ability of film production to scale according to provincial guidelines, revenues are difficult to estimate however reports from industry leaders are favourable to a strong sector recovery.

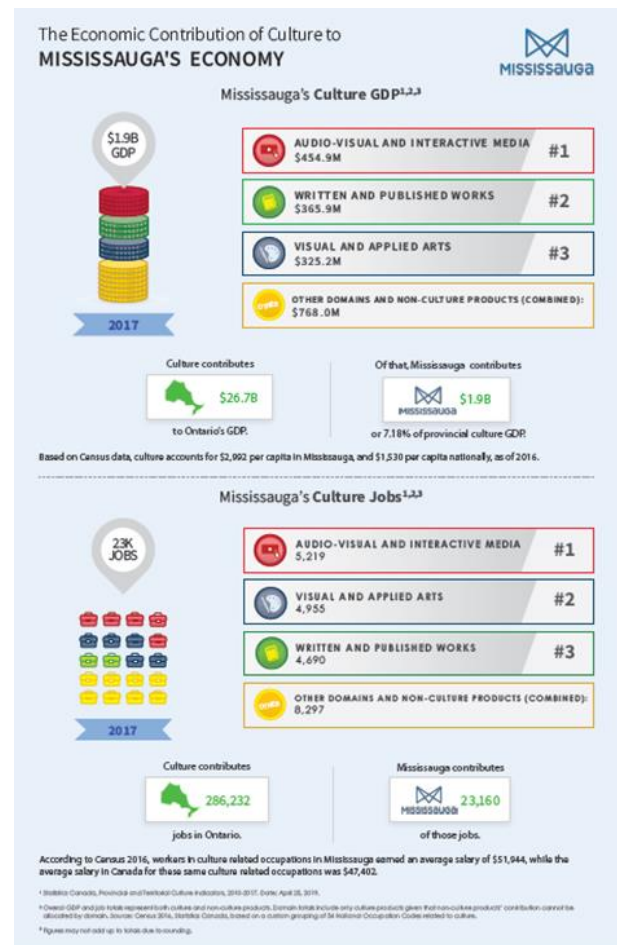


Figure 1 - Film and Video is included in Audio-Visual and Interactive Media. Alone it contributes \$245,575,292 to Ontario's GDP (2017)

<sup>5</sup> Ontario Ministry of Heritage, Sport, Tourism and Culture Industries: Minister MacLeod's Multi-Sector TeleTownhall, Thursday, April 23rd 2020

<sup>6</sup> Ontario Creates, Ontario Film and Television Production 2017 - 2019, [https://ontariocreates.ca/assets/images/research/Statistics/Eng/Ontario-Creates-2019-Prod-Stats-Combo-Sheet\\_2020-02-27\\_En.pdf](https://ontariocreates.ca/assets/images/research/Statistics/Eng/Ontario-Creates-2019-Prod-Stats-Combo-Sheet_2020-02-27_En.pdf)

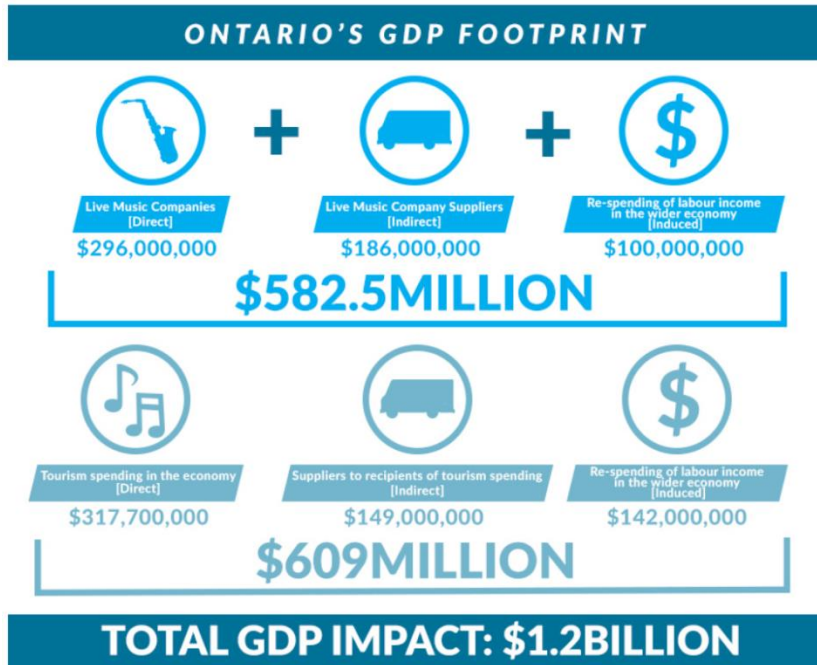


Figure 2 Source: *Live Music Measures Up: An Economic Impact Analysis of Live Music in Ontario* (Music Canada, 2015)

Similarly, Ontario's music sector is a significant economic driver and the live music sector in particular was poised for growth. The economic impact of the music sector in Ontario generates:

- 10,500 live music full-time equivalent jobs with tourism activity accounting for an additional 9,520.<sup>7</sup>
- 4,028 jobs in the sound recording and music publishing sectors, representing 45% of the 8,986 jobs created nationally<sup>8</sup>

A recent economic impact analysis of live music in Ontario also found that 83 percent of live music companies in the province expected revenue growth pre-COVID.<sup>9</sup>

With Mississauga's proximity to Toronto (Canada's largest music market), the city is positioned to benefit from a strong regional music economy. Mississauga's sound recording sector contributes \$40,148,892 to the provincial GDP and creates 409 FTE jobs.<sup>10</sup>

<sup>7/9</sup> Music Canada, *Live Music Measures Up* – 2015 <https://musiccanada.com/resources/research/live-music-measures-up/>

<sup>8</sup> Statistics Canada – 2018. Table 36-10-0452-01 Culture and sport indicators by domain and sub-domain, by province and territory, product perspective <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3610045201>

<sup>10</sup> Statistics Canada, *Provincial and Territorial Culture Indicators, 2010-2017*. Date: April 25, 2019. <https://canadacouncil.ca/research/research-library/2019/04/provincial-and-territorial-indicators>

## COVID-19 Impact on Film, Television and Music

In 2020, Mississauga was anticipating another record summer in film and television production when COVID-19 measures abruptly halted all filming activity under Federal and Provincial orders.

Filming production activities were part of Ontario's Stage 2, however implementation was delayed within the Golden Horseshoe due to COVID-19 key public health indicators. The Minister of Heritage, Sport, Tourism and Culture Industries has streamlined tax credits for the film industry and ensures they will remain stable.<sup>11</sup> Reports from the Canadian Media Producers Association (CMPA) and the Minister's Film Advisory Board are optimistic about the volume of business expected in the sector once the industry is able to resume operations. Demand for content needed for video on demand (VOD) services is at an all-time high.<sup>12</sup>

Before the COVID-19 pandemic hit, multiple local music sector development initiatives and programs were underway that have now be adapted or advanced, and will now form the foundation for this economic recovery plan.

With a deep talent pool, world-class music education and production facilities, unique live music spaces such as Celebration Square, Living Arts Centre, Paramount Fine Foods Centre, and Meadowvale Theatre as well as a rich, expanding musical history, the City is well-positioned to help develop and enhance the economic and social impacts of the local music economy.

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<sup>11</sup> Globe and Mail, <https://www.theglobeandmail.com/arts/film/article-the-canadian-film-industry-is-on-pause-but-once-its-back-how-can/>

<sup>12</sup> Ontario Ministry of Heritage, Sport, Tourism and Culture Industries: Minister MacLeod's Multi-Sector TeleTownhall, Thurs April 23rd 2020





## Section 4:

# Culture Division's Response and Support

From the onset of the pandemic, the Culture staff took immediate action to 'pivot' services to best support Mississauga's creative industries. Supporting Mississauga's local creative economy is at the core of Culture's work. Ongoing dialogue and engagement with all sectors continues to be foundational to this Division's recovery work. Through continuous customer feedback, staff is able to engage with businesses and entrepreneurs to provide support and raise awareness of Culture's services.

At the onset of the pandemic, a number of initiatives were undertaken to better understand the impact of COVID-19 on local creative industries. In the spring of 2020, Culture was invited to assist with the Mayor's Town Hall for Arts, Culture and Heritage organizations. This team is also participated in economic recovery and supporting roundtables hosted by the Economic Development Office (EDO) to identify future recommendations that Culture could deliver to aid future recovery efforts. Surveys were included to inform these discussions.

**In addition, Culture staff asked Arts & Culture, Community and Cultural Festivals & Celebrations grant program participants to answer the following questions:**

1. How has COVID-19 affected their organization?
2. What steps were taken to overcome these challenges?
3. Did their organization face liquidity issues due to the current situation?
4. How did they intend to use the City's 2020 approved grant funding?

**The primary impacts outlined by the city's local live music organizers that participated were as follows:**

- No access to places of work/spaces
- Cancellation of programs
- Cancellation of events (All 2020 Festivals in Mississauga were cancelled; some moved to online events)
- Reduction in sponsorship/fundraising dollars
- Concerns about future funding supports

**Some positive impacts were also identified:**

- Expansion of digital offerings (this was the primary focus of 2020 spending)
- New partnerships
- New opportunities to hire artists and musicians

Although very few organizations are facing liquidity, the main concern of these creative organizations remains financial uncertainty. As there are still many unknowns about the future, organizations are unsure of sustainable funding opportunities (such as government and sector-specific grants) and if they will be able to cover costs moving into 2021 and beyond. The music and film sectors were some of the hardest hit by the COVID-19 pandemic. The live music sector will be one of the last to recover as the traditional live music model relies on large gatherings in tight quarters.

**To ensure Culture Division's response is timely and relevant, staff continues to engage and participate in sector-specific dialogue:**

- Music Office staff have been active in participating in national conversations with the Canadian Live Music Association and a network of Canadian music offices. These discussions helped staff better understand the impact of the COVID-19 pandemic on the music industry across the country as well as sharing mitigation measures and other supports available from industry and other levels of government.
  - *This team assisted other sections within Culture to compile background and a comprehensive collection of resources for the arts and culture community; these resources were used to inform the Mayor's Arts and Culture Town Hall as well as a resource for those participating in the meeting. These resources are regularly updated on Culture's website: [Artist and Industry Resources' page](#) and are shared as needed.*
- The Film Office was closed on March 16, 2020 due to the COVID-19 pandemic as all permitted film production across the world ceased. Film Office staff quickly pivoted to focus on film-related projects as well as supporting other pandemic-related work. Film Office staff also participate in industry calls regionally, provincially and nationally to contribute to reopening plans and share best practices for safe resumption of business. The Film Office was able to re-open for permitting in late July 2020.
- [Temporary Patio Program](#) - Culture staff worked with Planning & Building and Transportation and Works' staff to permit patios on public and private properties. At the same time, amendments to the Encroachment By-law and Prohibit Sale of Goods on Highways By-law allowed installation of patios on public property. These temporary actions represent good planning; they also ensure restaurant capacity can be expanded in a safe and responsible manner in response to the physical distancing requirements of the Provincial Emergency Order.



## 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 creative industries such as Film, Television and Music will require enhanced service delivery and resources to reboot and grow. Since the onset of the pandemic, priorities have been identified through continuous engagement with sector-specific stakeholders and customers including:

- Canadian Film & Television Commissions (CFTC)
- Ontario's Film Advisory Board's Subcommittee (for training and development within the industry)
- Canadian Live Music Association
- Ontario Creates
- Ministry of Heritage, Sport, Tourism and Culture Industries
- Local film offices (Toronto, Hamilton, Brampton, Brantford, Durham) and music offices (Toronto, London, Vancouver, Ottawa, Hamilton, and Kitchener)
- Film production companies
- Culture grant funding recipients
- Collaboration with internal partners (Parks, Recreation, Planning & Building, Transportation & Works, Enforcement) to identify ways to adapt processes and adjust to the "new normal"

The Plan's framework allows for flexibility to react to the local sector's needs through the various phases of economic recovery. In addition, the City will take direction from the strategic priorities outlined in the Culture Master Plan (2019).

## Challenges & Opportunities Identified by Creative Industries

Insights from this sector have highlighted a number of challenges which could also prove to be opportunities.

**Film and Television: Despite re-opening the sector in Stage 2, filming and production work will be limited in its scope.**

- Ontario's health and safety protocols for on-set production (Ontario Health and Safety Act, Section 21, [www.filmsafety.ca](http://www.filmsafety.ca)) include physical distancing measures that will reduce film crew size and number of staff in studio and on location; these protocols are consistent with other provinces and U.S. states that have announced their re-opening guidelines.
- Production is also limited due to travel restrictions and quarantine measures.



## Music:

National groups such as the Canadian Live Music Association<sup>13</sup> and Canadian Federation of Musicians<sup>14</sup> stress that the COVID-19 pandemic will have a prolonged impact on the music industry. Federal pre-budget briefs from these two groups focus primarily on increased and extended funding through programs like the Canada Emergency Response Benefit (CERB), Canada Emergency Wage Subsidy (CEWS) and Employment Insurance (EI). Metalworks Founder Gil Moore confirms the CEWS and the Canada Emergency Commercial Rent Assistance (CECRA) program have provided some relief to the music production sector. While this level of funding is beyond what a municipality would be able to provide, common themes of mitigating the impact of the pandemic in the short and medium term help to inform elements of Mississauga's plan.

On a more local scale, submissions from the Canadian Live Music Association to the Province of Ontario paint a picture of recovery where the live music sector plays an important role in the Province's broader economic recovery efforts. Particularly in the Reboot and Grow phases, the goal of this recovery plan is to incorporate music into a long-term growth strategy.

## Understanding the Opportunities – what we heard

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

- Access to sustainable funding opportunities
- Identifying and removing barriers to film and music (policies, administration)
- Digital online support:
  - Resources to assist in moving to online platforms
  - Support of virtual platforms for online content
  - Live events – help with organizing safe events
- Marketing:
  - Co-promotion of the 2021-2022 arts & culture programs and events to encourage public support
  - Collaboration on a digital directory showcasing artists and creative businesses
  - Assistance with new methods of attracting audiences

<sup>13</sup> Canadian Live Music Association - Arriving Alive: Recommendations to Protect the Future of Canada's Live Music Economy, Infrastructure and Cultural Impact, <https://canadianlivemusic.ca/wp-content/uploads/2020/08/CLMA-2021-Pre-Budget-Brief-Arriving-ALive.pdf>

<sup>14</sup> Canadian Federation of Musicians - Written Submission for the Pre-Budget Consultations, <https://cfmusicians.afm.org/news/written-submission-for-the-pre-budget-consultations>

## Additional Considerations: Culture Master Plan and Cultural Policy

While the COVID-19 pandemic has, and will continue to require a significant shift in the City's immediate creative industry development, the core priorities for a sustained creative economy are outlined in the Culture Policy and Culture Master Plan 2019-2029 (as part of Future Directions). The [Cultural Policy](#) applies to all aspects of arts and culture that contribute to Mississauga's economic and social growth; it provides clarity around decision-making, allocation of resources, and the role of Culture within the City's Strategic Plan.

The [Culture Master Plan](#) continues to guide both immediate and long-term planning efforts. This plan was developed with extensive public engagement and informed by several strategies, studies and policies.

**The Culture Master Plan identifies five strategic priorities to ensure Mississauga becomes a thriving creative city:**

1. Build an arts-friendly city
2. Enhance and improve cultural spaces and places
3. Expand and grow leadership in the cultural sector
4. Support an authentic cultural identity that is welcoming, inspiring and enriching
5. Share our story beyond our borders

## Guiding Themes and Priorities: Economic Recovery Plan

Culture Division's Economic Recovery Plan priorities reflect both the urgent and evolving needs of creative industries 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.

Through the various engagements and the COVID-19 Culture-related services, programs and activities provided in 2020, the following themes have emerged and have become the priorities Culture staff is focused on:

### Theme 1: Build Confidence

A [national survey by Music Canada and Abacus Data](#) of over 700 professional musicians found that "the number of bookings so far for 2021 is lower than usual, and many don't expect a quick return to the stage – either because of government restrictions or personal discomfort performing while the risk of the virus exists." <sup>15</sup>

- 85% agree that if they can't perform live, they will have a difficult time making a living as a professional musician.
- 96% report that their income from music has been negatively impacted.

<sup>15</sup> Crowded Out: What Canada's professional musicians say the impact of the pandemic has been on their lives, art, and, work - Music Canada and Abacus Data (July 2020), <https://abacusdata.ca/crowded-out-musicians-live-performances-covid19-pandemic/>

- 85% of professional musicians say others depend on them for revenue from live, in-person performances – other professional musicians, their managers, and teams that help them tour and perform.
- 75% have applied for and were approved for the Canada Emergency Relief Benefit. 14% did not qualify to receive CERB.

Although the transition to digital content is helping in the short-term, it won't be a long-term solution.<sup>15</sup>

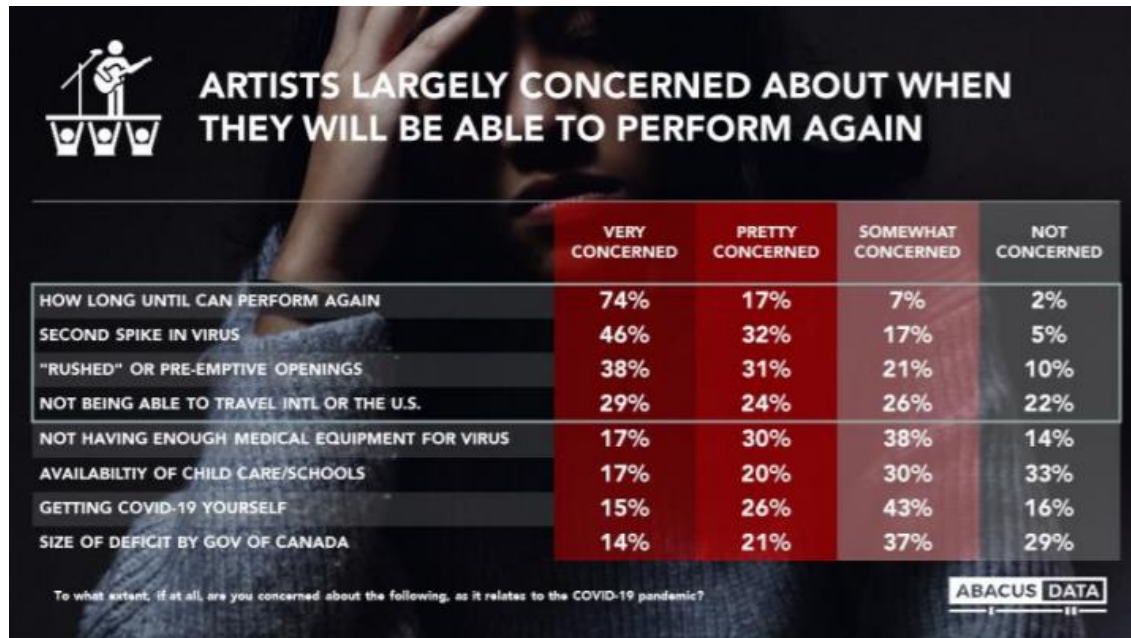


Figure 3 Source: *Crowded Out: What Canada's professional musicians say the impact of the pandemic has been on their lives, art, and, work* - Music Canada and Abacus Data (July 2020)

The same survey<sup>15</sup> asked professional musicians what would make them comfortable performing again and found:

- Providing clean and safe designated areas for professional musicians and having rules about clean rooms, equipment, and stages at venues were critically important for at least 70% of professional musicians.
- For others, these measures would do little to ease concerns. Some other measures do little to ease concerns about live performances. For example, reducing the number of concertgoers at a venue, or administering temperature checks would only make about half of professional musicians feel more comfortable about performing.
- Many would find a government licensing system tied to cleanliness or random audits of venues helpful, but the impact on reducing unease and increasing comfort is not universal.

"In short, while there's a genuine desire to get back out and perform again, many musicians remain deeply concerned about the risk to their health, their families' health, and the health of those they perform with and in front of."<sup>15</sup>

There is no question that live music lovers are missing live music however, “an overwhelming majority of Ontarians are afraid that a second wave of COVID-19 is near, with levels of anxiety remaining unchanged since the pandemic first erupted in the province in March 2020. Around 83 per cent of Ontarians surveyed say they’re worried that social distancing and lockdown measures are being relaxed too quickly, as schools and businesses open again. And 73 per cent say they’re becoming more wary of people’s abilities to properly follow protocols that curb the spread of illness”.<sup>16</sup>

According to the Canadian Independent Venue Coalition without government support, over 90 per cent of Canadian independent music companies are predicted to permanently close within the next 6 months.<sup>17</sup> Since the launch of the Coalition, the Federal government has launched a \$20 million fund to provide emergency financial to the Canadian live music sector including venues, festivals, managers and more.<sup>18</sup>

To build back confidence in this sector, Culture staff will:

- Work with other divisions (Recreation, Parks, Libraries) to re-open venues and facilities safely for film and music production as well as professional musicians and concertgoers (with clear guidelines and processes).
- Provide opportunities for musicians and artists to perform live
- Develop marketing campaigns that target specific audiences to cultural events and build public confidence
- Partner with Tourism Mississauga to expand cultural tourism efforts.
- Provide sustainability advice and support this sector through the development of new Culture grants that can assist the creative sector.
- Explore skills development programs and partnership opportunities with external cultural organizations such as Artscape Ontario.

## Theme 2: Remove Barriers

The Creative Industries sector has identified the need to remove barriers that impede this sector from re-booting and growing. City policies and processes need to be updated; they need to be more responsive to business needs and include more modern and efficient ways of working (i.e. remotely and digitally).

For example, the Film Policy was first created in 2005 before online permitting, payment and permit approvals became standard business practice. Similarly, the Noise Policy, first created in 1980, is now

<sup>16</sup> The Toronto Star, August 31, 2020, “Most Ontarians Fear a Second Wave of COVID-19, Survey Says”, <https://www.thestar.com/news/canada/2020/08/31/most-ontarians-fear-a-second-wave-of-covid-19-survey-says.html>

<sup>17</sup> Canadian Independent Venue Coalition – What’s At Risk, <https://www.supportcanadianvenues.ca/>

<sup>18</sup> Government of Canada, <https://www.canada.ca/en/canadian-heritage/news/2020/07/background-final-component-of-phase-2-of-the-covid-19-emergency-support-fund-for-culture-heritage-and-sport-organizations.html>

being reviewed to make it more responsive to meet the needs of both residents and businesses. The potential changes will cover aspects such as the complaint response process, residential and construction noise exemptions, permitted periods for amplified sound, and noise thresholds. Reviewing and removing these types of barriers while still balancing the needs of residents will ensure everyone who lives, works, learns and plays in Mississauga can enjoy a more liveable community.

### **Theme 3: Attract Investment**

Ensuring Mississauga remains competitive and attractive to film and music production is vital to Mississauga's recovery efforts. Maintaining and securing Mississauga's position as a film industry leader in Ontario as well as an emerging music city will be achieved by:

- Processing permits efficiently to meet demand.
- Focusing on providing excellent customer service as well as addressing resident concerns.
- Taking proactive measures to identify and reduce potential concerns associated with filming and live music.
- Continuing to work with industry investors to find suitable venues (for music) and locations that meet industry needs (studio production).
- Advocating for the inclusion of infrastructure to enable the growth of film and music production into developments across the city.
- Educating our residents about the benefits of filming and live music to our creative economy.
- Proactively marketing Mississauga as a film and music-friendly city locally, nationally and internationally.
- Proactively participating in industry recognition opportunities such as TIFF, Canadian Music Week



## Section 6:

# Delivering our Creative Industries 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 Culture Division:

Culture Division will be responsible for rebooting and growing the Creative Industries which include these portfolios:

**Film and Television:** The Film and Television Office is part of Culture Services, Culture Division within Community Services. Film Office staff, in consultation with other City staff, as appropriate, is responsible for approving Film Permit Applications as they relate to City Property, (not including Highways).

Council reviewed a reopening plan for film and television in July 2020; a number of measures were undertaken to ensure the health and safety of residents and film production companies. For specific details and guidelines for filming as they pertain to COVID-19, please visit:

[www.mississaugaculture.ca/film](http://www.mississaugaculture.ca/film)

**Music:** The Music Office is part of Culture Services, Culture Division within Community Services. In July 2019, a Music Development Coordinator was hired to grow the live music sector. To ensure there is a framework in place to develop and grow this sector, a detailed Live Music Strategy with a detailed action plan is being developed for Council approval in 2021. For more information on Music Office initiatives and/or to receive updates on the Strategy, please email: [culture.operations@mississauga.ca](mailto:culture.operations@mississauga.ca)





## Section 7:

### Activating the Plan

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.

Mississauga's strength as a city is rooted in the diversity of its people and the same is true for the city's creative economy. Within all of the actions identified below, the City of Mississauga will ensure that consideration for the important role BIPOC and underrepresented creatives play in our economy and arts communities is incorporated in all phases, including program design, calls for applications, committee composition and program delivery.

#### Film and Television

##### Mitigate

- **Virtual Film Office** – Sustained support for the film industry with almost all office functions continuing virtually with staff working from home.
- **Remote payment solution** - For the comfort of clients and staff, all payments are being processed over the phone by credit card. Culture staff is working with Finance and IT staff to look at a long-term solution.
- **Collaborate with stakeholders to build confidence in the new approach to filming** – Strengthen support for filming in underutilized City-owned spaces; connect production companies with residents' associations to give back to the neighbourhoods in which they film.

##### Reboot

- **Identifying Barriers to Filming & Workable Solutions Project** - Using input from industry stakeholders and benchmarking research to identify barriers to filming in Mississauga, the project aims to address areas where the Mississauga Film Office is not aligned with industry standards, internal efficiencies, the Film Policy (03-06-05) and supporting bylaws
- **Support digital signature process** - Where neighbourhood approval is required, for the safety and convenience of residents by limiting in-person interactions, Ontario Creates proposed the following strategy that has been implemented across Ontario filming jurisdictions:
  - Productions will no longer canvas door-to-door. Productions will letter affected residents with a release form indicating their filming plans and requested approvals. Residents will then be asked to object by phone or email. If the majority of residents do not object to the requested exemption(s), the film permit will be issued.

- For permits that require residential approval in sensitive neighbourhoods, staff will continue to consult with the Ward Councillor.
- In keeping with the City's current policy, if 20 per cent of affected residents or less do not object, the film permit will be issued.

## Grow

- **Increase number of Mississauga locations on the Ontario Creates Locations Library** – Collaborate with Ontario Creates to scout and photograph new residential, commercial, institutional and industrial properties to be included on the database used by professional location scouts
- **Invest in marketing and industry recognition opportunities** – Prioritize opportunities to market Mississauga to the international film industry at events (i.e. TIFF, Association of Film Commissioners International (AFCI) Locations Show) and invest in local industry recognition such as *Sauga Says Thanks* industry event hosted by the Culture Division.
- **Invest efforts in continued studio expansion** – According to a recent article in the Pointer: “The lack of studio space in Toronto is proving to be Mississauga’s gain. With its heritage of suburban planning, Toronto Pearson Airport, and proximity to Etobicoke, where the film industry is already established, the City offers the perfect ingredients for movie expansion.”<sup>19</sup>

*Mayor Bonnie Crombie refers to Mississauga as **Studio City North**<sup>20</sup> based on the tremendous growth and potential of current studio development and expansion. Culture staff will continue in its efforts to support the growth of this sector in partnership with other City staff from: Planning & Building, Transportation & Works, Economic Development Office, Mississauga Fire Services, and Mayor’s Office as well as City Council as a whole.*

<sup>19</sup> The Pointer, “Can Mississauga’s investment in the film industry turn it into Bollywood of the West?” <https://thepointer.com/article/2020-08-03/can-mississauga-s-investment-in-the-film-industry-turn-it-into-bollywood-of-the-west>

<sup>20</sup> Mayor Crombie, “Mayor Crombie Delivers State of the City Address to the Mississauga Board of Trade 2020” <https://www.mayorcrombie.ca/speech-mayor-crombie-delivers-state-of-the-city-address-to-the-mississauga-board-of-trade-2020/>



## Music

### Mitigate

- **Digital Summer Concert Series** – Help mitigate the impacts of COVID-19 on local musicians by maintaining paid performance and audience development opportunities in a digital format.
- **Artist and Industry resources** – Gather and share resources related to City initiatives as well as support from other levels of government and the music industry.
- **Mississauga Music Awards** – Maintain sponsorship funding to the Mississauga Music Awards' transition to a digital format to help raise the profile of the local music sector.

### Reboot

- **Starter Company Plus for Music** – Provide free business skills training, mentorship and grant opportunities to music entrepreneurs in Mississauga through the Mississauga Business Enterprise Centre (MBEC) in partnership with the Culture Division. Priority in selection to the program was given to businesses impacted by COVID-19 to assist with digital transformation, recovery, and innovation.
- **Expanded Concert Series** – Help continue to make music fans more comfortable attending events by expanding the Summer Concert Series by producing other seasonal opportunities in partnership with local arts groups, event producers and/or venues.
- **Return to Busking** – Provide an additional potential revenue stream to local musicians and other performers by re-opening the *SaugaBusks* program for a shortened 2020 season with health and safety protocols in place.

### Grow

- **Music Strategy** – In early 2021, bring to Council a comprehensive strategy to support and grow Mississauga's music sector including a series of recommendations building on our Creative Industries Strategy (2016) and Culture Master Plan (2019) as well as a five-year implementation plan.
- **Music 311** – Help build new audiences for our musicians and raise the profile of our music industry by implementing a program to put local music on the City's phone lines while callers are on hold and in queue.
- **Create Musical Pathways for Youth** – This action is supported through multiple deliverables:
  - **Instrument Lending Library** – Provide equitable access to musical instruments to help build new career paths and lifelong pursuits for all residents through a program to lend musical instruments through Mississauga Libraries.
  - **Registered programs for music** – In collaboration with Culture Programs, enhance musical offerings and curriculum to support learning and engagement opportunities for youth.

Action Item	Phase	Theme
<b>Film</b>		
Virtual Office	Mitigate	Remove Barriers
Remote Payment Solution	Mitigate	Remove Barriers
Support for filming in underutilized facilities	Mitigate	Build Confidence
Barriers Project	Reboot	Remove Barriers
Digital Signature Process	Reboot	Remove Barriers
Studio Expansion	Grow	Attract Investment
Marketing and Industry Recognition	Grow	Attract Investment
<b>Music</b>		
Digital Summer Concert Series	Mitigate	Build Confidence
Artist and Industry resources	Mitigate	All
Mississauga Music Awards	Mitigate	Build Confidence
Starter Company Plus for Music (MBEC)	Reboot	Remove Barriers
Expanded Concert Series	Reboot	Build Confidence
Busking	Reboot	Build Confidence
Music Strategy	Grow	All
Music 311	Grow	Attract Investment
Musical Pathways for Youth	Grow	Remove Barriers

## 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. With the internal support of other divisions and departments as well as partnerships with local arts and culture community organizations, Culture staff will be able to put this plan to work.

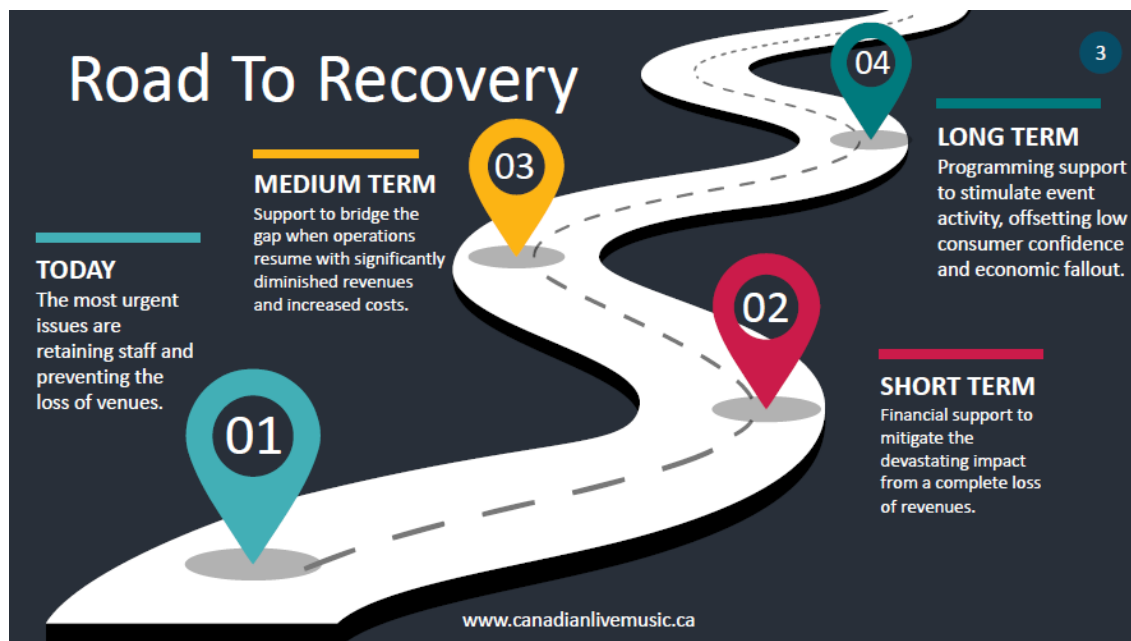


Figure 4 Source: Canadian Live Music Association

### Short-Term Plan – Quick wins

While working on implementing the plan, a series of *quick wins* that will assist with rebooting and re-building confidence in this sector have already been initiated.

**For Film & Television clients, staff has been able to:**

- Remove the need to pick-up parking cards by allowing production companies to make copies of their permit for truck windows as well move to a digital signature process for film permits.
- Work with City staff across various departments and the Mayor's office staff to remove barriers and expedite the permits needed for the development of two new studios expansions.

**For those who want to host live music on patios:**

- **Live Music on patios exemption** - On August 5, 2020, Council resolved to amend Noise Control By-law 360-79 to temporarily remove notice requirements for any person applying to host live music on patios after 5 pm.

The Noise Control By-law states that individuals requesting this exemption would typically require: “proof of publication for two consecutive days within the preceding ten (10) days in a newspaper of general circulation within the City, of a notice of intention to apply for any exemption to this by-law, received or by the distribution of a flyer as prescribed by the City to all residences within a 500 meter radius of the subject property containing the information required by Clauses (a) through (e) hereof, stating the date upon which objections may be submitted to City staff. (299-08). The amendment will remain in effect until December 31, 2020. Council has already amended the By-law to waive the exemption fees for temporary use patios as part of the City’s COVID-19 response.

**Music Office staff has kick-started a number of initiatives to mitigate and re-boot this sector such as:**

- **Starter Company Plus for Music** - Through a partnership with EDO’s Mississauga Business Enterprise Centre (MBEC), a Fall 2020 session of this program was designed to provide business skills training, mentorship and grants of up to \$2,000 to music entrepreneurs/businesses in Mississauga, with a focus on flexibility and adaptability during the pandemic. Applications closed August 18 and training began in September.
- **Digital Summer Concert Series** - To maintain access to high quality cultural experiences and paid performance opportunities for musicians while unable to host physical events, staff transitioned the in-person Summer Concert Series to a recorded video series. This program will be evaluated to measure its success to determine how effective it was in attracting new audiences for local artists (both within and beyond our borders). Depending on the status of the pandemic situation, the City may wish to continue with a digital series in future years. A template now exists to quickly transition to this format if desired/required.
- **Busking** - Live performers returned for a shortened season in 2020 at 10 *Busk Stops* (in Port Credit, Celebration Square and Streetsville Square). These locations were chosen based on high traffic areas and in collaboration with Parks staff to ensure everyone’s safety. A maximum of 25 SaugaBusks permits were issued through to October 31, 2020. Performances occurred at approved busking sites from 11am – 9pm daily, while following all Provincial and Municipal COVID-19 precautions.
- **Sponsorship of digital Mississauga Music Awards** - The Culture Division is supporting Mississauga Music’s transition to a digital format in Fall 2020 to ensure the Mississauga Music Awards can continue to provide the platform for local community celebration, audience building, and sector promotion through the pandemic. Staff also worked with Mississauga Music to determine the best path forward to ensure sustainable funding growth for the organization. In May 2020, the organization successfully became a registered not-for-profit, which opened the

door to funding opportunities that currently exist within the Division and from other government and industry bodies.

Depending on the success of these *quick wins*, these programs can be re-evaluated to determine their need and potential for longer-term sector support.

## Long-term Plan – Growing the Sectors

The Mississauga Film Office, anticipating growth in the industry will continue to work with internal partners to support and grow the film industry:

- **Identifying Barriers to Filming & Workable Solutions Project (in progress):** Using input from industry stakeholders and benchmarking research to identify barriers to filming in Mississauga, the project aims to address areas where the Mississauga Film Office is not aligned with industry standards, internal efficiencies, the Film Policy (06-03-05) and supporting bylaws.
- **Capacity Review (complete):** An analysis of current permit processing volumes in the Mississauga Film Office and current staff capacity to ensure sector needs are met.
- **Additional Filming Resources:** Business Case/2021 Budget Request (under review): Based on the Capacity Review, a business case and 2021 Budget Request was developed with the goal to address the need for increased permit processing capacity and to ensure the ability of staff to accommodate and meet future growth.
- **Consultation and Advocacy** – continue to engage with federal and provincial ministries as well as regional film offices to ensure consistency in service levels as well as share information relevant with clients. Staff will share and promote programs such as the Canadian Creative Accelerator (CCA). This program was launched by the Canadian Trade Commissioner Service at the Consulate General of Canada in Los Angeles in partnership with Content Canada to help selected Canadian creative producers gain access to international growth opportunities. “This initiative will help Canadian content creators grow their companies and further develop their projects on the international stage.”<sup>21</sup>

Similarly, in anticipation of the growth and development of the music industry in Mississauga, Culture staff will continue to work with internal partners, local sector businesses and musicians to support and grow this local industry:

- **Music Strategy:** Staff is currently undertaking a comprehensive Strategy to support and grow Mississauga’s music sector through increased investment, live music events, promotion and removal of existing barriers. Building on the Creative Industries Strategy (2016) and Culture Master Plan (2019), the Music Strategy will position Mississauga as a destination city where music is made and enjoyed, as well as an attractive place for music business investment. Staff is

<sup>21</sup> Content Canada, “Canadian Creative Accelerator Launched” <https://contentcanada.net/article/content-canada-canadian-creative-accelerator-launched/>

conducting interviews with community members and stakeholders from across the music sector; an online public engagement survey is scheduled for October 2020.

- **Local Artist Directory:** The Mississauga Arts Council (MAC) is exploring the development an online marketplace for visual artists, musicians, writers and artists of all disciplines, as a way to help them build audiences and drive business during the pandemic. The City of Mississauga is in discussion with MAC on possible integrations with the [#MississaugaMade](#) campaign and other projects.
- **Direct communication to music community:** During research and benchmarking for the music strategy, as well as through submissions for Mississauga's Summer Concert Series, the Music Office has built the foundation for a contact database for the local music community. This will allow the City to engage and communicate directly with musicians regarding the supports available to them, as well as performance and training opportunities during the pandemic. A music sector survey in late 2020 will help to further populate this database and allow respondents to opt-in to direct email communications.
- **Noise By-Law Amendments :** The City of Mississauga is updating its Noise By-laws to make them more responsive to ensure everyone who lives, works, learns and plays in Mississauga can enjoy a more liveable community. A modernized by-law will provide clarity and allow for more effective enforcement. For details, please visit: <https://yoursay.mississauga.ca/noise-control/>
- **Physically-Distanced and Drive-in Concerts/Events:** Should the pandemic continue, Culture staff will work with the Mississauga Arts Council as well as local promoters and venues to produce a Winter Concert Series. This will help build public confidence and demonstrate that live music spaces are safe, ready to be enjoyed and help to get more artists back to work.
- Looking to other live music and event producers around the world, staff will continue to investigate creative ways to resume live events while complying with government and public health guidelines:
  - In the UK, regional promoter SSD Concerts created the temporary 'Virgin Money Unity Arena' <sup>22</sup> in Newcastle, England. The venue is housed within a race track and can accommodate up to 2,500 physically distanced guests.
  - The City of Toronto's DriveInTO <sup>23</sup> initiative created multiple locations for drive-in film, live music and comedy events in partnership with local event producers, promoters and festivals
  - Mississauga Tourism partnered with Raptors905 <sup>24</sup> in August to allow residents to enjoy the excitement of playoff basketball from the comfort and safety of their vehicles at a pop-up drive-in at Paramount Fine Foods Centre. The event was free but required prior registration. Full COVID-19 protocol was in effect requiring guests to stay in their vehicles.

<sup>22</sup> Virgin Money Unity Arena, "The UK's first dedicated socially distanced music venue", <https://virginmoneyunityarena.com/>

<sup>23</sup> City of Toronto, <https://www.toronto.ca/news/city-of-toronto-launches-driveinto-to-bring-entertainment-experiences-across-the-city-festivals-and-events-adapting-to-new-changes-with-city-support/>

<sup>24</sup> City of Mississauga, <https://web.mississauga.ca/city-of-mississauga-news/news/drive-in-raptors-playoff-basketball-at-paramount-fine-foods-centre/>

## Other Culture-related recovery projects:

### Cultural Districts

- The Cultural Districts Implementation Plan identifies a three-year strategy to implement various starter initiatives and tactics, policy tools, expansion of programming to enhance Port Credit, Downtown Core, Streetsville, Cooksville, Clarkson, Malton and Lakeview as vibrant local cultural destinations.
- The project identifies low cost, high impact actions that are achievable over 2021-2023 ranging from public space activations, development of policies and guidelines, tools to support the community and businesses, expansion of culture programming and partnership opportunities. External organizations such as the local Business Improvement Areas (BIAs), anchor businesses and community organizations will play an important role in the Cultural Districts as driving forces, change makers and trusted community resources.
- Cultural District implementation supports the principles and objectives of the City's COVID-Recovery Framework through the community and economic pillars through the following:
  - Providing opportunities to develop existing talent and attract newcomers who are engaged in or attracted to arts and culture.
  - Demonstrating Mississauga's commitment to fostering creative industry and acknowledging its role in placemaking and wealth creation
  - Strengthens arts and culture through:
    - Economic opportunities for local Mississauga-based artists
    - Formal mentorship opportunities that facilitate experiential learning and enable local Mississauga artists to build their capacity as professional artists
    - Animating public spaces to build vibrant, welcome and healthy communities that are desirable places to live, work, play, learn and care.
- Culture staff is proposing a two-year pilot project for the third party delivery of select public art and public realm animation/activation projects across the city to support economic and community recovery. This pilot project would increase the City's capacity and expedite delivery on strategic priorities.

### Grant Program

- As part of the Community Pillar for Economic Recovery, the 2021 Grant programs have been adjusted to focus on supporting recovery efforts of not-for-profits in the culture, festivals, recreation and environment sectors. As part of these changes the evaluation questions have been updated and funding can be used to support programs and services providing safe environments (that follow Public Health guidelines). The purpose of these changes is to build public confidence by encouraging community members to explore different areas of Mississauga and feeling more comfortable participating in programs and activities safely.
- The Culture Project Grant has also been expanded to further encourage residents to explore their city through Placemaking initiatives. For the next two years, eligible organizations will have access to grants of up to \$10,000 to support initiatives to animate different areas of the city and



provide safe environments for people to experience art. Examples of this can include intimate events, temporary public art, performances and/or other activations.

- Moving into 2021 – 2022, staff will also examine the possibility of introducing grants with a specific focus on supporting Creative Industries. This examination will include engagement with creative industry experts as well as an analysis of best practices and where gaps exist. Once research has been conducted staff will bring forward a report to City Council.

#### **Support for visual artists**

- In spring of 2020, The Culture Division commissioned digital artworks from Mississauga-based artists and illustrators who self-identified as being in financial need due to the COVID-19 pandemic. The project, titled *Maps of Mississauga*, created paid opportunities for visual artists to produce an artistic interpretation of their neighbourhood, shown through a map.
- Visual artists are encouraged to join #MississaugaMade, an online initiative inspired to support and promote local Mississauga products, businesses, artists, stories, activities and experiences within our community. The [#MississaugaMade](#) web site provides a free promotional advertising opportunity for all locally-based businesses.
- The Mississauga Business Enterprise Centre (MBEC) offers business skills training and entrepreneurship resources for all types of small businesses. There have been two dedicated streams of MBEC's Starter Company Plus for Music program but the general stream of the program is open to all small business types, including visual artists.

Culture staff will monitor the progress of all recovery plan activities, and where appropriate, amend action items to align with shifting business needs as needed.



# City of Mississauga Corporate Report



<p>Date: November 27, 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: December 2, 2020</p>
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## Subject

On-Street Parking Time Limit Suspensions

## Recommendation

That the Corporate Report dated November 27, 2020 from the Commissioner of Transportation and Works titled *On-Street Parking Time Limit Suspensions* be received.

## Report Highlights

- On November 25, staff were directed to review the suspension of on-street parking time limit offences during the Grey Lockdown level under the Province's Covid-19 framework.
- Toronto and Brampton are not considering any suspension of parking offences.
- Parking Enforcement has seen a \$4.4 million revenue shortfall to date, compared to 2019.
- The impact to winter snow operations and provision of a sufficient public notification period requires further consideration.

## Background

On November 25, 2020, staff were directed by members of Council to review the suspension of on-street parking time limit offences (excluding overnight restrictions) given that the City of Mississauga was moved into the Grey Lockdown level under the Province's Covid-19 framework.

From March 20, 2020 to July 5, 2020, in response to the Covid-19 pandemic, the Commissioner of Transportation & Works authorized the suspension of parking enforcement for the following offences:

- On-Street time limit offences; such as five (5) and fifteen (15) hour
- 2:00 – 6:00 a.m. restrictions

Time-allowance offences were also suspended in other jurisdictions (including the City of Brampton, Hamilton, Oakville, Ottawa and Toronto); however as Covid-19 complaints began to decline, all municipalities reinstated their enforcement of timed offences. The City of Mississauga resumed on-street enforcement on July 6, 2020.

## Comments

### Ticket Issuance & Service Requests

In 2020, Parking Enforcement has seen a \$4.4 million revenue shortfall compared to 2019. From March – July 2020, parking complaints decreased significantly and overall ticket issuance declined 94%.

Since on-street enforcement resumed on July 6, 2020:

- City-wide service request levels have rebounded to 2019 levels;
- Ticket issuance remains approximately 30% below 2019 figures;
- On-street (5-hour) service requests have declined 26% but related penalty notices have increased 40%.

### Jurisdictional Scan

Based on a preliminary jurisdictional scan, staff confirmed that Toronto and Brampton have not made any adjustments to enforcement of parking offences due to the Lockdown. Concerns about interference with snow events and confusion among residents about changing regulations within a short-time period (e.g. 28 days) were cited.

### Winter Snow Operations

Since the first Significant Weather Event on November 22, 2020, staff are aware of the collaboration required between parking enforcement and road & winter maintenance operations to facilitate snow removal and salting operations and meet Council-approved winter maintenance service level timelines.

The following table shows the average number of winter events during the last three years:

Time Period	Salting and Plowing Events (Three Year Annual Average)
November 16 - December 31	10
January 1 - April 15	40
<b>Total</b>	<b>50</b>

Any suspension of on-street parking time limit offences (excluding overnight restrictions) would restrict enforcement response times (including towing) of vehicles that have not been moved in weeks and may be considered abandoned, to overnight hours between 2:00 – 6:00am. The fiscal impact to snow operations is unknown and will be dependent on resident behaviour.

Note that complaints about vehicles that had not been moved in weeks and may be considered abandoned were increasing prior to the resumption of on-street parking enforcement on July 6, 2020.

### **Parking Considerations and Permits**

Residents may request up to **14 temporary parking permits in a calendar year per municipal address**. Each request can include up to five (5) vehicles and is valid for a maximum of five (5) days. Temporary parking permits provide each household with seventy (70) days of on-street parking.

### **Public Notification**

Should Council wish to proceed with the suspension of on-street parking time limit offences (excluding overnight restrictions), a no-cost, digital public notification strategy will occur through the same channels and frequency as the communication of the original enforcement suspensions in March 2020.

Amendments to the Traffic By-law (555-00) and Administrative Penalty System By-law (282-13) would not be required as the Traffic Bylaw 555-00 authorizes the Commissioner of Transportation & Works (or his/her designate) to authorize, verbally or in writing, parking in excess of the period of time prescribed by this bylaw for parking on a highway. The Commissioner of Transportation & Works can approve recommendations from Council.

## **Financial Impact**

The suspension of on-street time limit offences (excluding overnight restrictions) impact will be absorbed within the Enforcement Division's existing 2020 operating budget. The revenue loss will be approximately \$23,000 per month.

## **Conclusion**

A review of the impact of suspending on-street parking time limit offences (excluding overnight restrictions) was conducted by staff as requested by members of Council for consideration during the Grey Lockdown level under the Province's COVID-19 framework.



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

Prepared by: Camille McKay, Manager, Parking Enforcement

# City of Mississauga Corporate Report



<p>Date: November 17, 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: December 2, 2020</p>
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## Subject

**Micromobility Program Update: Phase 1 - Visioning and Interim E-scooter Strategy**

## Recommendations

1. That the report titled "Micromobility Program Update: Phase 1 - Visioning and Interim E-scooter Strategy", dated November 17, 2020, from the Commissioner of Transportation and Works be received; and
2. That all necessary by-laws be enacted to permit and regulate the use of personal e-scooters within the City of Mississauga.

## Report Highlights

- Micromobility can help fill a short trip niche and provide first and last mile solutions to connect to destinations or complement transit.
- The Province of Ontario launched a five-year pilot program allowing electric kick-style scooters (e-scooters), commencing on January 1, 2020; municipalities must "opt-in" to the pilot program by adopting or amending local by-laws to permit e-scooter use.
- Staff recommends that an interim e-scooter strategy be put in place until the subsequent phases of the overall Micromobility project are completed. The interim strategy, is intended to respond to the presence of personally owned e-scooters currently being operated in Mississauga.
- E-scooters would be allowed to operate on public highways with a posted speed limit of 50 km/h or less, and on cycling infrastructure including bicycle lanes, bicycle paths, and multi-use trails within the road right-of-way.
- E-scooters would not be allowed on sidewalks, on park trails or multi-use trails within parks, or other City-owned lands not designated as public highway.

- Feedback on resident experiences operating and interacting with e-scooters will be useful in determining whether the City would consider allowing shared e-scooter systems to operate in Mississauga.

## Background

Micromobility system refers to the provision, by public or private agencies, of publicly-available shared fleets of bicycles, electric pedal-assist bicycles (e-bikes) or electric kick-style scooters (e-scooters), which can help fill a short trip niche in urban settings and provide “first and last mile” solutions to connect to destinations or complement higher order transit systems.

Support for investigating micromobility systems for the City of Mississauga comes from several key City policy documents, including:

- Cycling Master Plan (2018), which recommended that the feasibility of a bike sharing system for Mississauga be examined;
- Transportation Master Plan (2019), which recommended that a micromobility policy framework be developed to address not only bicycles, but electric bikes and e-scooters as well;
- Smart Cities Master Plan;
- Climate Change Action Plan; and
- Economic Development Strategy

Staff prepared a “state of the industry” report on micromobility titled “Bikes, E-Bikes and E-Scooters: Expanding Mississauga’s Transportation Options”, which General Committee received at its October 31, 2019 meeting. This report highlighted key considerations for the City, including several related specifically to e-scooters, and staff were directed to report back to Council on continued work in this area. A copy of the report is included in Appendix 1.

## Present Status

The City’s micromobility program will be developed in a three-phase project:

*Phase 1: Visioning and Interim E-scooter Strategy – 2020;*

*Phase 2: Shared Micromobility Systems Research and Recommendations – 2021; and*

*Phase 3: Shared Micromobility Systems Implementation and Business Planning – Following Phase 2 and Council endorsement or direction.*

This report provides the outcomes and recommended next steps from Phase 1.

## Comments

### Micromobility Program Visioning Exercise and Strategic Pillars

Staff conducted a cross-departmental visioning session and developed eight strategic pillars for micromobility in the City of Mississauga. These strategic pillars will guide the future phases of the micromobility project.

1. *Accessibility and Ease of Use* – avoid creating accessibility barriers to the extent possible and ensure systems are available for use to all residents (geographically, financially, physically);
2. *Addressing Climate Change* – reduce vehicular traffic congestion/move people rather than cars and improve mode share for active transportation;
3. *Build Sense of Community* – nurture community by developing a vested interest in micromobility, including public art components;
4. *Education* – improve residents' understanding of the rules of using micromobility systems;
5. *Leverage and Partner with Business* – monetize or capitalize on the presence of micromobility, including sponsorship and the use of micromobility vehicles for goods movement;
6. *Mobility as a Service* – provide a wide variety of ways to move around the city, including combining modes of travel;
7. *Safety* – build complete streets, including separated active transportation corridors; and
8. *Supporting Infrastructure and Policies* – create a robust and sustainable financial model, and address liability and risk.

### E-Scooter Interim Strategy

Staff recommends that an interim e-scooter strategy be put in place until the subsequent phases of the overall micromobility project are completed and endorsed by Council. The interim strategy is intended to respond to the presence of e-scooters available in the market for personal use and observed being operated in Mississauga. The City's current by-laws do not permit e-scooters.

The Interim Strategy proposes to amend existing City by-laws to permit the use of personal e-scooters in Mississauga.

### Provincial E-Scooter Pilot

On January 1, 2020, the Province of Ontario launched a five-year e-scooter pilot program. This program is meant to evaluate whether e-scooters are a suitable device to be permanently regulated by the Province to operate on roadways. However, local municipalities must opt-in to the pilot program by adopting or amending local by-laws.

The Provincial pilot focuses on the device/vehicle itself and on the rider/operator. The pilot regulates minimum vehicular safety requirements for the device, and minimum safety requirements for anyone riding/operating an e-scooter.

While the pilot program and the Provincial regulation are focused on the devices and rider, publicly-available, shared e-scooter services are an intended outcome of permitting e-scooters to operate on roadways in Ontario.

Related to Phases 2 and 3 of this project as outlined earlier, the proposed by-law amendments do not grant authority to private companies (such as Lime, Bird, etc.) to provide e-scooter related services. Any services on City-owned lands (including public highways) will require separate approval from the City.

### Municipal Responsibilities and Considerations

The municipality must adopt or amend local by-laws to stipulate where e-scooters may be operated. Specifically, the municipality can dictate whether e-scooters can be operated on sidewalks, trails, roadways, or other City-owned lands, etc. For comparison, the City's Traffic By-law stipulates that bicycles with a wheel diameter greater than 50 centimetres (19.7 inches) may not be ridden on the sidewalk. The City can similarly stipulate where e-scooters can operate.

Some key considerations for where e-scooters should be operated include:

- Consistency with similar devices;
- Road safety;
- Accessibility;
- Maintenance standards; and
- Public education requirements

Other jurisdictions in Ontario, such as the cities of Ottawa, Toronto and Windsor, have been considering the issue of where e-scooters should operate within the road right-of-way. Although Ottawa is currently the only municipality in Ontario that permits e-scooters, staff reports from these three municipalities shared similar recommendations:



- No sidewalk operation permitted;
- Allowed on roads with a posted speed limit of 50 km/h or less; and
- Allowed to operate on cycling infrastructure (bicycle lanes, trails).

### Consultation

Staff consulted with targeted Advisory Committees in recent weeks on the interim strategy approach and proposed e-scooter regulations:

- *Accessibility Advisory Committee (AAC)* – Staff presented to the Transportation Subcommittee of AAC on October 19<sup>th</sup>, and attended the subsequent AAC meeting on November 9<sup>th</sup>. Several concerns were raised with respect to accessibility, potential conflicts with e-scooters, and overall road safety. The AAC amended and adopted the Subcommittee's recommendation that Council be advised to ban electric kick-style scooters in Mississauga.
- *Road Safety Committee* – Staff presented at the October 27<sup>th</sup> meeting. Concerns about conflicts on park trails, and questions about speed limits were raised by committee members.
- *Mississauga Cycling Advisory Committee (MCAC)* – Staff presented at the November 10<sup>th</sup> meeting. The committee supported the use of e-scooters on cycling infrastructure, such as bike lanes and multi-use trails, but not on sidewalks and park trails.

Table 1: Recommended Rules for Where E-scooters Can and Cannot be Operated

Type of Infrastructure	Permitted?
City facilities, Transit terminals	No
Park Trails	No
Multi-use Trails within parks	No
Sidewalks	No
Multi-use trails within the road right-of-way	Yes
Bicycle lanes	Yes
Roadways with posted speed limit of 50 km/h or less	Yes
Roadways with posted speed limit over 50 km/h	No

### Recommended By-law Elements

As part of the interim strategy, the following by-law elements are recommended:

- *Definition of electric kick-style scooter (e-scooter):*

- Will refer to the Ontario regulation and the definition therein; this includes approved device specifications (size, maximum motor wattage, maximum speed, required lights and bells, etc.).
- *E-Scooter Rules:*
  - No person shall operate an e-scooter upon a sidewalk – note that no one under 16 is permitted to operate an e-scooter pursuant to the Ontario regulation;
  - No person shall operate an e-scooter on park trails or multi-use trails within parks – pursuant to the Parks By-law;
  - Notwithstanding definitions in the Traffic By-law which designate bicycle lanes as exclusively for the use of bicycles, e-scooters may be operated within designated bicycle lanes as identified in Schedule 34 of the Traffic By-law;
  - E-scooters may be operated on Multi-use Trails within the road right-of-way as identified in Schedule 35 of the Traffic By-law – these are trails within the road right-of-way only, as opposed to trails within parks which are regulated by the Parks By-law;
  - E-scooters may be operated on streets with posted speed limit of 50 km/h or less; and
  - E-scooters may not be operated on roadways with posted speed limit higher than 50 km/h.
- *Operator Rules:*
  - Persons operating e-scooters upon a roadway shall ride in single file;
  - A person operating an e-scooter upon a roadway shall ride as near to the right-hand side of the roadway as practicable and shall exercise due care when passing a standing vehicle or one proceeding in the same direction;
  - Every rider of an e-scooter shall operate the device in a safe and responsible manner, as prescribed in Ontario regulations;
  - Every rider of an e-scooter shall at all times keep his or her feet on the e-scooter and both hands on the handlebars, except for the purposes of signalling and no person while riding an e-scooter shall indulge in trick riding or carry any articles in his or her hands or otherwise ride so as to prevent the full use of both hands to operate or control the e-scooter, as prescribed in Ontario regulations; and
  - No person shall park an e-scooter on a highway except in such a manner as to cause the least possible obstruction to pedestrian or vehicular traffic.
- *Transit Rules:*
  - No person shall operate an e-scooter in, on or about property owned, leased, occupied or used by the Corporation that constitutes any part of the public transportation system including the Mississauga Transitway, a bus shelter, a Mississauga Transit Vehicle, or other vehicle; and
  - No person shall bring an e-scooter on a Mississauga Transit Vehicle unless permission is received by the Mississauga Transit operator.

### Recommended Additional (non-By-law) Elements

The following additional, non-by-law elements are recommended for the interim strategy:

- *Education and Engagement:*
  - A full communication and education strategy will be developed that will inform residents of e-scooter rules in Mississauga;
  - Staff will seek feedback from residents on their experiences operating e-scooters in the manner set out in by-laws, and from residents on their experiences interacting with others operating e-scooters; this feedback will be useful in determining whether the City would consider allowing shared e-scooter systems to operate in Mississauga.
- *Enforcement:*
  - Responsibility for enforcement of e-scooter rules will be split between Peel Police and City By-law Enforcement, depending on the nature of the violation;
  - Moving violations, such as operating on a sidewalk where that is prohibited by by-law, are enforced by Peel Police;
  - Non-moving violations, such as blocking a sidewalk with a parked e-scooter, are enforced by City By-law Enforcement.
  - E-scooter use on park trails, on multi-use trails in parks, and in park properties would be enforced by City Security Services
- *Monitoring:*
  - The Provincial pilot requires that municipalities which pass by-laws permitting e-scooters remit injury and collision data upon request;
  - Staff will work with Peel Police, Peel Public Health, and local hospitals to ensure that this data is available should it be requested.

## **Options**

E-scooters are currently not permitted in Mississauga, on the basis that the City has not adopted or amended local by-laws to permit their use and thus “opt-in” to the Provincial pilot. If an outright ban is preferred at this time, the City could amend its by-laws to explicitly prohibit e-scooters.

## **Strategic Plan**

The development of a Micromobility Program aligns with the *Move* and *Green* pillars in the City’s Strategic Plan. In addition, it also aligns with other key City strategies such as the Cycling Master Plan, the Transportation Master Plan, and the Climate Change Action Plan.

## Financial Impact

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

A consultant will be retained to assist with Phase 2 of the Micromobility Project. Sufficient funds are available for this assignment in Capital Budget PN 20189, "Bike Share Study".

## Conclusion

The development of the Micromobility Program includes further consideration of e-scooters within the context of providing shared fleets of devices for public use. The interim e-scooter strategy will allow staff to evaluate how residents use e-scooters within the City's transportation network and help inform future decisions about the Micromobility Program.

## Attachments

Appendix 1: Bikes, E-Bikes and E-Scooters: Expanding Mississauga's Transportation Options



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

Prepared by: Matthew Sweet, Manager, Active Transportation

# City of Mississauga Corporate Report



Date: 2019/10/16

To: Chair and Members of General Committee

From: Helen Noehammer, M.A.Sc., P. Eng,  
Acting Commissioner of Transportation and Works

Originator's files:

Meeting date:  
2019/10/30

## Subject

**Bikes, E-Bikes and E-Scooters: Expanding Mississauga's Transportation Options (All Wards)**

## Recommendations

1. That the report titled Micromobility Systems in Mississauga, dated October 16, 2019 from the Acting Commissioner of Transportation and Works be received; and
2. That staff develop and report back to Council on a regulatory framework to encourage and enable a phased introduction of micromobility systems in the City of Mississauga.

## Report Highlights

- Micromobility systems provide users with the ability to use shared devices to travel short distances. There are a variety of devices, governance models and operational models.
- Micromobility systems are a transportation service and it is up to the City to determine the optimal method to deliver such a service to the public.
- Electrification of micromobility fleets presents a significant opportunity for the City of Mississauga.
- Currently e-scooters cannot be operated within the public right-of-way under the Ontario Highway Traffic Act; however, there are ongoing provincial consultations with respect to regulating and legislating e-scooters.

## Background

The Cycling Master Plan (2018) recommended exploring the feasibility of bike share systems in Mississauga. Action No. 22 of the Mississauga Transportation Master Plan (2019) also called for the creation of a micromobility policy framework. In addition, a wide range of City, Regional and Provincial plans and policies support micromobility systems, including:

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- Mississauga Official Plan
- Mississauga Transportation Master Plan
- Mississauga TDM Strategy and Implementation Plan
- Mississauga Cycling Master Plan
- Region of Peel: Sustainable Transportation Strategy
- Let's Move Peel: Long Range Transportation Plan
- Region of Peel Official Plan
- Metrolinx 2041 Regional Transportation Plan
- Metrolinx GO Rail Station Access Plan
- Ontario Growth Plan for the Greater Golden Horseshoe

In turn, “Bikes, E-Bikes, and E-Scooters: Expanding Mississauga’s Transportation Options”, a report on micromobility systems in Mississauga, dated August 2019 was completed by staff in response to the actions set out by the aforementioned plans and policies. A copy of the full report is provided in Appendix 1. The following section provides a summary of this report.

## Comments

Micromobility systems provide users with the ability to use shared devices to travel short distances. They offer individuals an alternative to travelling by automobile and increase access to multi-modal travel. In addition, they align with established City, Regional and Provincial goals by promoting:

- **Sustainability:** Combating congestion, improving air quality, and reducing emissions;
- **Multi-Modal Transportation:** Providing residents with alternatives to automobile travel;
- **Healthy Communities:** Connecting communities and improving health outcomes;
- **Economic Growth:** Expanding access for residents by providing them with a variety of affordable and reliable transportation options that can get them where they need to be; and
- **Equity:** Increasing access to viable transportation options for all and promoting better social inclusion.

### Devices and System Models

The field of micromobility is currently in a state of flux and disruption. While conventional bicycle share systems have existed for several years, recent vehicle (or “device”) innovations like electric-assist bicycles and electric scooters, coupled with private ownership and operation system models, have created new options for municipalities to consider.

Currently, shared use micromobility systems are comprised of bike, e-bike or e-scooter fleets, which are either publically or privately owned. Originally, it was typical for bike share systems to be publically owned and either publicly or privately operated; however, there has been a recent shift towards privately owned and operated models. The governance model selected determines how the system is designed.

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Most publically owned systems are privately operated, although some are publically operated. Publically owned systems' fleets consist primarily of bikes, with select municipalities expanding their systems to include e-bikes. Most public systems use a docked model, relying on the use of stations across a set service area. At this point in time there are no examples globally of publically owned e-scooter share systems.

In contrast, privately owned and operated systems have been found to make use of bikes, e-bikes and e-scooters. However, e-bikes and e-scooters are the most commonly used devices under private models. Private operators use either a dockless or hybrid model for their micromobility systems. A dockless model means that the device can be left "free-standing" or "lock-to" when not in use, with larger operators typically using a "free-standing" model.

Under a free-standing dockless model, users are allowed to park their devices anywhere within the furniture zone of the sidewalk. To minimize clutter, municipalities may choose to implement "no parking" zones and designated parking areas closer to the city centre or areas of high pedestrian traffic. They may also use corrals or havens (painted parking areas) to better organize the parking of micromobility devices. Operators are then required to create a virtual border for select areas using GPS in order to further regulate or restrict the use of micromobility devices within the specified zone by geofencing all designated areas on their service maps.

A "lock-to" model requires users to end their trips by locking the device to street furniture. Municipalities can choose to restrict which types of furniture items the micromobility devices can be locked to, such as public bike racks, or to specific furniture within designated parking areas.

Although less common, some smaller operators use a hybrid model. Hybrid models mix the docked and dockless approaches. They make use of both built infrastructure and designated areas. Users have the ability to pick up and return devices from and to stations and designated areas alike. Typically, a fee is charged for ending a trip at a designated zone in order to incentivize individuals to use stations when possible.

More information on the three device types (bike, e-bike and e-scooter) and the three system models (docked, dockless and hybrid) is provided in Appendix 2 and Appendix 3, respectively.

### Device Safety and Standards

Conventional bikes have a longstanding history of usage in Mississauga and in the field of micromobility in general. In contrast, e-bikes and e-scooters have emerged in shared systems much more recently; in 2014 and 2017, respectively. Both bikes and e-bikes must comply with international technical and design standards (ISO 4210). However, there are no comparable international standards specifically for e-scooters. Germany is the only western country with any sort of design standard for e-scooters. It is also important to note that since e-scooters are typically targeted to a younger market, there are ongoing safety concerns that are still in the process of being addressed both by operators and cities.

The safety concerns noted in some jurisdictions with respect to e-scooters includes: poorly regulated or deficient devices, and higher than expected injury rates relative to total rides. The



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municipality may be able to mitigate concerns about the devices by stipulating specific standards for private operators, possibly derived from the German standards noted above. Regarding injuries, in the City of Portland e-scooter pilot statewide emergency room visit data indicated that there were many injuries resulting from e-scooter use. Most injuries were a result of falls rather than collisions. During the four month pilot there were 176 scooter related ER visits, which made up 5% of traffic injuries during that same four month period. While there were a large number of injuries relative to total rides, the Multnomah County ER did not see the 5% injury rate as a deterrent to a second pilot (Portland Bureau of Transportation: E-Scooters Findings Report, 2018).

#### Micromobility in Mississauga

There is significant potential for the uptake of micromobility systems in certain areas in Mississauga. Areas of highest potential are concentrated around the downtown core and surrounding areas, with additional areas of potential across the City. Electrification of micromobility fleets presents a further opportunity for the City, where trip distances (whether real or perceived) are long and present a barrier to entry for active transportation among many residents. Using micromobility systems as a first and last mile solution to major transit services such as GO, BRT and LRT is a common strategy in other cities. Potential future growth areas are evident when considering anticipated population growth, planned cycling infrastructure projects, and other on-going city building projects (e.g. major transit expansion). The development of the Hurontario LRT corridor, major developments along the waterfront, and further intensification of the downtown will generate transportation demand that a micromobility system can help to meet.

While micromobility systems have in recent years been promoted as a no-cost transportation service for cities, it remains to be seen whether systems that lack direct public investment can survive over the long term. Indeed, the “no-cost” option has largely gone away; cities are procuring systems and operators on a contract basis, or setting up permit and fee-for-access frameworks to generate revenue and offset costs of oversight, while private operators advocate for fewer or less costly fee structures citing a lack of financial sustainability. From a planning perspective, systems need to be planned and operated with the interests of the city in mind, leveraging local knowledge and expertise rather than relying on private industry which may have limited local knowledge or planning qualifications.

#### Legislation

Currently, bikes and e-bikes can be operated within the public right-of-way in Ontario, while e-scooters cannot. There are upcoming legislative changes expected pertaining to micromobility systems. The Federal government has announced its intent to rescind the definition of e-bikes, which is currently included under the Ontario Highway Traffic Act. In turn, there are ongoing Provincial consultations regarding the definition of e-bikes.

The Province of Ontario is also conducting consultations with respect to creating regulations and legislation addressing e-scooters in order to assess the possibility of integrating the use of e-scooters within the public right-of-way. Staff submitted comments to the Province in

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September 2019 regarding a proposed pilot period to allow e-scooters to operate within the public right-of-way (see Appendix 4). It is anticipated that a multi-year pilot period will be announced soon. The City should be prepared to provide further regulation of e-scooters within its municipal boundaries, especially related to vehicle (“device”) standards and the impact of e-scooter use on existing City infrastructure such as sidewalks and trails.

Furthermore, the Parks, Forestry and Environment Division at the City is in the process of updating the Parks by-law, which may have implications regarding the use of e-bikes on off-road multi-use trails.

#### Mississauga Cycling Advisory Committee Comments:

The Mississauga Cycling Advisory Committee considered the subject of this report at its September 10, 2019 meeting. Members engaged in a discussion with respect to the proposed recommendations and the Committee received the staff deputation on the matter.

#### Road Safety Committee Comments:

The Road Safety Committee considered the subject of this report at its September 24, 2019 meeting. Members supported the recommendations and suggested the following areas of focus:

- pilot a program in an area of high density;
- safety;
- preference for a docked system over a dockless system;
- consideration for speed limits on devices;
- review statistics on conflicts between e-bikes, e-scooters and vehicles; and
- impacts on multi-use trails.

## **Financial Impact**

There is no financial impact to these recommendations at this point in time.

## **Conclusion**

Micromobility has been and will continue to be an effective first and last mile solution for cities worldwide, and a useful transportation service for the public for a variety of trip purposes. The City should determine the optimal method to deliver such a service to the public by developing a regulatory framework that will guide the introduction of micromobility systems in Mississauga. As a result, this report recommends that staff be directed to develop and report back to Council on a regulatory framework to encourage and enable a phased introduction of micromobility systems in the City of Mississauga.

## **Attachments**

Appendix 1: Bikes, E-Bikes and Scooters: Expanding Mississauga's Transportation Options

Appendix 2: Micromobility Vehicle Types

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Appendix 3: Micromobility System Models

Appendix 4: City of Mississauga Comments to Province of Ontario - Kick Style Electric Scooter (e-scooters) - Proposal #19-MTO026



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Helen Noehammer, M.A.Sc., P. Eng, Acting Commissioner of Transportation and Works

Prepared by: Matthew Sweet, Manager, Active Transportation

City of Mississauga

# Corporate Report



<p>Date: November 4, 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: December 2, 2020</p>
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## Subject

Automated Speed Enforcement Fall Update

## Recommendation

1. That the report from the Commissioner of Transportation and Works, dated November 4, 2020, entitled, "Automated Speed Enforcement Fall Update", be received for information.
2. That the launch of Automated Speed Enforcement Phase One be planned for April 2021, utilizing 2 cameras rotating on a monthly basis within neighbourhood school area community safety zones, as indicated in the report from the Commissioner of Transportation and Works, dated November 4, 2020, entitled, "Automated Speed Enforcement Fall Update."
3. That staff continue to advocate for, and work with, the Ontario Traffic Council to provide feedback to the Ministry of Transportation Ontario on the drafting of the regulatory changes necessary to allow for municipally operated Administrative Penalty Systems to process automated enforcement violations, as indicated in the report from the Commissioner of Transportation and Works, dated November 4, 2020, entitled, "Automated Speed Enforcement Fall Update."
4. That the Transportation and Works Department develop criteria and a Policy for the application of Community Safety Zones beyond the previously approved school zone areas, as indicated in the report from the Commissioner of Transportation and Works, dated November 4, 2020, entitled, "Automated Speed Enforcement Fall Update."
5. That the appropriate City staff plan for the expansion of Automated Speed Enforcement into future phases , and other potential automated enforcement programs, including the determination of the preferred dispute resolution system, all necessary budgets, staffing requirements, and facilities to coincide with expected Provincial changes in 2022, as

indicated in the report from the Commissioner of Transportation and Works, dated November 4, 2020, entitled, "Automated Speed Enforcement Fall Update."

## Report Highlights

- On July 8, 2020, a by-law was approved which authorized the execution of a number of agreements required to implement Automated Speed Enforcement.
- All in-person *Provincial Offences Act* (POA) matters scheduled between March 16 through to and including January 22, 2021 have been adjourned due to COVID-19 with the potential for further extension of in-person court closure, from the Ministry of Attorney General and the Ontario Court of Justice.
- The ongoing closure of courts has eliminated any additional capacity within the system to process Automated Speed Enforcement Charges.
- Automated Speed Enforcement Phase One is planned for April 2021, utilizing 2 cameras rotating on a monthly basis within neighbourhood school area community safety zones.
- The expansion of Automated Speed Enforcement should not occur until normal court procedures have resumed and additional court capacity is realized.

## Background

A limited Automated Speed Enforcement (ASE) Phase One Program was approved through the 2020 budget process which was planned to begin operation in September of 2020. In addition, through the 2020 budget process, the city-wide implementation of 30 km/h neighbourhood school zone speed limits and neighbourhood school area Community Safety Zones was approved. The launch of ASE Phase One was postponed until the beginning of 2021 at the earliest due to impacts of the COVID-19 pandemic and to allow for the neighbourhood speed changes to be implemented.

On June 17, 2020 Mayor Crombie sent a letter to Premier Ford supporting proposed changes to the Provincial Offences Act (POA), highlighting the pressures on court operations during the pandemic, and requesting additional judicial resources in order to address current backlogs and future initiatives such as ASE, school bus stop arm cameras, and red light cameras.

On July 8, 2020 a by-law was approved which authorized the execution of a number of agreements required to implement Automated Speed Enforcement. Staff continues to work towards the execution of these agreements necessary to implement ASE in Mississauga. It is anticipated that all necessary agreements will be in place in December 2020.

Neighbourhood speed limit changes began under normal operations in early 2020 and there are currently 12 neighbourhoods converted with a number of additional neighbourhoods scheduled to be implemented shortly. In September 2020, the Neighbourhood Speed Limit Project began when Road Safety staff started to identify the 30 km/h speed limits and school area community

safety zones. The city-wide deployment of reduced speed limits within neighbourhoods is underway and is scheduled to be completed by the end of 2021. ASE will be deployed in these new speed limit areas once the program begins.

## Comments

### Regulatory Update

The City continues to advocate for the Province to enact legislation to allow the use of Administrative Penalties (APS) to process automated enforcement violations. Staff has begun work with the Ontario Traffic Council to continue our advocacy and communication towards a shift from POA to an APS process for administering automated enforcement offenses. The working group will have an opportunity to provide feedback to the Ministry of Transportation Ontario (MTO) on the drafting of the regulatory changes necessary to allow for municipally-operated APS processes. The MTO has recently communicated that they are potentially looking at developing an APS regime by mid-2022. Given the limited amount of POA court capacity, ASE expansion is dependent on a move to APS for adjudicating these types of charges rather than the current POA system.

### Program Initiation

Materiel Management and Legal Services are currently reviewing all necessary documents and agreements required to begin operation of the Automated Speed Enforcement program. It is anticipated that all agreements will be in place by December 2020, allowing for ASE to begin operation in April 2020 following the provincially-required 90-day advance notice period.

To ensure ASE is deployed successfully, the program will be rolled out in phases to allow for data-driven decisions that will inform planning and resource needs as the program expands.

- Phase One (early 2021) - Two cameras installed in school area Community Safety Zones; locations will rotate and be prioritized based on the severity of speeding in the area and other factors such as traffic and pedestrian volumes, collision history, and site suitability.
- Phase Two (timing TBC) - The program will be expanded to allow ASE technology to rotate frequently through all suitable residential school zones within the City where speeding is a concern. Cameras will be added as required. An expanded program could include 22 cameras which rotate in an equitable manner across the City's 11 wards.
- Future Phases (timing TBC) - Further expansion of ASE deployment on major collector or arterial roadways (if designated Community Safety Zones); expansion dependent on move to Administrative Penalty System for adjudicating these types of charges rather than the Provincial Offences Act.

It should be noted, that additional resources are required to handle additional ASE charges, whether they are addressed through the existing Provincial Offences Act process, or a future Administrative Penalty System. It is essential to identify and plan for the deployment of a robust ASE Program by determining the City's preferred dispute resolution system, and identifying all necessary budgets, staffing requirements, and facilities to coincide with the regulatory changes expected to be brought forward by the Province in 2022. An internal committee is recommended to determine the resources required in order to expand ASE.

### Site Selection

ASE will be deployed to neighbourhood Community Safety Zones where known speeding concerns exist. These sites will be prioritized based on the severity of the speeding concern and taking into account other factors such as overall traffic volumes, the presence of sidewalks or cycling facilities, neighbourhood pedestrian generators such as schools and parks, and collision history. Expansion beyond neighbourhood School Area Community Safety Zones is not recommended at this time.

A number of school zones throughout the City are currently being assessed for ASE suitability. Potential sites must also be reviewed from a site suitability perspective to ensure that ASE operation is possible. Once the ASE locations have been identified and confirmed, staff will communicate all future ASE locations to Council and members of the public through a robust communications plan.

### Communications Plan

Assuming an April 2021 program launch, the first public signal that ASE is rolling out in Mississauga is expected to occur in late 2020 when the City installs provincially-required ASE advance notice signs in the first two camera locations. To prepare residents, our public awareness campaign will begin this fall and include the following three stages:

#### **STAGE ONE: Build awareness (ASE coming soon)**

*Expected timing - late-fall 2020*

- Beginning in line with the 90-day advance notice period and continuing once the signs and cameras are installed. The goal is to make residents aware that ASE is coming soon; explain the program, its goals and timelines, and answer questions.

#### **STAGE TWO: Program start (charges issued)**

*Expected timing- spring 2021*



- Announce the start of charging; continue to reinforce the rationale for the program emphasizing that charges are only issued for those who break the law. Provide update on short-term results for first two cameras.

### **STAGE THREE: Program continues (cameras rotate monthly)**

*Expected timing- summer/fall 2021*

- Announce new locations prior to rotating cameras to new areas and provide ongoing reminders to check the City's website. Use data to show the extent of the speeding problem and the effectiveness in changing behavior in preparation for phase two when additional ASE cameras may be installed.

## **Financial Impact**

An ASE Phase One Program was proposed as part of the 2020 Business Planning Budget process and subsequently approved as part of the 2020 Budget (BR 5991) in cost center 23972. The implementation of ASE Program will have a financial impact as per the table below.

	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>
ASE Operating Costs	255,000	585,000	585,000	585,000
Labour Costs	43,880	117,832	119,782	121,765
Revenue	-230,000	-650,000	-600,000	-550,000
<b>Net Costs</b>	<b>68,880</b>	<b>52,832</b>	<b>104,782</b>	<b>156,765</b>

The projected revenues approved through 2020 Budget (BR 5991) are subject to change as revenue derived from ASE is difficult to estimate due to a number of factors including the COVID-19 emergency, the variability of speeding fines and charge volume between ASE sites.

The financial impact for subsequent years will be included in the Operating Budget submission for consideration during the 2021 and respective future budget process.

## **Conclusion**

A limited ASE Phase One Program is planned for launch in April 2021. ASE Phase One will utilize 2 cameras rotating on a monthly basis within neighbourhood school area community safety zones while staff continues to plan for future ASE expansion phases.

An internal committee is required to determine the resources required in order to expand ASE. It is essential to identify and plan for the deployment of a robust ASE Program, including the determination of the preferred dispute resolution system, including all necessary budgets, staffing requirements, and facilities to coincide with the regulatory changes expected to be brought forward by the Province in mid-2022.

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## Attachments

Appendix 1: Corporate Report dated June 5, 2020 – Automated Speed Enforcement Update

A handwritten signature in black ink, appearing to read 'G Wright', with a long horizontal flourish extending to the right.

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

Prepared by: Colin Patterson C.E.T., RSP1, Road Safety Supervisor

# City of Mississauga Corporate Report



<p>Date: June 5, 2020</p> <p>To: Mayor and Members of Council</p> <p>From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: June 24, 2020</p>
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## Subject

### Automated Speed Enforcement Update

## Recommendations

1. That the report from the Commissioner of Transportation and works, dated June 5, 2020, entitled, "Automated Speed Enforcement Update", be received for information.
2. That the Transportation and Works Department continue to identify and implement new school zone speed limits and Community Safety Zones as part of the Neighbourhood Speed Limit Project, as time and resources permit during the COVID-19 pandemic.
3. That all new school zone speed limits and Community Safety Zones be in place for a reasonable period of time prior to the deployment of Automated Speed Enforcement to allow communities time to adapt to the lower speed limit prior to enforcement activities being implemented;
4. That the launch of Automated Speed Enforcement Phase 1 be postponed until the beginning of 2021 at the earliest, and a start date be determined once the full impact of COVID-19 on City services is better known;
5. That the Purchasing Agent be authorized to execute an agreement with Redflex Traffic Systems (Canada) Limited, including any ancillary documents and amending agreements, in the estimated amount of \$520,000.00 excluding taxes, for the supply, installation, operation and maintenance of Automated Speed Enforcement Systems for a four (4) year period, starting when the agreement is executed, in accordance with the terms and conditions of the Request for Proposal executed by the City of Toronto on behalf of the City of Mississauga and other participating Automated Speed Enforcement municipalities, in a form satisfactory to Legal Services.
6. That the Purchasing Agent be authorized to execute amendments to the agreement with Redflex Traffic Systems (Canada) Limited to increase the value as required to

accommodate growth and for expansion of the ASE program where approved in the budget.

7. That the City Manager and CAO of the City of Mississauga provide a letter to the City of Toronto to request they undertake centralized municipal processing of Mississauga's Automated Speed Enforcement offence notices.
8. That the Purchasing Agent be authorized to execute an agreement with the City of Toronto, including any ancillary documents and amending agreements, in the estimated amount of \$880,000.00 excluding taxes, for a four (4) year period, starting when the agreement is executed, to undertake the processing of Mississauga's Automated Speed Enforcement offence notices, in a form satisfactory to Legal Services.
9. That the Purchasing Agent be authorized to execute amendments to the agreement with the City of Toronto to increase the value as required to accommodate growth and for expansion of the ASE program where approved in the budget.
10. That the Commissioner of Transportation and Works be authorized to execute an agreement with the Ontario Ministry of Transportation related to the operation of the Automated Speed Enforcement Program, including any ancillary documents and amending agreements, in a form satisfactory to Legal Services.
11. That a letter be sent on behalf of Council of the City of Mississauga to the Minister of Transportation Ontario to request that the Province enact legislation to allow the use of Administrative Penalties to process Automated Enforcement violations, including the creation of all necessary legislative amendments that would direct the net revenue from Automated Enforcement penalties to municipalities.
12. That a letter be sent on behalf of Council of the City of Mississauga to the Minister of the Attorney General to request that additional Justices of the Peace be allocated to the City of Mississauga to address the increase in provincial offences as a result of Automated Speed Enforcement.
13. That the Transportation and Works Department develop criteria and a Policy for the application of Community Safety Zones beyond the previously approved school zone areas.
14. That the appropriate City staff plan for the deployment of a robust Automated Speed Enforcement Phase 2 Program, including the determination of the preferred dispute resolution system, including all necessary budgets, staffing requirements, and facilities.

## Report Highlights

- In April 2019, the City of Toronto issued a Request for Proposal (RFP) on behalf of all participating municipalities for Automated Speed Enforcement (ASE), which resulted in the selection of Redflex Traffic Systems (Canada) Limited as the successful vendor.
- A City of Mississauga ASE Phase 1 Program was proposed as part of the 2020 Business Planning Budget process and subsequently approved as part of the 2020 Budget.
- An ASE Program advances the City's commitment to Vision Zero and delivers on action items outlined in the Transportation Master Plan.
- In December 2019, Council approved a Neighbourhood Area Speed Sign (NASS) Project that included 30 km/h neighbourhood school zone speed limits and school area Community Safety Zones.
- The COVID-19 pandemic has delayed the NASS Project, including the implementation of City-wide 30 km/h neighbourhood school zone speed limits and school area Community Safety Zones.
- COVID-19 has also resulted in the temporary closure of all Municipal Courts, which has impacted the ability to deploy ASE in 2020 as planned.

## Background

The City of Mississauga has identified a speeding problem on many of its roadways. As part of the 2020 Budget, Council approved an expedited program to implement 40 km/h Neighbourhood Area Speed Zones, 30 km/h School Zones within neighbourhoods, and School Area Community Safety Zones in all City neighbourhoods. Reducing the posted speed limit on residential roads does not often result in a corresponding reduction in vehicle operating speeds. Additional countermeasures are needed in order to address the anticipated difference between operating speeds and the new posted speed limits.

Though many programs and initiatives have been implemented in order to address speeding issues in some areas, the speeding problem persists. Automated Speed Enforcement (ASE) has been used effectively in other jurisdictions to address excessive speeding.

### Provincial Announcement

The much-anticipated Regulation for ASE was filed on November 29, 2019. The topics covered in the Regulation and corresponding material provided by the Ministry of Transportation Ontario (MTO) include general operating requirements, site selection guidelines, an education/warning period, mandatory warning signage, and a mandatory municipal and MTO evaluation period and criteria. There was also an indication that the Parliamentary Assistant to the Minister of Transportation will conduct a 180-day review of ASE to ensure municipal ASE programs are meeting transparency and road safety objectives.

### Mississauga ASE Planning

A limited ASE Phase 1 Program was approved through the 2020 budget process which was planned to begin operation in September of 2020. In addition, through the 2020 budget process, the city-wide implementation of 30 km/h neighbourhood school zone speed limits and neighbourhood school area Community Safety Zones was approved.

In an effort to address as many locations as possible, while working within the limitations of early deployment of ASE, a Phase 1 Program operating 2 mobile ASE cameras was proposed. As the ASE program evolves, the type of equipment, number of operating days, daily operational hours, and the number of cameras deployed may change.

Through the planning process, it was anticipated that Mississauga's court system could handle approximately 8,700 annual charges with current resources.

Preliminary ASE planning and potential ASE charge volumes were based on a school zone speed limit of 40 km/h. The planned Neighbourhood Speed Limit Project, which includes the lowering of speed limits within neighbourhood school zones to 30/km, is anticipated to significantly increase the projected charge volumes.

## **Comments**

### ASE Vendor

The City of Toronto, on behalf of all municipalities interested in operating ASE, issued a Request for Proposal (RFP) in 2019. The RFP consisted of a proof of performance evaluation, technical proposal evaluation and cost of services. A number of staff from various municipalities throughout the province participated in the evaluation. A fairness monitor was also retained to oversee the RFP process. Based on the technical proposal score and the cost of services score, Redflex Traffic Systems (Canada) Limited was evaluated as the highest scoring proponent meeting the requirements set out in the RFP.

A number of Ontario municipalities have deployed, or are in the process of deploying ASE equipment. However, no speeding charges have been issued at this time.

### COVID-19 Impacts

The COVID-19 emergency has had a number of impacts on ASE within the Province, specifically:

- Some municipalities are considering delaying the deployment of ASE until school resumes in September, although municipalities continue to re-evaluate this decision and consider the impacts of speeding in their communities;

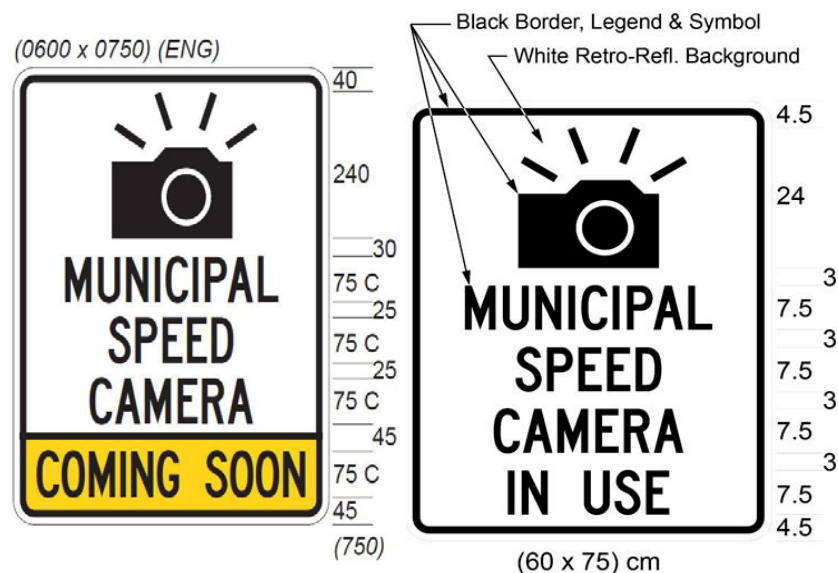
- The Joint Processing Centre (JPC) operated by the City of Toronto was initially deemed non-essential and was closed when the pandemic emergency began, therefore the City of Toronto did not start issuing ASE charges as planned in April; this decision continues to be reevaluated;
- All Ontario provincial courts are closed and the impact on municipalities' ability to process ASE charges is currently unknown and being investigated.

While there has been some indication from the police and media that the number of stunt driving charges (usually 50 km/h or more above the limit) has increased due to less traffic on roadways throughout the province, speed data observed on Mississauga's residential roadways indicates operating speeds remain consistent with historical levels.

### Site Selection

ASE will be deployed to neighbourhood Community Safety Zones (once the new speed limit and School Area Community Safety Zone designations have been implemented) where known speeding concerns exist. These sites will be prioritized based on the severity of the speeding concern and taking into account other factors such as overall traffic volumes, the presence of sidewalks or cycling facilities, neighbourhood pedestrian generators such as schools and parks, and collision history. Expansion beyond neighbourhood School Area Community Safety Zones is not recommended at this time.

All ASE sites will be communicated to the public to ensure a fair and transparent process. In addition, in advance of any ASE charges, provincially-mandated advisory signs will be installed at each site. Once an ASE site becomes active, the 'Coming Soon' signs will be replaced with advisory signs indicating that ASE is in use.





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### Mississauga Provincial Court Update

Staff from Court Administration and Prosecutions have been involved in ASE planning and contributed to the preparation of this report.

Any ASE program results in the issuing of a provincial offence ticket for violating the Highway Traffic Act which is provincial legislation falling under the authority of the Provincial Offences Act (POA). Vehicle owners who get a provincial offence ticket have three options to resolve it:

- Pay your provincial offence ticket online, by phone or in person at the courthouse;
- Request an early resolution meeting to settle your ticket without going to trial; or
- Request a trial to dispute your ticket.

All trials and early resolution meetings scheduled between March 16 through to and including July 3, 2020 are being adjourned due to COVID-19 and with the potential for an extension of the court closure, more adjournments may be required.

Due to the closure of all Courts and the need to re-schedule hearings/matters which were scheduled during this period, and the increasing strain on judicial resources, there are serious concerns with the ability of the court system to be able to take on additional charges in 2020 and into early 2021. This is a concern that will likely be similar throughout the province.

Staff is working closely with our local judiciary to find ways of safely re-opening the courts when we are directed to do so. However it has been made clear that physical distancing will remain critical thereby restricting the number of matters that will be dealt with in each courtroom. These anticipated changes to the system will only exacerbate the current backlog created by the closure due to the pandemic and will likely result in many traffic offences not being dealt with well into 2021. From a court administration perspective, there are a number of issues that will need to be addressed before the City is able to add any new volume of charges to the system.

### ASE Approval

In order to implement an ASE program, staff require City Council authority to enter into an agreement with:

- Redflex Traffic Systems (Canada) Limited for the supply, installation, operation and maintenance of ASE Systems for a four (4) year period, starting when the agreement is executed, in accordance with the terms and conditions of the Request for Proposal executed by ASE municipalities;
- the City of Toronto to undertake the centralized municipal processing of Mississauga's ASE offence notices;
- the Ontario Ministry of Transportation related to the operation of the ASE program.

In order to execute the necessary agreements between the above-mentioned parties, approximately six (6) months lead time is required. A report to City Council will be brought forward to City Council approximately six months prior to ASE deployment in Mississauga.

### ASE Revenue

With any automated enforcement program there is a resulting net revenue source resulting from paid fines. Depending on the size of the ASE program, and the necessary resources associated with its operation, many automated enforcement programs eventually become a revenue neutral or revenue positive initiative. From the very beginning of ASE planning in 2009, Mississauga intended to allocate any revenue above the operating costs back into road safety programs. This approach was mirrored in the provincial guidelines for ASE which state that '*municipal revenue, collected under any Municipal ASE program, that exceeds the costs of delivering the Municipal ASE program is used to support local public safety and educational initiatives.*'

### Future ASE Planning

A limited ASE Phase 1 Program was developed and approved through the 2020 Budget Planning Process. This program is limited in scope and therefore preliminary planning for ASE – Phase 2 began through the 2021 Budget Planning Process. An expanded ASE program would work towards the deployment of ASE technology rotating frequently through the more than 200 residential school zones within the city (when speeding compliance is observed to be a concern). In addition, any proposed expansion to ASE would be developed so that ASE technology would be deployed in an equitable manner across the City's 11 Municipal Wards.

For example, the expansion of ASE to a program where 22 cameras rotate through neighbourhood community safety zones in an equitable manner across the City's 11 Municipal Wards would generate in excess of 160,000 annual charges. Further expansion of ASE operating hours, or ASE deployment on major collector or arterial roadways would exponentially increase the number of annual charges.

In most municipalities, the potential for ASE to overwhelm the court system exists which has led to many municipalities formally requesting the Province to allow the use of an Administrative Penalty System for ASE. The Administrative Penalty System is the City's preferred method for dealing with ASE charges. In order for Mississauga's ASE Program to expand to the desired level, the Province must implement an Administrative Penalty System for ASE, including the creation of all necessary legislative amendments that would direct the revenue from ASE penalties to municipalities.

The Getting Ontario Moving Act was passed in 2019, and allowed for the creation of the future regulations to enable administrative penalties for school bus cameras. The City, and many other municipalities throughout the Province, continues to advocate for the use of an Administrative Penalty System to process all charges generated by all Automated Enforcement programs. At the time this legislation passed, the government committed to developing an Administrative Penalty regime for school bus cameras exclusively and would likely be in a position to implement that regime by 2022. The Province is now exploring the possibility of expanding the scope of this work to include ASE and Red Light Cameras as part of the same initiative.

The planned reduction of speed limits within residential school zones to 30 km/h will further increase the capacity constraints of the ASE program. This further emphasizes the importance

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of the Province proclaiming amendments to the Highway *Traffic Act* that will allow for the use of Administrative Penalties for vehicle-based infractions.

It should be noted, that additional Provincial Courtrooms, as well as all the associated Court and Prosecution resources, would be required to handle a substantial increase in the number of Provincial Offences that an ASE program would generate. Similarly, should the Province allow ASE to operate under an Administrative Penalty System, additional resources would be required to expand the capacity of Mississauga's Administrative Penalty System.

## Financial Impact

An ASE Phase 1 Program was proposed as part of the 2020 Business Planning Budget process and subsequently approved as part of the 2020 Budget in cost center 23972. The decision to delay the implementation of ASE Program to 2021 will have a financial impact in 2020 as per the table below.

	2020 Actuals	2020 Budget	Var Actual to Budget Fav/(Unfav)
Labour Costs	43,880	43,880	0
ASE Operating Cost	77,000	255,000	-178,000
Revenue		-230,000	230,000
<b>Net Costs</b>	<b>120,880</b>	<b>68,880</b>	<b>52,000</b>

The program costs identified in this report for the period of four (4) years is estimated to be \$520,000 for contract services provided by Redflex Traffic Systems (Canada) Limited for the delivery, installation and maintenance of the equipment for the program, and \$880,000 to undertake centralized municipal processing of Mississauga's Automated Speed Enforcement offence notices by the City of Toronto. The total potential cost to the City is \$1,400,000.

Once ASE is operational, the total estimated costs to operate the ASE program including the contract award, additional staffing, court related costs, and centralized processing are expected to be offset by fine revenue from charges issued during the operation of the program.

The financial impact for subsequent years will be included in the Operating Budget submission for consideration during the 2021 and respective future budget process.

## Conclusion

The planned change in City-wide neighbourhood speed limits further increases the need for countermeasures such as ASE to reduce operating speeds within neighbourhoods. While the impacts of the COVID-19 pandemic on many City services are not completely known at this time, there are currently detrimental impacts on both the delivery of the Neighbourhood Area

Speed Limit Project and Court capacity in the short to long term. It is therefore important to continue to plan and position the City to be a municipality where ASE is deployed among the first group of municipal ASE programs.

Staff from the Transportation and Works Department request Council endorse the implementation of the Automated Speed Enforcement, grant authority to enter into a purchasing agreement with Redflex Traffic Systems (Canada) Limited for the delivery, installation and maintenance of the equipment for the program, and execute all necessary Agreements with other parties required to implement the program, such as MTO with respect to operation of the program and the City of Toronto to undertake the centralized municipal processing of Mississauga's ASE offence notices.



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

Prepared by: Colin Patterson C.E.T., RSP1, Road Safety Supervisor

# City of Mississauga Corporate Report



<p>Date: November 16, 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: December 2, 2020</p>
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## Subject

**Stormwater Fees and Charges By-law Review Update**

## Recommendations

1. That a new Stormwater Fees and Charges By-law be enacted pursuant to the authority of the Municipal Act, 2001 to impose fees and charges for services provided by the City of Mississauga to pay for the costs of its stormwater management system and related services.
2. That the Corporation of the City of Mississauga's Stormwater Fees and Charges By-law 0315-2015, as amended, be repealed.
3. That the Stormwater Funding Program Policy 04-01-07, Stormwater Charge Subsidy Policy 08-01-04, and Stormwater Credit Program for Multi-Residential and/or Non-Residential Properties Policy 09-01-04 be amended to harmonize with the new Stormwater Fees and Charges By-law.

## Background

As the City heads into the end of the fifth year of its Stormwater Charge Program (the "Program"), staff initiated the task of reviewing the Program's Stormwater Charge Credit Program, policies and by-law. An element of the Program's review has already been completed and a corporate report, titled 'Stormwater Charge Credit Program – 5 Year Review', brought forth to General Committee in November 2020, which addressed improvement opportunities to the City's Non- and Multi-residential Credit Program and residential incentive options.

The current Stormwater Fees and Charges By-law 0135-2015, as amended ("the current By-law"), was enacted in 2016. This current By-law provides the City with the authority to impose a stormwater charge on property owners beginning on January 1, 2016.

A comprehensive internal audit, focussed on stormwater revenue and stormwater charge related processes, was completed in 2019. While the Stormwater Revenue Audit found that the Program is running well, opportunities for further improvements that would strengthen existing controls and processes were recommended. One of the high priority audit recommendations is to review and update the current By-law to ensure that it reflects current business practices.

## Comments

### New Stormwater Fees and Charges By-law

Staff from Environmental Services and Legal Services have undertaken a comprehensive update to the current By-law to adequately address present business practices and processes, audit recommendations as well as housekeeping matters. As a result of this comprehensive update, and in consultation with Legal Services, it was determined that the current By-law should be repealed and a new Stormwater Fees and Charges By-law (“new By-law”) be enacted.

All relevant provisions of the current By-law have been included. Some of the changes being addressed by the new By-law include:

- Adding and updating definitions including ‘Applicant’, ‘Impervious Area’, ‘Material Change’, ‘Credit Application’, ‘Stormwater Charge Credit’, ‘Stormwater Management System’, ‘Working Farm’ and ‘Low Income Senior and Low Income Persons with Disabilities’;
- Including *Working Farm* and *Low Income Senior and Low Income Persons with Disabilities* as eligible for a Stormwater Charge Subsidy, by way of a grant to reduce or eliminate the amount of Stormwater Charge payable, to reflect the adoption of a revised Corporate Policy and Procedure - Stormwater Charge Subsidy 08-01-04 by Council in 2016;
- Adding a provision for exemptions from the stormwater charge for properties not subject to municipal fees and charges or not serviced by the City’s Stormwater Management System;
- Providing authorization to the Region of Peel to write-off uncollectible amounts in accordance with its standard collection processes for utility accounts and the Service Level Agreement between the City of Mississauga and the Region of Peel;
- Allowing the Commissioner of Transportation and Works and the Commissioner of Corporate Services and CFO to appoint designates to adjust the stormwater charge assessment or reduction based on justifiable evidence; and,
- Replacing the term “Appeal” with “Request for Review” to refer to the process that a property owner undertakes to have their Stormwater Charge assessment reviewed.

### Stormwater Charge Corporate Policies

As a result of the new By-law, the following Corporate Policies and Procedures will be updated accordingly to ensure consistency and avoid duplication:

- Stormwater Funding Program 04-01-07
- Stormwater Charge Subsidy 08-01-04
- Stormwater Credit Program for Multi-Residential and/or Non-Residential Properties 09-01-04

## **Financial Impact**

There will be no financial impact to the City.

## **Conclusion**

Staff from Transportation and Works (Environmental Services Section) and Legal Services have developed a new By-law which will enhance and clarify the current business practices and processes and support City staff in effectively administering the Program. In addition, amendments to stormwater charge related policies and procedures will also be undertaken to ensure that both the new By-law and its related policies and procedures are consistent.

With the introduction of the new By-law, the current By-law, as amended, will be repealed.



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

Prepared by: Shaunna Xiao Zhang, MSc., Stormwater Charge Program Coordinator

# City of Mississauga Corporate Report



Date: November 16, 2020

To: Chair and Members of General Committee

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

Originator's files:  
CD 21, Z-A(20)

Meeting date:  
December 2, 2020

## Subject

**Delegation of Authority - Amending Agreements for Servicing Agreements – Subdivision  
Servicing Agreements and Municipal Works Only Servicing Agreements (City-Wide)**

## Recommendation

That a by-law be enacted authorizing the Commissioner of Transportation and Works (or his or her designate) and the City Clerk to settle the terms of, and to execute and affix the Corporate Seal to, those agreements and such other documents as are necessary which may be required from time to time to amend a Servicing Agreement previously approved by Council for the Corporation of the City of Mississauga, excluding amendments which pertain to the participation of The Corporation of the City of Mississauga in the financing of municipal infrastructure works and services.

## Background

In accordance with the conditions of development-related approvals, developers can be required to enter into agreements with the City for the construction of municipal infrastructure and services. Prior to 2017, these works were dealt with in agreements that were called Subdivision Servicing Agreements and/or Municipal Works Only Servicing Agreements (herein referred to as only Servicing Agreements). These Servicing Agreements were signed by the Commissioner of Transportation and Works and the City Clerk.

The schedules for the Servicing Agreements typically include Schedule 'A' (Description of Lands), Schedule 'A-1' (List of Drawings), Schedule 'B' (List of Land Conveyances and Easements), Schedule 'C' (Developer's Obligations), Schedule 'D' (Summary of Detailed Cost Estimate), Schedule 'D-1' (Detailed Cost Estimate), Schedule 'E' (Municipal Financial Contribution), Schedule 'F' (Completion Dates) and Schedule 'G' (Statutory Declaration Example).

In 1998, a by-law was enacted (BL-375-98) that granted delegated authority to the Commissioner of Transportation and Works and the City Clerk to execute agreements and such



General Committee	2020/11/16	2
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other documents as are necessary which may be required from time to time to amend Schedules C, D, or F to a Servicing Agreement previously approved by Council for The Corporation of the City of Mississauga.

Further to the previously approved delegated authority, there are other circumstances, such as the developer changing its consulting engineer, which may require amendments to the other schedules of a Servicing Agreement.

To facilitate a developer's request to amend any schedule in a Servicing Agreement that is not already included in the 1998 delegation by-law, the current process requires Transportation and Works staff to prepare a Corporate Report for General Committee's consideration. If approved, the General Committee delegation recommendation is subsequently adopted by Council. Following that, the Amending Agreement is circulated for execution.

The current process to execute an amending agreement, from report preparation to Council Endorsement to agreement execution, can take 5 weeks.

## Comments

Section 23.1 (1) of the Municipal Act, 2001 as amended, provides municipalities the authority to delegate certain powers and duties that otherwise must be exercised by City Council. Council approved such delegation in 1998 as noted above, and more recently in 2018 for the acceptance of municipal infrastructure works constructed pursuant to Servicing Agreements and Development Agreements (BL-114-2018).

Amendments to any schedule in a Servicing Agreement are typically minor and administrative in nature. The purpose of the change recommended in this report is to delegate authority to the Commissioner of Transportation and Works, to be able to amend all schedules in a Servicing Agreement, excluding amendments with respect to any financial contributions from the City towards the municipal infrastructure works and services included as part of the Servicing Agreement. This change will improve organizational efficiency, eliminate unnecessary reporting processes and enable a more effective use of staff and Council time.

The Region of Peel would continue to be party to any Amending Agreement if the associated development required Regional services through the applicable Servicing Agreement.

The terms and conditions stipulated in the main body of the Servicing Agreement will remain in effect and are excluded from the proposed recommendation.

## Financial Impact

There are no financial impacts to the City.

## Conclusion

To improve organizational efficiency and processing time, this report seeks to make administrative changes and delegate authority to the Commissioner of Transportation and Works (or his or her designate) to execute Amending Agreements to address adjustments to all schedules in a Servicing Agreement, excluding amendments which pertain to the participation of The Corporation of the City of Mississauga in the financing of municipal infrastructure works and services.



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

Prepared by: John King, Development Area Supervisor

# City of Mississauga Corporate Report



Date: November 13, 2020

To: Chair and Members of General Committee

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

Originator's files:  
M-1710

Meeting date:  
December 2, 2020

## Subject

**Servicing Amending Agreement – Subdivision Servicing Agreement, T-M95019 W11  
Phase 2, Registered Plan 43M-1710 – Di Blasio Corporation (Z-44W) (Ward 11)**

## Recommendations

1. That a by-law be enacted authorizing the Commissioner of Transportation and Works and the City Clerk to execute a Servicing Amending Agreement to permit a Consulting Engineer of Record change for the Subdivision Servicing Agreement entered into with Di Blasio Corporation (T-M95019 W11 Phase 2, Registered Plan 43M-1710).
2. That a by-law be enacted authorizing the Commissioner of Transportation and Works and the City Clerk to execute any other documents or land instruments as may be required to implement the above-noted Servicing Amending Agreement.

## Background

To support the development of a residential subdivision, Di Blasio Corporation entered into a Subdivision Servicing Agreement for T-M95019 W11 Phase 2, Registered Plan 43M-1710 with the City and the Region for the construction of municipal roads and the associated municipal infrastructure and services (the "Agreement"). The Agreement was executed in 2006, pursuant to By-Law No. 0143-2006.

The subject lands are located west of McLaughlin Road and south of Derry Road West, and are illustrated in Appendix 1.

The developer, Di Blasio Corporation, has retained a new Consulting Engineer of Record for the Agreement and has requested that the Consulting Engineer of Record be changed from Urban Ecosystems Ltd. to Skira & Associates Ltd.

## Comments

Any and all references to Urban Ecosystems Ltd., in the Agreement and all schedules thereto, shall be deleted and replaced with Skira & Associates Ltd.

All other terms and conditions as stipulated in the original Agreement will remain in effect.

## Financial Impact

There are no financial impacts to the City.

## Conclusion

The Transportation and Works Department supports the proposed amendment to the Agreement to permit the Consulting Engineer of Record to be changed from Urban Ecosystems Ltd. to Skira & Associates Ltd.

## Attachments

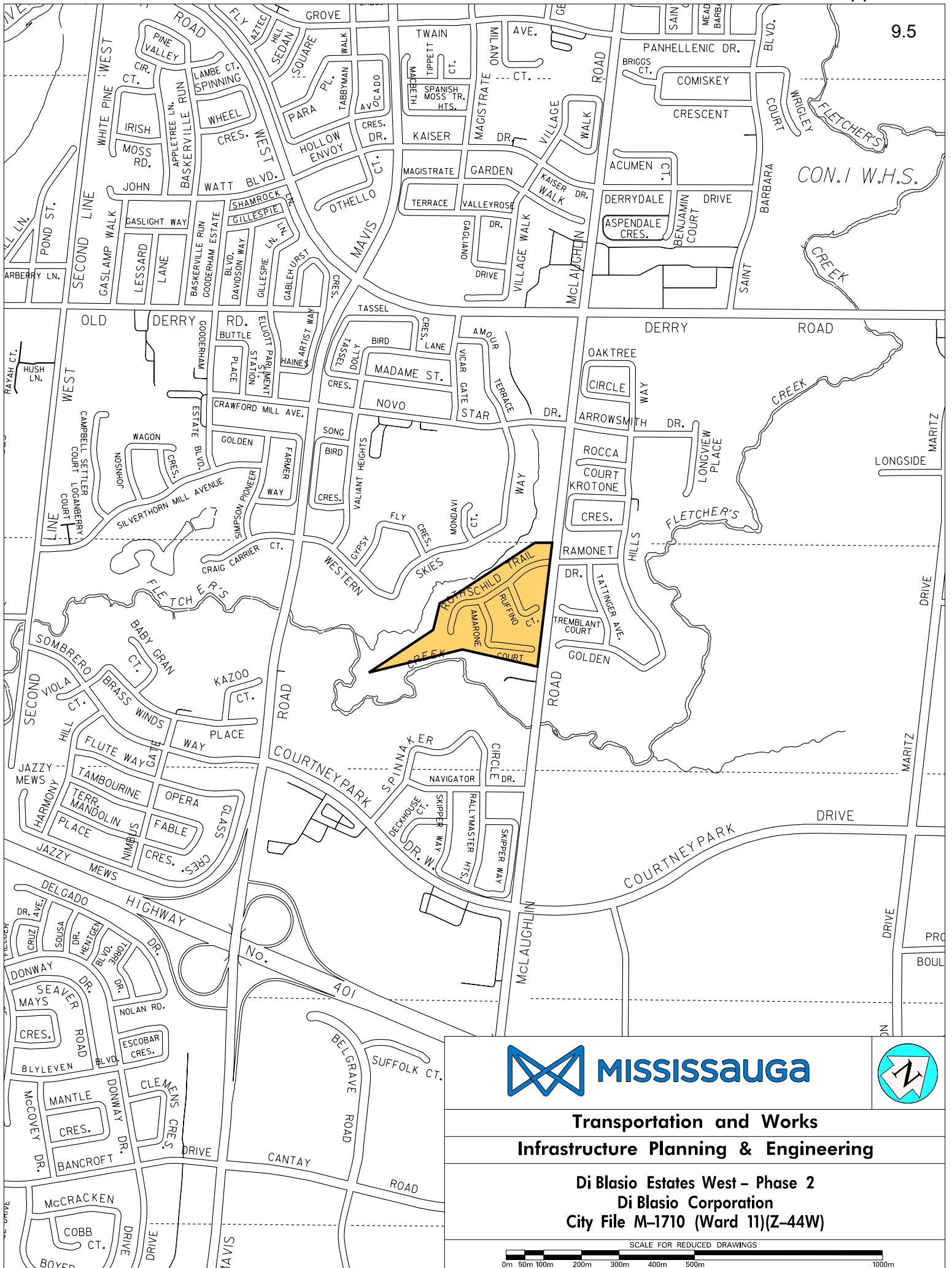
Appendix 1: Location Map



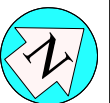
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Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works

Prepared by: John King, Development Area Supervisor



**MISSISSAUGA**



**Transportation and Works  
Infrastructure Planning & Engineering**

**Di Blasio Estates West - Phase 2  
Di Blasio Corporation  
City File M-1710 (Ward 11)(Z-44W)**

SCALE FOR REDUCED DRAWINGS



# City of Mississauga

## Corporate Report



Date: November 13, 2020

To: Chair and Members of General Committee

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

Originator's files:  
M-1776

Meeting date:  
December 2, 2020

## Subject

**Servicing Agreement Assumption – Industrial Subdivision Servicing Agreement, City File M-1776, Orlando Corporation - Heartland (Seven) Limited (Ward 5) (Z-44E).**

## Recommendations

1. That the City of Mississauga assume the municipal works as constructed by the Orlando Corporation - Heartland (Seven) Limited, under the terms of the Industrial Subdivision Servicing Agreement for Registered Plan 43M-1776 (Ward 5) (Z-44E) (lands located at the northwest quadrant of Hurontario Street and Highway 401), known as the Heartland Phase 8 Industrial Subdivision.
2. That the Letter of Credit in the amount of \$200,000.00 be returned to the Orlando Corporation provided on behalf of Heartland (Seven) Limited.
3. That a by-law be enacted to assume the road allowances within the Registered Plan 43M-1776 as Public Highway and part of the municipal system of the City of Mississauga.

## Background

To support the creation of an industrial development for 43M-1776, Orlando Corporation - Heartland (Seven) Limited entered into a Subdivision Servicing Agreement with the City and the Region of Peel on December 12, 2007 to construct Madill Boulevard, Kateson Drive and Capston Drive. The municipal infrastructure identified in the Agreement included:

- Underground services comprising of a storm sewer, sanitary sewer and watermain, and
- Road construction and boulevard surface works.

The location of the industrial subdivision is shown in Appendix 1.

## Comments

The developer has completed the construction of the required municipal works in accordance with the terms of the agreement.

Transportation and Works supports the assumption of the Heartland Phase 8 Industrial Subdivision (M-1776) based on the following criteria:

- Final inspections completed and approvals issued by Transportation and Works,
- Final approvals received from the Region of Peel,
- Final certification of the works received from the Engineering Consultant, and
- Terms of the warranty period have been fulfilled.

## Financial Impact

The financial impact resulting from the adoption of the recommendations (maintaining the assumed roads and storm sewer infrastructure) is minimal and funding is available from the existing Roads Service Area and Stormwater Service Area 2020 operations and maintenance budgets.

With the assumption of the Heartland Phase 8 Industrial Subdivision (M-1776), the City will now be required to provide maintenance of 1640 metres (5381 feet) of roadway and 1526 metres (5007 feet) of storm sewer.

## Conclusion

It is in order to assume the municipal works associated with the Heartland Phase 8 Industrial Subdivision (43M-1776) and return the associated Letter of Credit.

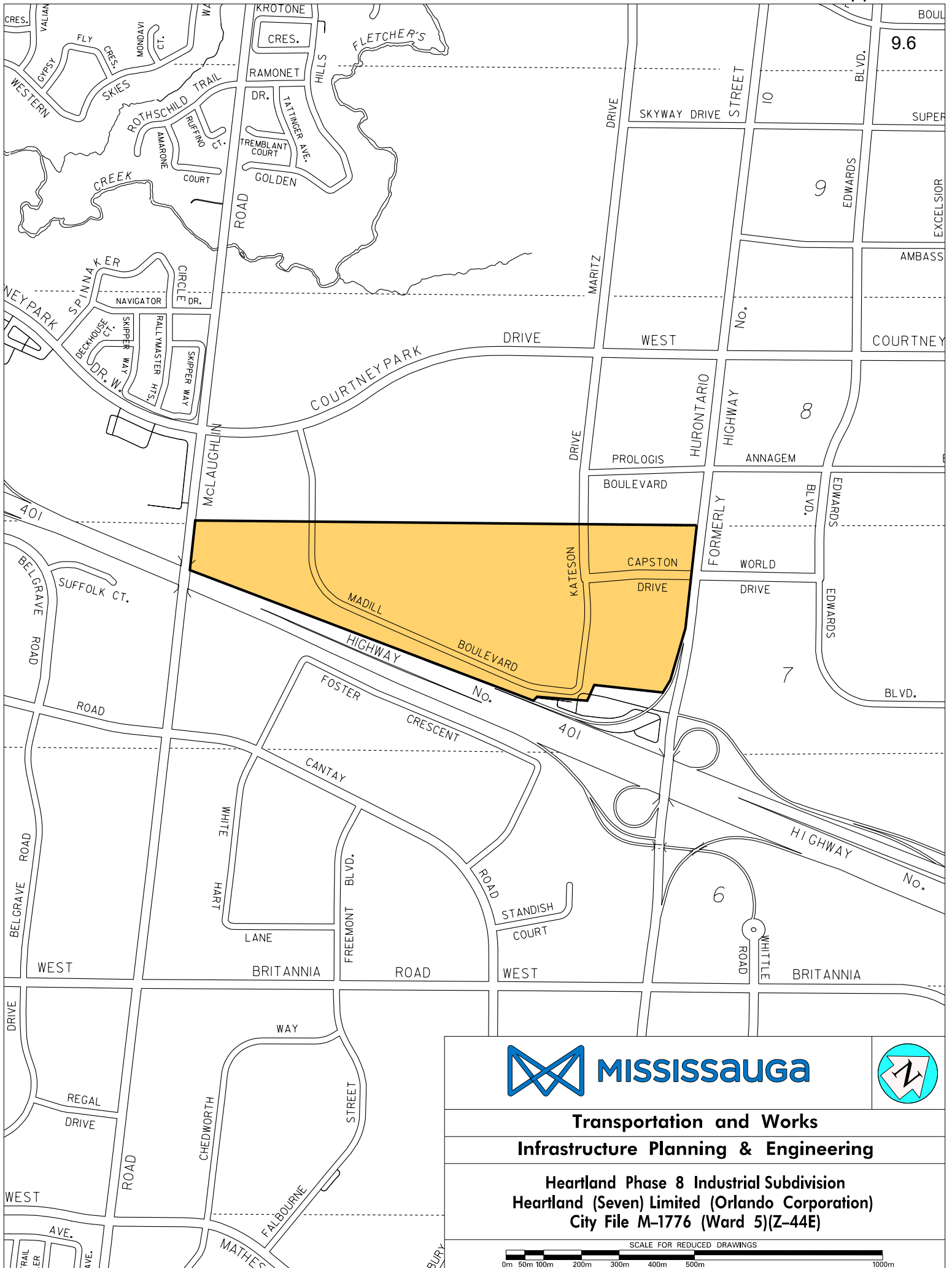
## Attachments

Appendix 1: Approximate location of the Heartland Phase 8 Industrial Subdivision, M-1776.



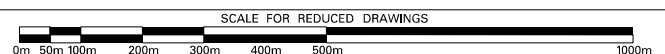
Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works

Prepared by: John King, Development Area Supervisor



**Transportation and Works  
Infrastructure Planning & Engineering**

**Heartland Phase 8 Industrial Subdivision  
Heartland (Seven) Limited (Orlando Corporation)  
City File M-1776 (Ward 5)(Z-44E)**





# City of Mississauga Corporate Report



<p>Date: November 9, 2020</p> <p>To: Chair and Members of General Committee</p> <p>From: Shari Lichterman, CPA, CMA, Commissioner of Community Services</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: December 2, 2020</p>
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## Subject

**Agreement with National Service Dog Training Centre Inc. ("NSD") to provide a Service Dog to the City as an intervention strategy for mental health of Mississauga Fire and Emergency Services for a five year term.**

## Recommendation

1. That a by-law be enacted authorizing the Commissioner of Community Services and the City Clerk to execute an Agreement between National Service Dog Training Centre Inc. ("NSD") and The Corporation of the City of Mississauga ("City").
2. That the Agreement will provide a service dog to Mississauga Fire and Emergency Services for a term of 5 years, including such ancillary documents and amending agreements as may be required to give further effect to the intended relationship between the parties herein, all of which must be in form and content satisfactory to the City Solicitor, for the facilitation and continuation of the Facility Dog program.

## Background

Mississauga Fire and Emergency Services (MFES) have successfully completed a pilot partnership project with NSD for the facilitation and operation of a Facility Dog program as approved by General Committee (GC-0324-2019). The City will utilize the Facility Dog in addition to other wellness programs as an intervention strategy for mental health of MFES.

MFES continues to expand and develop its wellness and fitness programs based on a fire service Joint Labour Management Wellness-Fitness Initiative (WFI). The WFI resource provides fire departments with an opportunity to learn from and develop or enhance their own wellness-fitness program through Education, Training and Prevention. MFES WFI program has been providing fitness, medical and mental health services to MFES staff for 12 years. Recently much of the programming has focused around mental health for front line responders as mental health and occupational stress injuries continue to be a concern in the emergency first responder community. Supporting mental health and being a leader in first responder mental

health services is a critical piece for a total health plan. The WFI Committee is committed to reducing stigma associated with mental health including PTSD.

## Comments

Although widely used in the US and Canada in policing and victim services, NSD is the first Assistance Dogs international accredited service dog training school in Canada to launch a program targeting first responder PTSD.

This agreement will augment the existing mental health programming offered at the City to help reduce the stigma associated with mental health. The pilot project was successful - it assisted in promoting open dialogue about mental health and ultimately helping reduce the stigma associated with mental health. A facility dog is much like a therapy dog but with enhanced qualifications and training through NSD. A facility dog must pass the same public access testing a service dog would need to complete in order to be placed with an individual.

MFES has worked with NSD to complete all the conditions precedent to receiving the Facility Dog, including the necessary training to ensure proper care and utilization of the dog.

The City shall provide for all day-to-day care of the Facility Dog, including food and veterinary costs, however the Facility Dog remains the sole property of NSD and will be returned at the end of this agreement.

The dog would be scheduled to visit various MFES workplaces when requested, and can be available during regular working hours to be activated in the event of a serious incident where peer support is required.

## Financial Impact

There are no additional financial impacts resulting from the recommendations in this report. The annual costs associated with this agreement have been incorporated into the MFES operating budget.

## Conclusion

MFES is considered a leader in mental health training and programming. This agreement will ensure our continued progress towards establishing a work climate and culture that provides support to our employees.

It has been proven that mental health and occupational stress injuries occur at a higher rate in the first responder community. The integration of a facility dog program into existing mental health programming is intended to provide emotional support, breakdown communication barriers and ultimately help to reduce the stigma surrounding mental health.

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## Attachments

Appendix 1: Facility Dog Agreement



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Shari Lichterman, CPA, CMA, Commissioner of Community Services

Prepared by: Luigi Vernace, CPA, Acting Executive Officer MFES



## **Facility Dog Agreement**

MADE BETWEEN:

**NATIONAL SERVICE DOG TRAINING CENTRE INC.**  
of 1286 Cedar Creek Rd. Cambridge, ON N1R 5S5  
(Hereinafter referred to as “NSD”)

AND

The Corporation of the City of Mississauga  
300 City Centre Drive, Mississauga, ON, L5B 3C1  
( Hereinafter referred to as “City”)

**Whereas** NSD is a body corporate, registered pursuant to the Canada Not for Profit Corporations Act; and

**Whereas** NSD has expertise in the training of Facility Dogs and has developed a system of training which will provide a suitable working dog for the alleviation of certain mental health conditions affecting staff of The City , through their work in their facility and community.

**Whereas** NSD is prepared to provide such a Facility Dog to The City under the terms and conditions contained in this Agreement; and,

**Whereas** The Corporation of the City of Mississauga through Mississauga Fire and Emergency Services (“MFES”) , has ensured the completion of all the conditions precedent to receiving a Facility Dog, including the application process, proving need for a Facility Dog and other related information necessary to properly consider their application, and has successfully completed Team Training with NSD staff wherein they have learned how to care for and utilize the Facility Dog to be provided to them upon the terms and conditions contained herein;

**AND WHEREAS** The City has advised NSD that the use that will be made of the Facility Dog will be as an intervention strategy for the mental health of MFES staff and the Facility Dog will not be used to perform personal service tasks for any staff or any other person that might normally be performed by a service dog (the Use);

Now, in consideration of the mutual covenants and agreements contained herein this Agreement witnesseth as follows:

1. NSD agrees to provide the Facility Dog named , \_NSD Ajax, a male, neutered Lab X Golden Retriever\_(hereinafter referred to as the “Facility Dog”) to the City and who will be assigned to MFES and to be under the daily care/ control of the Primary and Secondary Dog Handlers, as determined by the City and approved by NSD, for the Use.

2. The City acknowledges that rights or ownership in and to the Facility Dog shall remain with NSD and no title to either the Facility Dog or the Equipment, as specified herein, shall pass to The City by the terms and conditions of this Agreement, but that The City shall have exclusive right to use the Facility Dog commencing on the day the Agreement is signed by the City unless and until any one or more of the following events shall occur:

- A. The Facility Dog is not, in the sole opinion of NSD, being used for the purpose it was intended at the time it was placed with The City ;
- B. The Facility Dog becomes, in the sole opinion of NSD, seriously injured, incapacitated or otherwise becomes unable to perform its normal duties;
- C. The Facility Dog, in the sole opinion of NSD, is loaned to, or provides service to a person or persons not named in this Agreement;
- D. The Facility Dog, in the sole opinion of NSD, is not being provided with appropriate veterinary care;
- E. The Facility Dog is, in the sole opinion of NSD, being subjected to harsh, inhumane or other disagreeable treatment;
- F. The Facility Dog is, in the sole opinion of NSD, being used in any form of fundraising or promotion without the express consent of NSD
- G. The City refuses, neglects or otherwise fails, in the sole opinion of NSD, to provide NSD with regular follow up reports on the dog's health, weight, and performance on the schedule provided hereinafter;
- H. The City refuses, neglects or otherwise fails to allow NSD to conduct such follow up visits to the ordinary domicile or workplace of The City as it may reasonably require in order to ascertain the health, condition, and working performance of the Facility Dog;
- I. The Facility Dog dies;
- J. The City refuses, neglects or otherwise fails to notify NSD of any change in the Facility Dog's ordinary residence, or leaves the jurisdiction of Canada without thirty (30) days prior written notice to NSD;
- K. The continued Use of the Facility Dog is no longer desirable in the sole opinion of The City .

3. In the event that any one or more of the events listed in Paragraph 2 of this Agreement shall occur, the City agrees to return the Facility Dog and all of the Equipment supplied with the Facility Dog, forthwith, to NSD. Should The City fail to perform the covenant contained in this Paragraph, NSD shall have the right to recover the Facility Dog and all Equipment at the sole cost of The City . The means of return of the Facility Dog will be as mutually agreed by NSD and The City .

4. The City acknowledges that the C.A.I. Jacket, ID Card (hereinafter "Equipment") has been provided along with the Facility Dog, and that such Equipment remains the sole property of NSD, and shall be returned, forthwith to NSD at the end of this Agreement, but The City does not take any responsibility for the condition of any of the Equipment at the time of return. Any accessories purchased by the City, including but not limited to, collars, leashes, toys shall remain the property of the City and will not be returned to NSD.

5. The City agrees to indemnify and save harmless NSD; including officers, directors, employees representatives, agents, successors and assigns from and against all Claims and all associated Losses including any and all damages of personal injury and / or property damage by the Facility Dog while the Facility Dog is in the City's care and control.

NSD shall at its own cost and expense, obtain and maintain in full force and effect at all times throughout the term of this Agreement, insurance with financially sound and reputable insurance companies licensed to underwrite insurance in the Province of Ontario. All insurance policies required pursuant to this section shall be primary.

6. The City acknowledges that any failure or refusal by NSD to demand the strict performance of any or all of the terms of this Agreement does not constitute a waiver of any of NSD's rights hereunder.

7. Subject to Articles 14 and 15, NSD, The City, agrees that this Agreement shall be interpreted according to the laws and practice of Canada and that a Court of competent jurisdiction shall make any determination of this Agreement that may be required.

8. NSD agrees to provide such ongoing advice, direction, and instruction to The City and the Facility Dog as may be reasonably required in order to maintain an acceptable performance level in the Facility Dog and/or The City.

9. Notwithstanding the foregoing, the City agrees that they will provide to NSD all of the Follow Up Reports, and Veterinarian's Reports as are required on a timely and prompt basis, and no later than thirty (30) days following receipt of a request for such information by NSD.

9.1 Follow up Reports shall be completed and returned to NSD on the following schedule:

A. Monthly, for the first six months that the Facility Dog is in the possession of The City and the Primary Dog Handler;

B. Yearly, for the remainder of the Facility Dog's working life; and

C. Personal contact between The City, as represented by The Primary and Secondary Dog Handlers, and NSD staff will be done on an ongoing basis, as needed.

9.2 Veterinary Reports, including proof of inoculation shall be completed and returned to NSD each year, for the remainder of the Facility Dog's working life

10. The City otherwise agrees to provide for all day to day care of the Facility Dog, including food and veterinary costs. The City will notify and consult with NSD should a medical emergency arise that terminates the Facility Dog's ability to work or warrants an end of life decision. The City shall accept financial responsibility of all emergency medical treatment undertaken without NSD's knowledge or written consent.

11. NSD covenants that it does not require, and will not ask, The City to undertake any fundraising on behalf of NSD and that any ability or non-ability of The City to assist NSD in this regard has had no effect whatsoever upon the decision to place a Facility Dog with The City under the terms of this Agreement.

12. Any notice to be given pursuant to this Agreement shall be in writing, and shall be given in at least one of the following ways:

A. By personal delivery to any representative or employee of NSD, in which case notice is deemed received upon delivery; or,

B. By prepaid registered post addressed as hereinafter set out, in which case notice is deemed received upon the first attempt at delivery by the post office; or,

C. By courier to the address set out hereinafter, in which case notice is deemed received on the first attempt at delivery by the courier;

13. The addresses of the parties to which notice may be sent are as follows:

National Service Dog Training Centre Inc.  
1286 Cedar Creek Rd.  
Cambridge, ON  
N1R 5S5  
Attention: Danielle Forbes  
Fax: (519) 623-9997  
Phone: (519) 623-4188 Extension 12

The City of Mississauga c/o Mississauga Fire and Emergency Services  
7535 9<sup>th</sup> line Mississauga, ON , L5N 7C3  
Attn: Chief Tim Beckett  
Phone: 905 615 3200 ext. 3755

14. This Agreement and its interpretation shall be governed by the laws of the Province of Ontario.

15. This Agreement may be executed in several counterparts and by electronic facsimile transmission to the fax numbers shown in Article 13, each of which will be deemed to be an original and all of which will together constitute one and the same instrument.

16. If one or more provisions of this Agreement are for any reason held to be invalid, the parties intend that all remaining provisions remain in full force and effect.

17. This Agreement shall inure to and be binding upon the successors of the Parties regardless of how that succession occurs.

18. The parties will act cooperatively and in the utmost good faith in carrying out this Agreement.

19. This Agreement, the representations, warranties and promotional promises and inducements of NSD, are the entire agreement between the parties with respect to the subject matter set out herein, and therein, and there are no other agreements relating thereto. In entering into this Agreement, The City, The Primary Dog Handler and The Secondary Dog Handler are relying upon the accuracy of the representations, warranties and promotional promises and inducements made by NSD.

{Balance of page left intentionally blank, next page is signatory page}

Signed at the City of Cambridge, in the Province of Ontario, this \_26\_ day of \_\_August\_\_\_\_\_, 2020.

**NATIONAL SERVICE DOG TRAINING CENTRE INC.**



x \_\_\_\_\_

Signature

\_\_Danielle Forbes, Executive Director \_\_\_\_\_

Name and Title

Signed at the \_\_\_\_\_, in the Province of Ontario, this \_\_\_\_ day of \_\_\_\_\_, 2020.

THE CITY THE CORPORATION OF THE CITY OF MISSISSAUGA

\_\_\_\_\_

Signed at \_\_\_\_\_, in the Province of Ontario, this \_\_\_\_ day of \_\_\_\_\_, 2020.



# City of Mississauga Corporate Report



Date: November 11, 2020

To: Chair and Members of General Committee

From: Shari Lichterman, CPA, CMA, Commissioner of  
Community Services

Originator's files:

Meeting date:  
December 2, 2020

## Subject

**Funding Agreement with Peel District School Board for a Multi-Sport Court at West Credit Secondary School (Ward 9)**

## Recommendation

1. That a one-time contribution of \$100,000 to the Peel District School Board to provide a contribution towards a multi-sport court at West Credit Secondary School be approved.
2. That the Commissioner of Community Services and the City Clerk on behalf of the Corporation of the City of Mississauga be authorized to enter into a funding agreement with the Peel District School Board to provide a one-time contribution towards a multi-sport court at West Credit Secondary School, including any amending agreements and ancillary documents in a form satisfactory to Legal Services.
3. That all necessary By-laws be enacted.

## Report Highlights

- Ward Councillor is requesting funding from the Ward 9 Gas Tax Funding in the amount of \$100,000 be transferred to the Peel District School Board to partially fund the cost of a multi-sport court refurbishment at West Credit Secondary School.
- Corporate Finance has confirmed that the court is eligible for federal gas tax funding in the "recreation category" and assigned PN A20359.
- Community Services staff would prepare a funding agreement that provides a one-time contribution, ensures community access to the court is maintained and provides no future obligation for maintenance and capital replacement costs by the City of Mississauga.

## Background

In February 2020, the Peel District School Board approached Councillor Saito about an opportunity to partner on a sport court refurbishment at West Credit Secondary School. The

courts are in a state of disrepair and the school was looking to partner on an enhanced facility that would be accessible by the public.

The Councillor worked with school board officials to expand the court design to include both basketball and pickle ball lines. Ensuring this facility is accessible to the public will provide a space for active and passive recreational use for the community's benefit.

## Comments

Community Services Staff in consultation with Legal Services require authority to execute a funding agreement with the PDSB. The agreement will be on the basis that the funding will be a one-time transfer and not include any funding towards the maintenance or capital repairs or replacement of the facility. The funding agreement would require the PDSB to maintain community access to the court facility outside of standard school operating hours.

## Financial Impact

The \$100,000 contribution to the Peel District School Board will be funded from the Federal Gas Tax Reserve Fund account #35182 through PN A20359.

## Conclusion

Community Services staff would prepare a funding agreement that provides a one-time contribution of \$100,000 and ensures community access to the track is maintained and provides no future obligation for maintenance and capital replacement costs by the City of Mississauga. The contribution would be funded from the Federal Gas Tax Reserve Fund account #35182-PN A20359.



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Shari Lichterman, CPA, CMA, Commissioner of Community Services

Prepared by: Jodi Robillos, Director of Parks, Forestry and Environment, Community Services

# City of Mississauga Corporate Report



Date: October 14, 2020

To: Chair and Members of General Committee

From: Shari Lichterman, CPA, CMA, Commissioner of  
Community Services

Originator's files:

Meeting date:  
December 2, 2020

## Subject

**Senior Elected Officials Handbook**

## Recommendation

That the report entitled "Senior Elected Officials Handbook" dated October 14, 2020 from the Commissioner of Community Services be received for information.

## Report Highlights

- The updated provincial Senior Elected Officials Workshop has been adapted into a Senior Elected Officials (SEO) Handbook to provide a self-directed learning opportunity for the Mayor and members of Council.
- The SEO Handbook outlines the roles and responsibilities of the Mayor and members of Council as it relates to emergency management.

## Background

The provincial Office of the Fire Marshall and Emergency Management (OFMEM) released an updated version of the Senior Elected Officials Workshop in 2019. The voluntary workshop is designed for senior elected officials and is meant to provide a high level overview of emergency management in the Province of Ontario through the following topics:

- Ontario's definition of an emergency
- Principles of emergency management
- Ontario's approach to emergency management
- Purpose of *Ontario's Emergency Management Doctrine*
- Roles and responsibilities of various levels of government
- OFMEM's role in supporting municipalities

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## Comments

The Office of Emergency Management has adapted the provincial Senior Elected Officials Workshop into a Senior Elected Officials Handbook, which provides an overview of emergency management in Ontario and outlines the roles and responsibilities of Mayor and members of Council before, during and after large emergencies and disasters. This self-directed learning opportunity provides Council with the opportunity to learn about emergency management without the need to have a physical gathering.

## Financial Impact

There is no financial impact resulting from the recommendation in this report.

## Conclusion

The provincial Senior Elected Officials Workshop has been adapted into a Senior Elected Officials Handbook, and serves as a self-directed reference tool for the Mayor and members of Council to understand emergency management within the Province of Ontario and the roles and responsibilities of the various levels of government related to large emergencies or disasters.

## Attachments

Appendix 1: Senior Elected Officials Handbook



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Shari Lichterman, CPA, CMA, Commissioner of Community Services

Prepared by: Robyn Heibert, Specialist, Emergency Management

# Senior Elected Official Handbook - v1.docx

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Office of Emergency Management

7/17/2020



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## REVISION HISTORY

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Rev	Date	Summary of Changes	Prepared by	Approved by
01	July 17, 2020	Initial Release	Robyn Heibert Emergency Management Specialist, Corporate and Community Preparedness	Tim Lindsay, Acting Manager, Office of Emergency Management

## ACKNOWLEDGEMENTS

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## 1. SENIOR ELECTED OFFICIALS INFOGRAPHIC

# SENIOR ELECTED OFFICIALS

Roles and responsibilities during emergencies

### Ensuring Continuity of Government

Senior elected officials are responsible for ensuring that their municipality continues to operate during an emergency and are responsible for ensuring that essential services are provided.





### Declaring an Emergency

In the event that extraordinary measures are required to protect the health and safety of residents, the Mayor (or acting Mayor) can formally declare an emergency by signing an Emergency Declaration Form and notifying the province.

### Gathering and Sharing Information

Senior elected officials are responsible for staying informed regarding the municipality's response to the emergency so that they can keep their constituents informed.





### Serving as Municipal Spokesperson

The Mayor (or acting Mayor) may serve as the designated municipal spokesperson. This decision should be made in consultation with the activated Incident Management Team.

Relevant Legislation:  
Emergency Management and Civil Protection Act, R.S.O. 1990 C.E.9

See Section 7 for more information.

## 2. ACRONYMS

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Acronym	Meaning
CEMC	Community Emergency Management Coordinator
DRAO	Disaster Recovery Assistance for Ontarians
EMCPA	Emergency Management and Civil Protection Act
EMPC	Emergency Management Program Committee
EOC	Emergency Operations Centre
HIRA	Hazard Identification and Risk Assessment
IMS	Incident Management System
IMT	Incident Management Team
MDRA	Municipal Disaster Recovery Assistance
MECG	Municipal Emergency Control Group
MMAH	Ministry of Municipal Affairs and Housing
OEM	Office of Emergency Management
OFMEM	Office of the Fire Marshall and Emergency Management
OPT	Own Purpose Taxation

## 3. EMERGENCY MANAGEMENT BACKGROUND

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### 3.1. EMERGENCY DEFINITION

---

Section 1 of the *Emergency Management and Civil Protection Act*, R.S.O. c.E-9 (EMCPA) defines an emergency as:

A situation or impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or unintentional.

### 3.2. WHAT IS EMERGENCY MANAGEMENT?

---

Emergency Management is defined as “organized activities undertaken to prevent, mitigate, prepare for, response to and recover from actual or potential emergencies” (Emergency Management Ontario, 2011, p.11).

A robust emergency management program addresses each of the five components (prevention, mitigation, preparedness, response and recovery) to ensure public safety and organizational resilience.

A business continuity element should also be included within a municipal emergency management program, focusing on safeguarding organizational assets, human resources, and business processes during emergencies.

### 3.3. TYPES OF EMERGENCIES

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### 3.3.1. CATEGORIES

---

Emergency categories refer to the generic cause of the emergency, and are sub-categorized as follows:

- Natural
- Human caused
- Technological

NOTE: There can be instances where various emergency categories blend into one another, such as when a human error causes a technological problem, or a terrorist act that damages a communication node.

### 3.3.2. CLASSIFICATION

---

Classification refers to the speed of onset of the emergency, which can be either:

- Gradual (expected)
- Sudden (unexpected)

## 4. COORDINATION OF RESPONSIBILITY

---

### 4.1. MUNICIPAL RESPONSIBILITIES

---

Each municipality is required to have an emergency management program. The Community Emergency Management Coordinator (CEMC) is responsible for coordinating the development of an emergency response plan, and conducting annual staff training and exercises to ensure readiness.

**The City of Mississauga's CEMC is the Manager, Office of Emergency Management.**

Please refer to Section 3 for more detailed information on emergency management program requirements.

#### 4.1.1. APPLICABLE LEGISLATION AND REGULATIONS

---

##### 4.1.1.1. EMERGENCY MANAGEMENT AND CIVIL PROTECTION ACT

The *Emergency Management and Civil Protection Act, R.S.O. 1990, c.E.9 (EMCPA)* is the primary statute governing emergencies in Ontario. The *EMCPA* establishes the legal basis and framework for managing emergencies by defining authority, responsibilities and safeguards.

CEMCs are responsible for submitting an annual compliance report to the Ontario Fire Marshall and Emergency Management to demonstrate their municipality's compliance with the *EMCPA* and *Ontario Regulation 380/04*.

Please refer to Section 3 for detailed information on municipal emergency management program requirements.

##### 4.1.1.2. ONTARIO REGULATION 380/04

*Ontario Regulation 380/04* establishes the minimum standards for emergency management programs for municipalities and provincial ministries.

#### 4.1.2. MISSISSAUGA OFFICE OF EMERGENCY MANAGEMENT

---

The City of Mississauga has an Office of Emergency Management (OEM), which reports to the Director of Emergency Management. The Manager serves as the municipality's primary CEMC, with staff serving as alternates. **The Fire Chief serves as the Director of Emergency Management.**

### 4.2. PROVINCIAL RESPONSIBILITIES

---

The provincial *Emergency Management Doctrine* sets out the overall framework for emergency management in Ontario to develop a common understanding. Provincial Emergency Management programs are based on the provincial Hazard Identification and Risk Assessment (HIRA), with the most probable hazards and greatest risks indicating likely program priorities for preparedness, prevention and mitigation efforts.

Identified hazards are taken into account throughout all stages of the provincial Emergency Management program.

#### 4.2.1. OFFICE OF FIRE MARSHALL AND EMERGENCY MANAGEMENT

---

The Office of the Fire Marshall and Emergency Management (OFMEM) is a branch of the Ministry of the Solicitor General, and is responsible for developing the provincial emergency management doctrine, training and provincial emergency plans.

OFMEM operates the Provincial Emergency Operations Centre (PEOC) for the 24/7 reporting of emergencies. The PEOC also coordinates the provincial response to requests for emergency assistance from municipalities.

##### 4.2.1.1. OFMEM FIELD OFFICER

The Province is divided into two emergency management areas (North and East, and South and West) and ten sectors. The City of Mississauga is part of the Golden Horseshoe Sector, which is comprised of the following regions/municipalities:

- City of Brant
- City of Brantford
- City of Hamilton
- City of Toronto
- Haldimand County
- Halton Region
- Niagara Region
- Region of Peel
- Region of Waterloo
- Town of Norfolk
- York Region

#### 4.2.1.1.1. SUPPORT DURING NON-EMERGENCIES

Outside of emergencies, OFMEM Field Officers can:

- Provide advice and assistance
- Provide training opportunities for municipal staff
- Monitor and report on municipal emergency management programs
- Assist with local emergency preparedness week activities
- Assist with developing and delivering local exercises and training
- Review local program documents and provide feedback (emergency response plans and bylaws)
- Connect CEMCs with other resources (exercise scenarios, emergency management and industry partners)

#### 4.2.1.1.2. SUPPORT DURING EMERGENCIES

During emergencies, OFMEM Field Officers can be deployed to support municipalities with:

- Providing advice and assistance
- Acting as provincial liaison
- Serving as a source of information and conduit for information sharing
- Facilitating request for assistance from the province and federal government
- Coordination of provincial ministry support

## 5. MUNICIPAL EMERGENCY MANAGEMENT PROGRAM REQUIREMENTS

---

The *Emergency Management and Civil Protection Act, R.S.O. 1990, c.E.9 (EMCPA)* includes several requirements for municipal emergency management programs. *Ontario Regulation 380/04* provides further clarification in several areas.

The requirements include:

- |                                                     |                                            |
|-----------------------------------------------------|--------------------------------------------|
| • Emergency Management Program Committee (EMPC)     | • Emergency Response Plan                  |
| • Community Emergency Management Coordinator (CEMC) | • Emergency Operations Centre (EOC)        |
| • Municipal Emergency Control Group (MECG)          | • Annual Training                          |
| • By-law approval                                   | • Annual Exercise                          |
| • Hazard Identification and Risk Assessment         | • Public Education                         |
| • Critical Infrastructure Identification            | • Appoint an Emergency Information Officer |
|                                                     | • Conduct Annual Program Review            |

## 5.1. EMERGENCY MANAGEMENT PROGRAM COMMITTEE

---

The *EMCPA* requires that every municipality develop and implement an emergency management program committee (EMPC), which Council must adopt via by-law.

*Ontario Regulation 380/04* further specifies the composition of the program committee, as follows:

- Municipality's emergency management program coordinator
- Senior municipal official appointed by Council
- Members of Council (as may be appointed by Council)
- Municipal employees who are responsible for emergency management functions (as may be appointed by Council)
- Other persons (as may be appointed by Council)

The Council must also appoint a Chair of the EMPC. **The Commissioner of Community Services serves as the Chair.**

The remaining EMPC members for the City of Mississauga include:

- |                                            |                                           |
|--------------------------------------------|-------------------------------------------|
| • Mayor                                    | • Fire Chief                              |
| • Commissioner of Corporate Services       | • Manager, Office of Emergency Management |
| • Commissioner of Transportation and Works | • Director of Communications              |
| • Commissioner of Planning and Building    | • Director of Information Technology      |
| • Chief Building Official                  |                                           |

If desired, external representation can be included via non-voting members, which can include:

- |                               |                           |
|-------------------------------|---------------------------|
| • Local business and industry | • Economic development    |
| • Local utility companies     | • Land use planners       |
| • Transportation              | • School Boards           |
| • Environmental organizations | • Volunteer organizations |

### 5.1.1. EMPC RESPONSIBILITIES

---

The EMPC oversees the development, implementation and maintenance of the municipal emergency management program, and is responsible for completing an annual review of the emergency management program.

EMPC responsibilities to the Council include:

- Review all emergency planning documents
- Identify gaps in resource capability
- Recommend approaches to fill gaps
- Amend existing plan(s) to reflect changes
- Submit proposed amendments to Council for approval

NOTE: Minutes of all EMPC meetings should be maintained throughout the year.

## 5.2. COMMUNITY EMERGENCY MANAGEMENT COORDINATOR (CEMC)

---

The *EMCPA* requires that every municipality appoint an employee as the emergency management program coordinator (referred to as the community emergency management coordinator, or CEMC).

The CEMC serves as the main liaison with the province during actual emergencies, and is also responsible for submitting annual compliance report to OFMEM.

*Ontario Regulations 380/04* further specifies that the appointed CEMC:

- Complete training within one year of appointment as required by the Chief of Emergency Management Ontario
- Coordinate the development and implementation of the municipality's emergency management program, and coordinate with other emergency management programs in so far as possible
- Report to the EMPC on their work

NOTE: The province strongly encourages having one to two alternate CEMCs.

### 5.3. MUNICIPAL EMERGENCY CONTROL GROUP

---

The Municipal Emergency Control Group (MECG) is responsible for directing the municipality's response during a large emergency or disaster.

The MECG ensures:

- Continuity of operations for normal municipal business (as much as possible)
- Support for Incident Command

MECG members are required to complete annual training and attend/participate in an annual exercise (see Section 3.9 for more information).

For the City of Mississauga, MECG members include:

- |                                            |                                           |
|--------------------------------------------|-------------------------------------------|
| • Mayor                                    | • Chief Building Official                 |
| • Commissioner of Community Services       | • Fire Chief                              |
| • Commissioner of Corporate Services       | • Manager, Office of Emergency Management |
| • Commissioner of Transportation and Works | • Director of Strategic Communications    |
| • Commissioner of Planning and Building    | • Director of Information Technology      |
| • City Solicitor                           |                                           |

NOTE: MECG members must be appointed by name or position by Council.

### 5.4. BY-LAW APPROVAL

---

Every municipality must have a by-law, passed by Council, which adopts the municipal emergency management program.

The by-law (through attached schedules, separate by-laws or Council resolutions) should also address:

- Adoption of a municipal emergency plan
- Appointment of EMPC members, including the Chair of the EMPC
- Appointment of MECG members

Accordingly, the City of Mississauga has passed the following bylaws related to emergency management:

- By-law 0221-2016 Emergency Management Program and Committee By-law
- By-law 0181-2019 Disaster Management Plan By-law

## 5.5. HAZARD IDENTIFICATION AND RISK ASSESSMENT (HIRA)

---

As part of the development of its emergency management program, every municipality is required to identify and assess various hazards and risks to public safety that could result in emergencies.

## 5.6. CRITICAL INFRASTRUCTURE IDENTIFICATION

---

As part of the development of its emergency management program, every municipality is required to identify facilities and other infrastructure elements that are at risk of being affected by emergencies (called critical infrastructure).

The identification of critical infrastructure is a key step towards protecting and preserving public safety, the local economy and continuity of operations at all levels of government.

NOTE: Municipalities must identify all critical infrastructure within their jurisdiction, even if privately owned.

### 5.6.1. CRITICAL INFRASTRUCTURE SECTORS

---

Ontario has nine critical infrastructure sectors, including:

- |                             |                            |
|-----------------------------|----------------------------|
| • Food and Water            | • Gas & Oil                |
| • Electrical Power System   | • Financial Services       |
| • Public Safety & Security  | • Health System            |
| • Transportation Networks   | • Continuity of Government |
| • Telecommunication Systems |                            |

NOTE: A significant amount of critical infrastructure is owned by the private sector. Municipal governments are responsible for identifying the location of all critical infrastructure facilities and developing relationships with the owners of critical infrastructure. Private sector critical infrastructure owners have a responsibility for protecting their assets.

## 5.7. EMERGENCY RESPONSE PLAN

---



Municipalities are required to have an emergency plan which outlines how municipal employees will respond to an emergency, including the provision of necessary services.

The *EMCPA* has several requirements for municipal emergency response plans, including:

- Authorize municipal employees to take action under the emergency plan where an emergency exists but has not yet been declared
- Specify procedures to be taken for the safety or evacuation of persons in an emergency area
- Designate one or more members of Council who may exercise the powers and perform the duties of the head of Council under the *EMCPA* or emergency plan
  - During the absence of Head of Council or
  - While the Head of Council is unable to act
- Establish committees and designate employees to be responsible for reviewing the emergency plan, training employees in their functions and implementing the emergency plan during an emergency
- Provide for obtaining and distributing materials, equipment and supplies during an emergency
- Provide for any other matter required by the standards for emergency plans
- Provide for other matters considered necessary or advisable for the implementation of the emergency plan during an emergency

The *Ontario Regulations 380/04* has the following additional requirements:

- Assign responsibilities to municipal employees, by position, regarding plan implementation
- Set out procedures for notifying members of the MCEG of the emergency

NOTE: Lower-tier municipal emergency response plans must confirm to the emergency plan for the upper-tier municipality.

## 5.8. EMERGENCY OPERATIONS CENTRE (EOC)

---

Every municipality is required to have space to use as an Emergency Operations Centre (EOC), to be used by the MCEG during emergencies. The EOC must have appropriate technology and telecommunications capabilities.

NOTE: While the EOC does not have to be dedicated space, the designated facility/facilities must be available for use immediately as an EOC during an emergency.

## 5.9. ANNUAL TRAINING

---

MCEG members must participate in annual training to ensure readiness.

In 2018, the provincial Chief of Emergency Management issued *Ontario Guidance Note 2018-0101* which requires that specific elements be included in the annual training, including:

- Knowledge of all of the components of the municipal Emergency Management program,
- Knowledge of all the of the municipal emergency plan, including MCEG roles and responsibilities, and those of other organizations ,

- Knowledge of the procedures used to activate and operate the municipal emergency plan,
- Knowledge of the notification procedures used to notify members of the MEEG that the emergency plan has been activated,
- Knowledge of the location, communications infrastructure and technology in their municipal Emergency Operations Centre.

## 5.10. ANNUAL EXERCISE

---

MEEG members must participate in annual exercises to ensure readiness. The following types of exercises may be utilized:

- Tabletop exercise
  - Discussion-based exercise, where problems are posed by a facilitator and considered by participants.
- Functional exercise
  - Operation-based exercise, which involves participants to actually perform the functions of their roles in response to a simulated emergency. Movement of resources is simulated.
- Full-scale exercise
  - Operation-based exercise, which involves deployment of personnel and resources to a simulated emergency.

## 5.11. PUBLIC EDUCATION

---

Emergency management programs are required to provide public education regarding risks to public safety and on emergency preparedness.

Public education can take many forms, including but not limited to:

- Website and social media posts
- Distribution of brochures or flyers
- Media advertisements
- Information tables at community events
- Presentations

NOTE: Public education should consist of both general emergency preparedness, as well as applicable hazard specific information.

## 5.12. APPOINTMENT OF AN EMERGENCY INFORMATION OFFICER

---

Municipalities must appoint an employee to act as the Emergency Information Officer. Procedures regarding the development, approval and distribution of emergency information should be included within the municipal emergency plan.

**The Emergency Information Officer for the City of Mississauga is the Director of Strategic Communications.**

NOTE: The Emergency Information Officer cannot be a member of Council.

During emergencies, municipalities may choose to have the Emergency Information Officer also act as the municipal spokesperson, but this is not required. Often, the preference will be for other positions, such as the Mayor, a Councillor, or first responder leadership personnel.

Providing consistent, timely and accurate information to the media and public is a vital part of effectively managing major incidents and emergencies, due to the ability to influence public behaviour, contribution towards maintaining public confidence and providing the ability to correct misinformation.

The emergency information provided during an emergency will influence the public perception of how well the response is being handled. Different audiences should be considered during the development of emergency information messaging, including those directly affected, those indirectly affected and the general public.

## 5.13. ANNUAL REVIEW OF EMERGENCY MANAGEMENT PROGRAM

---

The EMPC is responsible for reviewing the emergency management program on an annual basis, and making recommendations to Council regarding any required program revisions. Supporting documentation (meeting agenda, minutes) are required as part of the annual compliance report. Elements of the program can be reviewed at each EMPC meeting (if done throughout the year), or the EMPC can complete the full annual program review at one meeting.

A formal report to Council is recommended (but not required). In the event that Council meets to review the program in the following year, the CEMC must contact their OFMEM Field Officer to discuss.

Once all program requirements have been met, the CEMC is responsible for submitting an annual compliance report (along with supporting documentation) to their OFMEM Field Officer. Upon review, the Mayor will receive a notification letter regarding whether or not the municipality met compliance for the year in question.

## 6. EMERGENCY DECLARATION AND TERMINATION

---

### 6.1. MUNICIPAL EMERGENCIES

---

#### 6.1.1. WHO CAN DECLARE A MUNICIPAL EMERGENCY?

---

The Head of Council (or Acting Head of Council) can declare that an emergency exists in their municipality and may take actions that are required (not contrary to law) to implement the municipal emergency response plan to protect the health and safety of the residents of the impacted area(s).

The Head of Council (or Acting Head of Council) is also responsible for ensuring that the Solicitor General is notified of the emergency declaration. See Section 4.1.3 for more information.

#### 6.1.2. WHY DECLARE AN EMERGENCY?

---

Emergency declarations allow municipalities to:

- Use extraordinary measures to protect the health and safety of residents;
- Use sole sourcing for contracts (as outlined in the municipal procurement bylaw);
- Protect volunteers and
- Draw public attention to emergency information.

If a municipality is considering declaring an emergency, OFMEM has created a *Checklist in Consideration of a Declaration of Emergency* document to aid in decision making. See Appendix C for the checklist.

#### 6.1.3. HOW IS AN EMERGENCY DECLARATION MADE?

---

A municipality must contact OFMEM as soon as possible following the decision to declare an emergency by faxing an *Emergency Declaration Form* (see Appendix A) signed by the Head of Council (or Acting Head of Council). See Appendix A for the emergency declaration form template.

#### 6.1.4. TERMINATION OF MUNICIPAL EMERGENCY DECLARATIONS

---

The Head of Council (or Acting Head of Council), the Council or Premier may declare an emergency terminated.

The Head of Council (or Acting Head of Council) must sign the *Emergency Termination Form* (see Appendix B) and fax to OFMEM.

### 6.2. REGIONAL EMERGENCY DECLARATIONS

---

Generally speaking, a Region declares an emergency in consultation with its member municipalities to coordinate resources, including:

- Emergency Social Services
- Public Health
- EMS
- Police
- Roads/Transportation/Public Works

A Regional emergency declaration **does not** mean that the Region assumes responsibility for the municipality's emergency. The local municipality maintains overall responsibility for the incident.

### 6.3. PROVINCIAL EMERGENCY DECLARATIONS

---

The Premier may declare and terminate a provincial emergency, which allows the province to take action and make orders needed (that are not contrary to law). During a declared provincial emergency, the Premier may also:

- Direct and control a municipality's administration, facilities and equipment;
- Require any municipality to provide assistance and
- Designate a minister to exercise these powers.

In Ontario, there have only been three provincially declared emergencies, for SARS, the 2003 blackout and COVID-19.

### 6.3.1. REQUEST FOR MUNICIPAL SUPPORT

---

If the province declares a provincial emergency and requests municipal support:

- The municipality does not need to declare an emergency (unless they require special powers);
- The municipality should track associated expenses and contact OFMEM before making any large expenditures and
- Volunteers used for the purpose of a provincial emergency declaration are covered by the province for any WSIB claims.

## 7. SENIOR ELECTED OFFICIALS RESPONSIBILITIES

---

### 7.1. ESSENTIAL RESPONSIBILITIES

---

The Mayor (or Acting Mayor in the Mayor's absence) is responsible for:

- Serving as municipal spokesperson
  - In coordination with the activated IMT Commander (who leads the Emergency Operations Centre response)

Senior elected officials are responsible for:

- Ensuring continuity of government
  - Understanding impact of incident on municipality's day-to-day activities
- Activating specific legal authorities (emergency declarations)
- Coordinating with other senior officials
- Gathering relevant local information
- Sharing information with constituents

### 7.2. INCIDENT MANAGEMENT AND COORDINATION

---

The City of Mississauga uses the Incident Management System (IMS) to manage emergencies to direct the City's operational response to the incident. IMS provides standardized organizational structures, functions, processes and terminology for use at all levels of emergency response. IMS also addresses the need for coordinated responses to all types of incidents.

In Mississauga, we have multiple Incident Management Teams, which are led by designated Directors who act as IMT Commanders. The hazard type will dictate the most appropriate IMT to lead the City's operational response.

Throughout an emergency activation, the IMT Commander is in contact with the Policy Group, who gives strategic direction and authorizes large expenditures. The Policy Group is comprised of the City Manager, Commissioners, the City Solicitor and the Chief Building Official.

The IMT Commander is also responsible for providing updates to Mayor and Council.

### 7.3. LIABILITY

---

Implementation of an emergency management program may reduce a municipality's potential for liability.

#### 7.3.1. PERSONAL LIABILITY EXEMPTIONS

---

Section 11(1) of the *EMPCA* outlines the personal liability exemptions as follows:

No action or other proceeding lies or shall be instituted against a member of council, an employee of a municipality, an employee of a local services board, an employee of a district social services administration board, a minister of the Crown, a public servant or any other individual acting pursuant to this Act or an order made under this Act for any act done in good faith in the exercise or performance or the intended exercise or performance of any power or duty under this Act or an order under this Act or for neglect or default in the good faith exercise or performance of such a power or duty.

#### 7.3.2. MUNICIPAL LIABILITY

---

Section 11(2) of the *EMCPA* **does not** relieve a municipality of liability for acts or omissions of a member of Council, or a municipal employee.

#### 7.4. WSIB PROTECTION FOR VOLUNTEERS

---

When a municipality has declared an emergency, any volunteers working in support of the emergency are provided protection under WSIB in the event that they are injured. Therefore, the municipality may be liable for any costs associated with any WSIB claims made by volunteers.

OFMEM recommends that municipalities consult with their legal department and WSIB in developing their volunteer management programs.

### 8. DISASTER FINANCIAL ASSISTANCE

---

The Ministry of Municipal Affairs and Housing (MMAH) is responsible for the coordination of extraordinary provincial expenditures in relation to emergencies (as per Order-in-Council 1157/2009).

MMAH has two programs to assist with disaster financial assistance, the Municipal Disaster Recovery Assistance program and the Disaster Recovery Assistance for Ontarians program.

Both programs have the following common components:

- Apply to **sudden** and **unexpected natural disasters** with costly impacts
- Cover eligible essential, basic costs connected to disaster response and recovery.
- Delivered by the province

NOTE: The programs are not intended to replace insurance.

## 8.1. MUNICIPAL DISASTER RECOVERY ASSISTANCE

---

This program offers assistance for extraordinary operating and capital costs resulting from a natural disaster. For the purpose of this program, a disaster is defined as “sudden, unexpected, extraordinary, natural event that results in eligible municipal costs at least equal to three per cent of a municipality’s Own Purpose Taxation levy” (Ministry of Municipal Affairs and Housing, 2016).

The program is based on a sliding-scale, cost-sharing formula between affected municipalities and the province as follows:

Eligible disaster-related costs must be more than 3% of the municipality’s Own Purpose Taxation levy (OPT)

- **Costs up to 3%** of OPT
  - Province pays 75%, and the municipality pays 25%
- **Costs beyond 3%** of OPT
  - Province pays 95%, and the municipality pays 5%

### 8.1.1. ELIGIBLE AND INELIGIBLE COSTS

---

Eligible operating costs

- Costs incurred to protect public health and safety
- Costs incurred to ensure access to essential services

Eligible capital costs

- Costs to repair public infrastructure
- Costs to repair property to pre-disaster condition

Ineligible costs

- Costs covered by insurance
- Costs that would have been incurred if the disaster had not taken place (such as regular staff salary)



The province has published the *Municipal Disaster Recovery Assistance: Program Guidelines* document (Ministry of Municipal Affairs and Housing, 2016), which provides detailed guidance on how to submit a claim, and the overall process. Municipal Responsibilities

### 8.1.2. APPLICATION STEPS

---

When a municipal Council believes that the municipality has experienced a disaster that could be eligible under the program and wishes to apply, the municipality should self-assess its potential eligibility and have collected sufficient supporting documentation to demonstrate that costs meet or exceed three per cent of the municipal OPT.

Once a municipality decides to submit an MDRA application, the following steps should be completed within 120 days of the onset of the disaster:

#### **1. Prepare the initial claim**

- a. Must contain actual expenses, and as applicable, detailed estimates of future costs with relevant supporting documentation. MMAH may request additional information during the claims review process.
  - i. Operating Costs  
Many of the costs incurred and paid out in the first 120 calendar days will be operating costs that address immediate needs of the community.
  - ii. Capital Costs  
If the municipality has incurred and paid out capital costs within the first 120 calendar days, these can be claimed on the program claim forms.

#### **2. Resolution of Council**

The resolution should include:

- Date the natural event occurred
- Type of natural disaster for which the municipality is requesting assistance
- Name and position of the person who has delegated authority to verify and attest to the accuracy of the claim

#### **3. Submit Resolution of Council, initial claim and supporting documentation**

The request for assistance submission package must include:

- Supporting documentation for:
- Claim forms with a signed attestation from the person who has been delegated authority to submit the claim
- Resolution of Council requesting assistance under the program

NOTE: Municipalities are expected to cover all upfront costs associated with the natural disaster.

### 8.1.3. PROVINCIAL RESPONSIBILITIES

---

Upon receiving a municipal resolution of Council and initial claim, the MMAH Minister determines whether to activate the relevant program(s).

The time required to review the initial claim to determine the municipality's eligibility under the program will depend on:

- The magnitude and complexity of the natural disaster
- Clarity and completeness of the claim and supporting documentation

If the Minister of MMAH makes a decision to active the program, the province and municipality enter into a grant agreement.

NOTE: All payments under the grant agreement will be based on eligible costs incurred by the municipality.

### 8.2. DISASTER RECOVERY ASSISTANCE FOR ONTARIANS

---

The Disaster Recovery Assistance for Ontarians (DRAO) program is intended to assist the following groups affected by a natural disaster:

- Homeowners
- Residential tenants
- Small owner-operated businesses
- Farmers
- Not-for-profit organizations

NOTE: MMAH **may** activate the DRAO program following a natural disaster. A municipal request is not required.

## 9. REFERENCES

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## APPENDIX A: EMERGENCY DECLARATION FORM

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City of Mississauga  
300 City Centre Drive  
MISSISSAUGA ON L5B 3C1  
mississauga.ca

### **Declaration of Emergency**

(I)(We) \_\_\_\_\_ hereby

***(Mayor or Elected Head of Council)***

declare an Emergency in accordance with the Emergency Management and Civil Protection Act, R.S.O. 1990, c.E.9, s.4. (1) due to the emergency described herein:

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For the Emergency Area or part thereof described as:

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***Signed*** \_\_\_\_\_

***Title*** \_\_\_\_\_

*This* \_\_\_\_\_ *day of* \_\_\_\_\_ *20*\_\_\_\_ *at* \_\_\_\_\_ *AM/PM*

*In the City of Mississauga*

*Fax to Provincial Emergency Operations Centre Duty Officer @ 416-314-0474 when completed*

## APPENDIX B: EMERGENCY TERMINATION FORM

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City of Mississauga  
300 City Centre Drive  
MISSISSAUGA ON L5B 3C1  
mississauga.ca

### **Termination of Emergency**

(I)(We)\_\_\_\_\_ hereby

*(Mayor or Elected Head of Council)*

declare that the emergency related to

\_\_\_\_\_

(State the general description of the declared emergency)

is terminated in accordance with the Emergency Management and Civil Protection Act, R.S.O. 1990.

**Signed** \_\_\_\_\_

**Title** \_\_\_\_\_

**This** \_\_\_\_\_ **day of** \_\_\_\_\_ **20**\_\_\_\_ **at** \_\_\_\_\_ **AM/PM**

***In the City of Mississauga***

*Fax to Provincial Emergency Operations Centre Duty Officer @ 416-314-0474 when completed*

## APPENDIX C: CHECKLIST IN CONSIDERATION OF A DECLARATION OF EMERGENCY

(Note: All references in this document refer to the *Emergency Management and Civil Protection Act*, R.S.O. 1990, Chapter E.9, as amended 2006)



*\* This checklist is for use by municipal heads of council considering the declaration of an emergency within their municipality. This checklist is not intended to provide any sort of legal advice – it is merely a reference tool.*

An emergency is defined under the *Emergency Management and Civil Protection Act* as “a situation, or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise” [Section 1, definition of an emergency].

Under the *Emergency Management and Civil Protection Act*, only the head of council of a municipality (or his or her designate) and the Lieutenant Governor in Council or the Premier have the authority to declare an emergency. The Premier, the head of council, as well as a municipal council, have the authority to terminate an emergency declaration [Sections 4 (1), (2), (4)].

An emergency declaration may extend to all, or any part of the geographical area under the jurisdiction of the municipality [Section 4 (1)].

If the decision is made to declare an emergency, the municipality must notify Emergency Management Ontario (on behalf of the Minister of Community Safety and Correctional Services) as soon as possible [Section 4 (3)]. Although a verbal declaration of emergency is permitted, all declarations should ultimately be made in writing to ensure proper documentation is maintained. Written declarations should be made on municipal letterhead, using the template provided by Emergency Management Ontario, and should be faxed to (416) 314-0474. When declaring an emergency, please notify the Provincial Emergency Operations Centre at 1-866-314-0472.

When considering whether to declare an emergency, a positive response to one or more of the following criteria **may** indicate that a situation, whether actual or anticipated, warrants the declaration of an emergency:

## **General and Government:**

- ❑ **Is the situation an extraordinary event requiring extraordinary measures?** [Section 4 (1) permits a head of council to “take such action and make such orders as he or she considers necessary and are not contrary to law” during an emergency.]
- ❑ **Does the situation pose a danger of major proportions to life or property?** [Section 1, definition of an emergency]
- ❑ **Does the situation pose a threat to the provision of essential services (e.g., energy, potable water, sewage treatment/containment, supply of goods or medical care)?** [Some situations may require extraordinary measures be taken or expenditures be made to maintain or restore essential services. A declaration of emergency may allow a head of council to expend funds outside of his or her spending resolutions and/or the regular approval process of the municipality.]
- ❑ **Does the situation threaten social order and the ability to govern?** [Whether due to a loss of infrastructure or social unrest (e.g., a riot), a crisis situation has the potential to threaten a council’s ability to govern. In such cases, extraordinary measures may need to be taken. Section 4 (1) provides for extraordinary measures, not contrary to law. Section 55 (1) of the *Police Services Act* provides for the creation of special policing arrangements during an emergency.]
- ❑ **Is the event attracting significant media and/or public interest?** [Experience demonstrates that the media and public often view the declaration of an emergency as a decisive action toward addressing a crisis. It must be made clear that an “emergency” is a legal declaration and does not indicate that the municipality has lost control. An emergency declaration provides an opportunity to highlight action being taken under your municipal emergency response plan.]
- ❑ **Has there been a declaration of emergency by another level of government?** [A declaration of emergency on the part of another level of government (e.g., lower-tier, upper-tier, provincial, federal) may indicate that you should declare an emergency within your municipality. For example, in the event of a widespread disaster affecting numerous lower-tier municipalities within a county, the county will likely need to enact its emergency response plan and should strongly consider the declaration of an emergency. In some cases, however, a declaration of emergency by a higher level of government may provide sufficient authorities to the lower-tier communities involved (e.g., municipalities operating under the authority of a provincial or federal declaration).]

## **Legal:**

- ❑ **Might legal action be taken against municipal employees or councilors related to their actions during the current crisis?** [Section 11 (1) states that “no action or other proceeding lies or shall be instituted against a member of council, an employee of a municipality, an employee of a local services board, an employee of a district social services administration board, a minister of the Crown, a Crown employee or any other individual acting pursuant to this Act or an order made under this Act for any act done in good faith in the exercise or performance or the intended exercise or performance of any power or duty under this Act or an order under this Act or for neglect or default in the good faith exercise or performance of such a power or duty.” Section 11 (3), however, states “subsection (1) does not relieve a municipality of liability for the acts or omissions of a member of council or an employee of the municipality....”]
- ❑ **Are volunteers assisting?** [The *Workplace Safety and Insurance Act* provides that persons who assist in connection with a declared emergency are considered “workers” under the Act and are eligible for benefits if they become injured or ill as a result of the assistance they are providing. This is in addition to workers already covered by the Act.]

### **Operational:**

- ❑ **Does the situation require a response that exceeds, or threatens to exceed the capabilities of the municipality for either resources or deployment of personnel?** [Section 4 (1) permits the head of council to “take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan.” Section 13 (3) empowers a municipal council to “make an agreement with the council of any other municipality or with any person for the provision of any personnel, service, equipment or material during an emergency.”]
- ❑ **Does the situation create sufficient strain on the municipal response capability that areas within the municipality may be impacted by a lack of services, thereby further endangering life and property outside areas directly affected by the current crisis?** [Some situations may require the creation of special response agreements between the municipality and other jurisdictions, private industry, non-government organizations, etc. Section 13 (3) states that the “council of a municipality may make an agreement with the council of any other municipality or with any person for the provision of personnel, service, equipment or material during an emergency.”]
- ❑ **Is it a consideration that the municipal response may be of such duration that additional personnel and resources may be required to maintain the continuity of operations?** [In the event of a large-scale crisis, such as an epidemic or prolonged natural disaster, municipal resources may not be able to sustain an increased operational tempo for more than a few days. This is particularly true if emergency workers are injured or become ill as a result of the crisis. In such a case, the municipality may need to utilize outside emergency response personnel. Section 13 (3) provides for mutual assistance agreements between municipalities.]
- ❑ **Does, or might, the situation require provincial support or resources?** [Provincial response (e.g., air quality monitoring, scientific advice, airlift capabilities, material resources, etc.) may involve numerous ministries and personnel. Activation of the municipal emergency response plan, including the opening of the Emergency Operations Centre and meeting of the Community Control Group, can greatly facilitate multi-agency and multi-government response. ]
- ❑ **Does, or might, the situation require assistance from the federal government (e.g., military equipment)?** [Section 13 (2) authorizes the Solicitor General, with the approval of the Lieutenant Governor in Council, to make agreements with the federal government. In Canada, federal emergency assistance is accessed through, and coordinated by, the province. The declaration of an emergency may assist a municipality in obtaining federal assistance.]



- ❑ **Does the situation involve a structural collapse?** [Structural collapses involving the entrapment of persons *may* require the deployment of one or more Heavy Urban Search and Rescue (HUSAR) teams. Ontario has a HUSAR team. This team is specially equipped and trained to rescue persons trapped as a result of a structural collapse. Any municipality in the province can request a HUSAR deployment to a declared emergency. Requests for HUSAR resources should be made through your local mutual aid fire coordinator. Approval for the dispatch of the HUSAR team comes from the Commissioner of Emergency Management.]
- ❑ **Is the situation a large-scale or complex chemical, biological, radiological, or nuclear (CBRN) incident?** [Response to CBRN incidents requires specialized resources and training. Ontario is developing three CBRN teams to respond to incidents throughout the province. CBRN teams are only dispatched to declared emergencies. Requests for a CBRN deployment should be made through your local mutual aid fire coordinator. Approval for the dispatch of CBRN teams comes from the Commissioner of Emergency Management.]
- ❑ **Does the situation require, or have the potential to require the evacuation and/or shelter of people or animals [livestock] from your municipality?** [Evacuee and reception centres often use volunteers as staff. As noted above, the declaration of an emergency enacts certain parts of the *Workplace Insurance and Safety Act* related to volunteer workers. Secondly, an evacuation or sheltering of citizens has the potential to generate issues pertaining to liability. Section 11 of the *Emergency Management and Civil Protection Act* may provide municipal councilors and employees with certain protections against personal liability.]
- ❑ **Will your municipality be receiving evacuees from another community?** [The issues discussed in the previous bullet may apply equally to municipalities accepting evacuees.]

#### **Economic and Financial:**

- ❑ **Does the situation pose a large-scale disruption to routine patterns of transportation, or re-routing of large numbers of people and vehicles?** [The rerouting of people and vehicles poses a potential liability risk. Keeping persons from their homes and delaying commercial traffic are both sensitive issues. Section 11 of the Act may provide certain protection from liability. Section 4 (1) allows for extraordinary measures to be taken, providing they are not contrary to law.]
- ❑ **Is an event likely to have a long term negative impact on a community's economic viability/sustainability, including resulting unemployment, lack of available banking services and restorative measures necessary to re-establish commercial activity?** [The declaration of an emergency may facilitate the ability of the municipality to respond to economic losses.]
- ❑ **Is it possible that a specific person, corporation, or other party has caused the situation?** [Section 12 states that "where money is expended or cost is incurred by a municipality or the Crown in the implementation of an emergency plan or in connection with an emergency, the municipality or the Crown, as the case may be, has a right of action against any person who caused the emergency for the recovery of such money or cost...."]

# City of Mississauga

# Corporate Report



<p>Date: November 12, 2020</p> <p>To: Chair and Members of General Committee</p> <p>From: Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: December 2, 2020</p>
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## Subject

**Financial Report as at September 30, 2020**

## Recommendation

1. That the "Financial Report as at September 30, 2020" report dated November 12, 2020, from the Commissioner of Corporate Services and Chief Financial Officer, including appendices, be approved.
2. That any 2020 year-end Stormwater operating program surplus be transferred to the Stormwater Pipe Reserve Fund (#35993).
3. That up to \$560,197 of the Operating Budget Reserve Requests be approved for transfer to the Fiscal Stability Reserve (#30125) as listed in Appendix 2.
4. That the 2020 budget adjustments listed in Appendix 3 be approved.
5. That \$690,000 be transferred to the Employee Benefits Reserve Fund (#37122).
6. That the "Building Permit Revenue Stabilization Reserve Fund" (#30161) be renamed to the "Building Revenue Stabilization Reserve" and the definition be revised to include Development Fees.
7. That a new reserve be created entitled "Tourism Mississauga Reserve" (#30162).
8. That capital project PN 18351 "Main Street Revitalization Initiative" be amended from net budget of \$987,953 to a revised net budget of \$1,023,280.
9. That funding of \$35,327 be transferred from the Main Street Revitalization Reserve Fund, (#35582) to PN 18351 "Main Street Revitalization Initiative".
10. That the Treasurer be authorized to fund the capital projects as identified in Appendix 4, Ward Specific Projects from the Federal Gas Tax Reserve Fund (#35182).
11. That the Treasurer be authorized to make necessary reserve transfers to minimize the 2020 impact on the 2021 tax rate.
12. That the necessary by-laws be enacted.

## Report Highlights

### • Operating Summary, excluding Stormwater

- The City is forecasting a year-end deficit of \$54.8 million. This represents negative 5.9% of the City's gross operating budget. This is largely due to revenue shortfalls driven by the COVID-19 pandemic.
- The Safe Restart Program Phase 1 has provided relief of \$46.1 million. The remaining balance at year end will be funded either by Phase 2 of the same program or City reserves. An application for a Phase 2 grant was submitted to the Province on November 4, 2020.

### • Stormwater Financial Summary

#### Operating Summary

As of September 30, 2020, the City is forecasting that the Stormwater operating program will have a \$0.4 million surplus, mainly due to lower contractor costs in operations and maintenance activities. Any surpluses will be transferred to the Stormwater Pipe Reserve at year-end.

## Background

In accordance with the Budget Control By-law, the Finance Division provides Council with a review of the City's financial position a minimum of two times a year. This report covers information related to the Operating Program variances, Budget Adjustments, Reserves & Reserve Fund transfers and Ward Specific Projects established since 2019.

On May 13th, 2020, Council approved a revised net operating budget of \$537.5 million for 2020.

In mid-March of 2020, the Province of Ontario, the Region of Peel and City of Mississauga declared states of emergency to control the spread of COVID-19. Council recognized the financial impact on residents and businesses due to physical distancing and took actions to reduce their severity, including rear-door only boarding on MiWay buses, closure of City facilities, work from home directive for nonessential City staff, cancellation of all events and spring programs, virtual Council meetings, deferral of courthouse hearings and enforcement of physical distancing in parks and at private establishments and residences.

To assist the public financially, Council deferred tax and stormwater due dates, temporarily suspended parking enforcement, deferred rent payments from tenants in City facilities, deferred collection of the Municipal Accommodation Tax, and temporarily suspended fines, penalties and late fees.

These actions significantly reduced the City's revenues. Some actions were taken to mitigate this loss of revenue. A hiring freeze was implemented, and discretionary spending was reduced wherever possible. Nevertheless, the City is forecasting a deficit in 2020.

## Comments

This report summarizes:

Part 1.1 – Operating Forecast

Part 1.2 – Stormwater Financial Summary

Part 2 – Operating Budget Reserve Requests

Part 3 – Operating Budget Adjustments

Part 4 – Reserves and Reserve Funds

Part 5 – Ward Specific Projects

### PART 1.1: OPERATING FORECAST

Based on actual results at September 30, 2020, staff forecast that the City will end the year with a deficit of \$54.8 million or negative 5.9% of the 2020 gross operating budget. Staff have reported the impacts of the pandemic.

This report includes updated estimates by Service Area to the COVID-19 financial pressures, Council-endorsed initiatives for cost containment such as staff layoffs, a temporary hiring freeze, reductions in discretionary costs, deferral of capital projects and deferral of debenture issue until 2021, and the projected effects to the year-end financial position.

The following chart summarizes the forecasted year end operating budget variances by service area. Details are provided in Appendix 1-1, Operating Forecast Details by Service Area.

Service Area (\$ Millions)	Net Budget	Year End Forecast	Year End Variance
			\$ Surplus/ (Deficit)
Fire & Emergency Services	119.4	119.6	(0.3)
Roads	66.1	64.6	1.5
MiWay	91.5	124.7	(33.1)
Parks Forestry & Environment	37.5	36.5	1.0
Mississauga Library	28.9	25.8	3.1
Business Services	31.5	31.8	(0.3)
Facilities & Property Management	25.1	24.3	0.8
Recreation	29.0	40.2	(11.2)
Information Technology	31.7	31.5	0.2
City Manager's Office	14.8	14.7	0.2
Land Development Services	9.6	8.2	1.4
Culture	7.2	11.4	(4.2)
Mayor & Council	5.0	4.9	0.1
Regulatory Services	1.1	5.4	(4.3)
Legislative Services	(2.3)	2.0	(4.3)
Financial Transactions	41.2	46.6	(5.4)
<b>City</b>	<b>537.5</b>	<b>592.4</b>	<b>(54.8)</b>
Note: Numbers may not add due to rounding.			

**Year-End Operating Result Highlights** - The major areas of variance from the budget are highlighted below, with further details provided in Appendix 1-1 Operating Forecast Details by Service Area:

### MiWay

- MiWay is forecasting a deficit of \$33.1 million:
  - An unfavourable variance of \$46.6 million in revenue is forecasted due to low ridership and cancellation of summer U-Pass program caused by COVID-19 pandemic and a revenue shortfall from bus shelter advertisement;
  - Offset by a surplus from labour of \$10.6 million due to vacancies, lower overtime costs and deferral of the 2020 growth program;
  - Offset by savings in non-labour expenditures totaling \$9.4 million from lower prices and reduced consumption in diesel fuel of \$6.3 million, \$2 million savings from PRESTO commission costs due to lower farebox revenue and \$1.1 savings from equipment repairs and advertising expenses.

- An unfavourable variance of \$6.3 million is forecasted due to a deferred budgeted transfer from reserve due to favourable diesel costs, discussed above.

## **Recreation**

- Recreation service is forecasting a deficit of \$11.2 million:
  - Revenue is forecasted to have an unfavourable variance of \$31.7 million as a direct result of facility closures and observation of social distancing protocols due to COVID-19.
  - Unfavourable variance due to revenue shortfall of \$1.0 million from the Municipal Accommodation Tax.
  - Offset by a projected labour surplus of \$14.6 million, mainly driven by savings as a result of minimal program offerings.
  - Offsetting savings in non-labour expenditures are expected to have a favourable variance of \$6.8 million due to lower costs expected for utilities, materials and supplies, contractor and event settlement costs resulting from facility closures.

## **Financial Transactions**

- Financial Transactions is forecasting a deficit of \$5.4 million:
  - Revenue is projected to have a deficit of \$4.5 million in tax penalty and interest charges which were suspended by Council for the period from July 2<sup>nd</sup> to December 31<sup>st</sup>.
  - Unfavourable variance in higher tax cancellations of \$1.6 million due to volume of appeals and \$1 million due to increases in insurance premiums.
  - Unfavourable variance of \$0.7 million due to a projected adjustment to recognize the increased liability due to LTD premium rates rising by 31%.
  - Offsetting surpluses are projected for supplementary tax bills of \$1 million and payments in lieu of taxes of \$1.4 million for Region of Peel and Hydro properties.

## **Regulatory Services**

- Regulatory Services is forecasting a deficit of \$4.3 million:
  - Revenue is forecasted at a deficit of \$6.1 million. As a result of business closures and maintenance of public health safety regulations, decreases are projected for parking revenues, TNC licensing fees and business / mobile licensing fees.
  - Offsetting savings in labour of \$1.1 million due to hiring freeze.

## Legislative Services

- Legislative Services is forecasting a deficit of \$4.3 million:
  - Unfavourable variance in revenue from the Courthouse is due to the facility shutdown in combination with an extension in payment moratorium, fewer tickets issued and cancellation of in-person trials.

## Culture

- Culture is forecasting a deficit of \$4.2 million:
  - Revenue is forecasted at a deficit of \$5.2 million as a result of cancelled or modified events/programs.
  - Unfavourable variance of \$1.5 million projected for a reduction in transfer from the Municipal Accommodation Tax, due to a shortfall in receipts.
  - Offset by a favourable variance of \$2.6 million in operating cost as a result of reduced expenses in cleaning/security/logistics services along with reduced supplies for education, exhibition and outreach programs.

## Mississauga Library

- Mississauga Library is forecasting a favourable variance of \$3.1 million:
  - Labour stands at \$3.8 million surplus due to the hiring freeze.
  - Offsetting deficit in revenues are forecasted at \$0.9 million primarily driven by reduced revenues from late fees and fines, a decrease in material lending/ borrowing and an overall reduction in services as a result of COVID-19.

## Roads

- Roads is forecasting a net favourable variance of \$1.5 million:
  - Labour costs are projected to have a surplus of \$2.4 million as a result of a hiring freeze and staff layoffs.
  - Offset by an unfavourable variance of \$0.2 million in non-labour costs due to extra purchases of Personal Protective Equipment (PPE) and modified work schedules to comply with social distancing measures.
  - Offset in projected revenue deficit of \$0.4 million primarily driven by losses in parking revenue due to workplace shutdowns, and other social distancing measures adopted.

### Land Development Services

- Land Development Services is forecasting a favourable variance of \$1.4 million:
  - A projected surplus of \$1.4 million is a result of savings in operating expenses mainly due to low external contractors cost, other operating expenses and savings due to a hiring freeze.
  - A projected surplus of \$4.2 million in revenues from an increase in volume of applications for building permit, development and rezoning fees is driven by a strong housing market. In accordance with the City's reserve policy, these revenue surpluses can be transferred to the Building Stabilization Reserve Fund at year end to offset any future revenue shortfall. As such, the surplus of \$4.2 million does not contribute to the overall City bottom line.

### Other Service Areas

- All other services are forecasting a favourable variance totalling \$1.7 million.
  - These favourable variances are as a result of a hiring freeze for full time positions, delay in seasonal hirings due to COVID-19 restrictions, and reduced spending of discretionary costs to help offset the expected deficit.

### Federal / Provincial COVID-19 Funding & Grants

- Financial relief and grants of \$46.2 million have been received by the City of Mississauga to date. This includes Safe Restart Program Phase 1 funding of \$31.1 million specific to Transit, and \$15 million to address general operating deficits and \$0.1 million was received through the Museums grant.
- Application for Phase 2 Safe Restart funding was submitted on November 4, 2020.

### Proposed 2021 Budget Adjustments as a result of 2020 actual variances

As part of the on-going budget process, staff track variances and have made appropriate adjustments to the 2021 Business Plan and Budget, seen in the table below. The identified expense budgets have been reduced by \$10.0 million, while the revenues have been increased by \$2.3 million, with a total reduction of \$12.3 million or negative 2.3% included in the 2021 Proposed Operating Budget.



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Service Areas	Increase / Reduction	Details	2021 Budget Adjustments \$ Millions
<b>Expenses</b>			
MiWay	Reduction	Service Level reduction	(7.6)
MiWay	Reduction	Transportation cost as a result of better diesel fuel pricing	(2.0)
Information Technology	Reduction	Maintenance agreement costs due to process efficiencies, software rationalization and various contract adjustments	(0.4)
<b>Total Expenses Decrease</b>			<b>(10.0)</b>
<b>Revenues</b>			
Financial Transactions	Increase	PILT and Other Taxes	(1.9)
Land Development Services	Increase	Building Permit, Application and Rezoning revenue	(1.0)
Legislative Services	Reduction	Provincial Offences Act (POA) revenues	0.4
MiWay	Reduction	Bus Shelter revenue	0.2
<b>Total Revenues Increase</b>			<b>(2.3)</b>
<b>Total Net Reduction in 2021 Budget</b>			<b>(12.3)</b>

Numbers may not add due to rounding.

## PART 1.2: STORMWATER OPERATING FORECAST

### Stormwater Operating and Revenue Charge Summary

As of September 30, 2020, the City is forecasting that the Stormwater operating program will have a favourable variance in the amount of \$0.4 million. This is driven by lower maintenance and contractor costs in catchbasin cleaning, street cleaning, storm sewer/culvert cleaning and storm sewer repair/spills, lower than expected credit application volume and a favourable labour costs due to recoveries and vacant positions.

Further details are provided in Appendix 1-2, Revenue Charge and Operating Details for Stormwater.

## PART 2: OPERATING BUDGET RESERVE REQUEST

The accounting principles used by the City require that expenditures for goods and services be recorded when received. At year-end, there are some legally binding obligations for goods and services ordered prior to year-end and that are not received. Appendix 2 of this report details Operating Budget Reserve Requests totalling \$560,197 for 2020 that will be spent in 2021.

### **PART 3: OPERATING BUDGET ADJUSTMENTS**

According to the Budget Control Bylaw, all inter-program adjustments require Council authorization. Apart from the revision due to Assessment Growth of \$359,434 on May 13, 2020, there is no change to the City's net operating budget as a result of these adjustments as these adjustments reallocate budget funds from one program/account to another. Appendix 3, Operating Budget Adjustments by Service Area, details operating budget movements which require approval by Council.

### **PART 4: RESERVES AND RESERVE FUNDS**

#### **Employee Benefits Reserve Fund**

The cost of premiums covering employee Long Term Disability (LTD) has increased by 31%. In order to match the liability that will be recognized at year end, it is recommended that this cost of \$690,000 be transferred to the Employee Benefits Reserve Fund. Adjustments to the operating budget will be done through the 2022 budget process.

#### **Building Permit Revenue Stabilization Reserve Fund**

The Building Permit Revenue Stabilization Reserve Fund provides funds for stabilizing the City's building permit revenue, protecting the City against significant fluctuations due to economic cycles. Development Fees collected by the City also vary depending on economic fluctuations. In order to continue to provide strong revenue fiscal management policies it is being recommended through this report to rename the Building Permit Stabilization Reserve Fund to the Building Revenue Stabilization Reserve (#30161). This will ensure that any fluctuations in revenue at year end, both in building permit revenue and development fees, be transferred accordingly to/from the Planning Budget. The target of this Reserve will also be recalculated accordingly taking into account both sources of revenue.

#### **Tourism Mississauga Reserve**

Tourism Mississauga (New Tourism Corporation) has been established to promote Mississauga as a tourism destination. The provincial regulations require that 50% of the net MAT (Municipal Accommodation Tax) collected be transferred to this new entity. It is recommended in this report that a separate reserve be established entitled "Tourism Mississauga Reserve (#30162)" to track these monies separately for the new corporation. Until now the funds have been deposited in the Municipal Accommodation Tax Reserve Fund. When the new reserve is established, the balance owing will be transferred accordingly.

#### **Main Street Reserve Fund**

In 2018, the City received \$667,950 through the Main Street Revitalization Initiative. This funding was placed into Reserve Fund #35582 and disbursed equally amongst five Main Street Projects. Over the course of the funding program, (2018 to 2020) approximately \$35,000 in interest was earned. As per the Main Street Funding Agreement, any interest earned on the Reserve Fund must be allocated to one or more of the Main Street Revitalization Initiative

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projects, or returned to the funder. In order to maximize the use of the interest earned, projects not funded 100% through the original Main Street funding allocation will receive interest as follows:

- A18351 – Civic BIA Main Street Revitalization - \$306
- B18351 – Clarkson BIA Main Street Revitalization - \$13,000
- C18351 – Malton BIA Main Street Revitalization - \$3,468
- D18351 – Port Credit BIA Main Street Revitalization - \$18,553
- E18351 – Streetsville BIA Main Street Revitalization – No additional funding required

This transfer of interest will bring four of the five projects to 100% funded by the Main Street Revitalization Initiative. The Malton Gateway sign is not 100% funded by Main Street funding.

## PART 5: WARD-SPECIFIC SPECIAL PROJECTS

On May 22, 2019 a motion was passed by Council to establish capital projects up to a total amount of \$2 million per ward, to be used at the discretion of each local Councillor. The following table includes new projects to be set up through this report.

Appendix 4 lists projects that have already been established. Staff will report regularly on these projects including any new projects or allocations requested by each Councillor.

Ward	Project Number	Project Name	Approved Net Cost (\$000)
Ward 1	A20361	Water Bottle Filling Stations - Westacres Park (Pool Building)	30.0
Ward 5	20489	Bicycle Rack Ward 5	50.0
Ward 9	A20359	Multi-purpose Basketball/Pickleball - West Credit SS	100.0
Ward 9	20343	Park Bench/Solar Bench Program	168.0
Ward 9	20344	Water Bottle Filling Stations	60.0
Ward 9	20345	Erin Meadows CC and Library Outdoor Redevelopment	500.0
Ward 9	A20214	Erin Mills Town Centre Bus Shelter	46.0
Ward 9	B20214	Meadowvale Town Centre Bus Shelter	46.0
Ward 9	B20359	Playground Swing Addition Promenade Meadows Park	16.0
Ward 11	B19353	Streetsville Village Entrance Sign/Garden 2 locations	50.0
Ward 11	20429	VJCC Rubber Floor Replacement	100.0
Ward 11	A20353	Water Line Extension - Meadow Green	10.1
Ward 11	C20199	Traffic calming concept for Falconer Drive	60.0
Ward 11	D20199	Traffic Calming Concept Plan - Second Line West north of Old Derry Road	70.0
Ward 11	E20199	Second Line W sidewalk and intersection works	120.0
Total New Requests			1,426.1

## Conclusion

The third quarter financial report outlines a projected year end deficit of \$54.8 million due to the impacts of the COVID-19 pandemic. Council has approved the implementation of several mitigating actions as staff continue to monitor and report on the financial impacts into 2021. To date, \$46.2 million of relief and grants have been received by the City. The remaining balance

will be funded either by the Safe Restart Program- Phase 2 or City reserves. Staff will report back to Council with the year-end final results in Spring 2021.

## Attachments

Appendix 1-1: Operating Forecast Details by Service Area

Appendix 1-2: Revenue Charge and Operating Details for Stormwater

Appendix 2: Operating Budget Reserve Requests

Appendix 3: Operating Budget Adjustments by Service Area

Appendix 4: Ward Specific Projects



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

Prepared by: Ann Wong, Sr. Manager, Business Planning and Reporting

**Operating Forecast Details by Service Area**  
**Fire & Emergency Services**

Appendix 1-1

Item (\$ Millions)	2020 Budget	2020 Year-End Forecast	Year-End Variance		Comments and Action Plan
			\$ Surplus/ (Deficit)	% of Budget	
Revenues	(2.2)	(1.6)	(0.7)	(29.5%)	(\$0.7M) unfavourable revenue variance expected due to COVID-19 related decrease in call volume, specifically in false alarm, elevator, and motor vehicle accident calls.
Transfer to/(from) Reserve Funds	(3.8)	(1.3)	(2.5)	(65.3%)	\$2.5M transfer from Public Safety Reserve Fund expected to be deferred due to labour surplus and delay in hiring new positions funded by the transfer.
Other Operating Expenses	13.9	13.5	0.4	2.8%	\$0.7M favourability in operating expenses due to COVID-19 related savings staff development, transportation costs and materials and supplies, offset by \$0.3M incremental COVID-19 related expenses including hand sanitizer, cleaning supplies, and PPE.
Labour and Benefits	110.5	108.0	2.5	2.3%	\$2.5M favourable labour variance expected due to existing vacancies in suppression and fire prevention. Suppression vacancies are due to retirements and long term absences. Fire prevention vacancies are related to new positions that have not yet been filled.
<b>Total Net Cost before Administrative and Support Costs</b>	<b>118.4</b>	<b>118.6</b>	<b>(0.3)</b>	<b>(0.2%)</b>	
Administrative and Support Costs	1.0	1.0	0.0	0.0%	
<b>Total Net Cost</b>	<b>119.4</b>	<b>119.6</b>	<b>(0.3)</b>	<b>(0.2%)</b>	

**Roads**

Item (\$ Millions)	2020 Budget	2020 Year-End Forecast	Year-End Variance		Comments and Action Plan
			\$ Surplus/ (Deficit)	% of Budget	
Revenues	(16.7)	(16.2)	(0.4)	(2.6%)	YTD parking revenues impacted by COVID-19 for parking due to the shutdown, working from home and social distancing measures.
Other Operating Expenses	48.7	48.9	(0.2)	(0.4%)	COVID-19 impact related to extra PPE purchases, social distancing measures and shutdowns/modified work schedules. Offset by discretionary savings.
Labour and Benefits	33.8	31.4	2.4	7.2%	Gapping due to various vacant positions
<b>Total Net Cost before Administrative and Support Costs</b>	<b>65.9</b>	<b>64.1</b>	<b>1.8</b>	<b>2.8%</b>	
Administrative and Support Costs	0.2	0.5	(0.3)	0.0%	Higher custodial cleaning cost related to COVID-19
<b>Total Net Cost</b>	<b>66.1</b>	<b>64.6</b>	<b>1.5</b>	<b>2.3%</b>	

## Operating Forecast Details by Service Area

### MiWay

Appendix 1-1

Item (\$ Millions)	2020 Budget	2020 Year-End Forecast	Year-End Variance		Comments and Action Plan
			\$ Surplus/ (Deficit)	% of Budget	
Revenues	(93.6)	(47.0)	(46.6)	(49.8%)	(\$46.5M) Revenue loss from farebox revenues due to lower ridership caused by COVID-19 outbreak and summer U-Pass Program cancellation. (\$0.9M) Unfavourable variance from advertising revenues loss
Transfer to/(from) Reserve Funds	(18.5)	(12.0)	(6.5)	(35.2%)	Based on 2020/2021 Gas Tax allocation from Province. Budgeted transfer from the Provincial Gas Tax reserve is reduced by \$6.3 million to account for the savings in diesel fuel.
Other Operating Expenses	49.2	39.8	9.4	19.0%	\$6.3M savings from Diesel caused by lower prices and reduced consumption, \$2M savings from PRESTO commission costs due to lower farebox revenues, \$1.1M savings from equipment repairs and advertising expenses due to COVID-19
Labour and Benefits	152.8	142.3	10.6	6.9%	Driven by vacancies, deferral of 2020 growth program and drop in overtime
<b>Total Net Cost before Administrative and Support Costs</b>	<b>90.0</b>	<b>123.1</b>	<b>(33.1)</b>	<b>(36.9%)</b>	
Administrative and Support Costs	1.6	1.6	0.0	0.0%	
<b>Total Net Cost</b>	<b>91.5</b>	<b>124.7</b>	<b>(33.1)</b>	<b>(36.2%)</b>	

### Parks Forestry & Environment

Item (\$ Millions)	2020 Budget	2020 Year-End Forecast	Year-End Variance		Comments and Action Plan
			\$ Surplus/ (Deficit)	% of Budget	
Revenues	(5.2)	(3.9)	(1.3)	(24.8%)	Unfavourable variance because of closures and delay in openings due to COVID-19
Other Operating Expenses	15.2	15.2	0.1	0.5%	Potential savings are offset by additional requirements for social distancing, PPE and additional comfort station cleanings on FPM custodial contract due to COVID-19
Labour and Benefits	27.7	25.5	2.2	8.1%	Favourable full time variance due to vacant full time positions being backfilled by temporary staff. Favourable temp variances due to delay in hiring seasonal temps due to COVID-19 restrictions with only essential duties being completed. Favourable Capital internal labour chargeback related to the EAB program.
<b>Total Net Cost before Administrative and Support Costs</b>	<b>37.7</b>	<b>36.7</b>	<b>1.0</b>	<b>2.8%</b>	
Administrative and Support Costs	(0.2)	(0.2)	0.0	0.0%	
<b>Total Net Cost</b>	<b>37.5</b>	<b>36.5</b>	<b>1.0</b>	<b>2.8%</b>	

## Operating Forecast Details by Service Area

## Appendix 1-1

## Mississauga Library

Item (\$ Millions)	2020 Budget	2020 Year-End Forecast	Year-End Variance		Comments and Action Plan
			\$ Surplus/ (Deficit)	% of Budget	
Revenues	(2.1)	(1.2)	(0.9)	(41.4%)	(\$0.9M) Unfavourable variance due to reduced uptake of services as a result of COVID-19. Reduced revenues anticipated due to reduced late fees and fines expected as a result of a decrease in overall material lending/borrowing.
Other Operating Expenses	7.1	6.9	0.2	3.0%	\$0.2M Favourable variance result of reduced expenditures due to delayed or postponed programming as a result of closure offset by increased anticipated expenditures on PPE and cleaning supplies.
Labour and Benefits	23.4	19.7	3.8	16.0%	\$3.8M Favourable variance due to vacancies in FT labour usually offset by increased Temp labour (not utilized this year thus far due to closures/COVID-19).
<b>Total Net Cost before Administrative and Support Costs</b>	<b>28.4</b>	<b>25.3</b>	<b>3.1</b>	<b>10.9%</b>	
Administrative and Support Costs	0.5	0.5	0.0	0.0%	
<b>Total Net Cost</b>	<b>28.9</b>	<b>25.8</b>	<b>3.1</b>	<b>10.7%</b>	

## Business Services

Item (\$ Millions)	2020 Budget	2020 Year-End Forecast	Year-End Variance		Comments and Action Plan
			\$ Surplus/ (Deficit)	% of Budget	
Revenues	(2.7)	(2.4)	(0.4)	(13.7%)	(\$0.4M) Unfavourable variance in Revenue and Materiel Management as a result of eliminating overdue notices; suspending cheque retrieval payment redistribution.
Other Operating Expenses	4.1	3.6	0.4	10.9%	\$0.4M Favourable variance is due to committed savings in Seminars, Conferences, Professional Services and Materials & Supplies.
Labour and Benefits	30.1	30.5	(0.4)	(1.2%)	(\$0.4M) Unfavourable variance in Human Resources and Communication primarily due to overtime and backfills, partially offset by favourable forecast in Revenue and Materiel Management due to labour vacancies.
<b>Total Net Cost before Administrative and Support Costs</b>	<b>31.5</b>	<b>31.7</b>	<b>(0.3)</b>	<b>(0.9%)</b>	
Administrative and Support Costs	0.1	0.1	0.0	0.0%	On budget
<b>Total Net Cost</b>	<b>31.5</b>	<b>31.8</b>	<b>(0.3)</b>	<b>(0.9%)</b>	

**Operating Forecast Details by Service Area**  
**Facilities & Property Management**

**Appendix 1-1**

Item (\$ Millions)	2020 Budget	2020 Year-End Forecast	Year-End Variance		Comments and Action Plan
			\$ Surplus/ (Deficit)	% of Budget	
Revenues	(0.6)	(0.5)	(0.1)	(12.0%)	Unfavourable variance due to lost room rental revenue at City Hall and Central Library impacted by COVID-19.
Other Operating Expenses	10.2	10.5	(0.3)	(2.9%)	(\$0.3M) Unfavourable variance due to increased maintenance demands and increased professional services for COVID-19 related impacts for security, cleaning and recruitment. Offset by savings in utilities due to facility closures, reduction in preventative maintenance activity, including staff development and transportation costs.
Labour and Benefits	17.4	16.2	1.2	6.9%	\$1.7M Favourable variance due to vacancies in various positions because of market conditions along with hiring freeze due to COVID-19 (\$0.5M) Unfavourable variance due to fewer labour recoveries generated as a result of vacant positions.
<b>Total Net Cost before Administrative and Support Costs</b>	<b>26.9</b>	<b>26.1</b>	<b>0.8</b>	<b>3.1%</b>	
Administrative and Support Costs	(1.8)	(1.8)	0.0	0.0%	On budget
<b>Total Net Cost</b>	<b>25.1</b>	<b>24.3</b>	<b>0.8</b>	<b>3.3%</b>	

**Recreation**

Item (\$ Millions)	2020 Budget	2020 Year-End Forecast	Year-End Variance		Comments and Action Plan
			\$ Surplus/ (Deficit)	% of Budget	
Revenues	(51.4)	(19.7)	(31.7)	(61.7%)	(\$31.7M) Unfavourable variance as a result of COVID-19 impact. Minimal program offerings due to facility closures and public health restrictions
Transfer to/(from) Reserve Funds	(1.5)	(0.5)	(1.0)	(66.8%)	(\$1.0M) Unfavourable variance due to revenue shortfall from the Municipal Accommodation Tax
Other Operating Expenses	23.8	17.0	6.8	28.6%	\$6.8M surplus anticipated due to COVID-19 and lower revenues. Main drivers of savings in utilities, materials and supplies, contractor and event settlement costs
Labour and Benefits	58.0	43.3	14.6	25.2%	\$14.6M Favourable variance primarily driven by COVID-19 related savings in temp labour of \$12.5M; Remaining surplus is primarily related to vacancies, maternity leaves, and salary differential for replacement hires
<b>Total Net Cost before Administrative and Support Costs</b>	<b>28.9</b>	<b>40.2</b>	<b>(11.2)</b>	<b>(38.9%)</b>	
Administrative and Support Costs	0.1	0.1	0.0	0.0%	
<b>Total Net Cost</b>	<b>29.0</b>	<b>40.2</b>	<b>(11.2)</b>	<b>(38.8%)</b>	



## Operating Forecast Details by Service Area

## Appendix 1-1

## Information Technology

Item (\$ Millions)	2020 Budget	2020 Year-End Forecast	Year-End Variance		Comments and Action Plan
			\$ Surplus/ (Deficit)	% of Budget	
Revenues	(1.1)	(1.1)	(0.0)	(3.6%)	On Budget
Other Operating Expenses	10.2	9.8	0.4	3.6%	\$0.3M Favourable variance is due to committed savings in Staff Development, Transportation, Equipment Maintenance, Professional Services, Materials and Supplies and Finance Charges caused by reduced spending as a result of COVID-19. Offset by over expenditures in Communications cost.
Labour and Benefits	24.4	24.5	(0.1)	(0.4%)	(\$0.1M) Unfavorable variance mainly due to COVID-19 related labour charges, such as overtime.
<b>Total Net Cost before Administrative and Support Costs</b>	<b>33.5</b>	<b>33.3</b>	<b>0.2</b>	<b>0.7%</b>	
Administrative and Support Costs	(1.8)	(1.8)	0.0	0.0%	On budget
<b>Total Net Cost</b>	<b>31.7</b>	<b>31.5</b>	<b>0.2</b>	<b>0.7%</b>	

## City Manager's Office

Item (\$ Millions)	2020 Budget	2020 Year-End Forecast	Year-End Variance		Comments and Action Plan
			\$ Surplus/ (Deficit)	% of Budget	
Revenues	(1.4)	(1.4)	0.0	0.0%	On Budget.
Other Operating Expenses	3.2	3.4	(0.2)	(6.1%)	Unfavourable forecast mainly due to over expenditures for Contractor and Professional Services in Legal Services \$0.4M. Offset by savings in Advertising and Promotions from the EDO Division \$0.2M.
Labour and Benefits	13.0	12.7	0.4	2.7%	\$0.35M favourable variance due to vacancies in Legal Services, Internal Audit and Strategic Initiatives.
<b>Total Net Cost before Administrative and Support Costs</b>	<b>14.8</b>	<b>14.7</b>	<b>0.2</b>	<b>1.0%</b>	
Administrative and Support Costs	0.0	0.0	0.0	0.0%	On Budget.
<b>Total Net Cost</b>	<b>14.8</b>	<b>14.7</b>	<b>0.2</b>	<b>1.0%</b>	

## Operating Forecast Details by Service Area

## Appendix 1-1

## Land Development Services

Item (\$ Millions)	2020 Budget	2020 Year-End Forecast	Year-End Variance		Comments and Action Plan
			\$ Surplus/ (Deficit)	% of Budget	
Revenues	(13.7)	(17.8)	4.2	30.4%	\$4.2M Favourable variance in Building Permit and Development and Rezoning fee revenue is driven by strong housing market as a result of low interest rate and money printing.
Transfer to/(from) Reserve Funds	0.6	4.8	(4.2)	(698.3%)	In accordance with the City's reserve policy the forecasted revenue surplus from Building Permit and Development fees of \$4.2M is to be transferred to the Building Stabilization Reserve Fund.
Other Operating Expenses	1.7	1.0	0.7	42.9%	\$0.74M savings mainly due to low external contractors cost, low staff development activities, and low office supplies attributable to working from home.
Labour and Benefits	20.9	20.3	0.7	3.2%	Savings of \$0.67M in Labour cost due to vacancies not filled as a result of hiring freeze.
<b>Total Net Cost before Administrative and Support Costs</b>	<b>9.6</b>	<b>8.2</b>	<b>1.4</b>	<b>14.5%</b>	
Administrative and Support Costs	0.0		0.0	0.0%	
<b>Total Net Cost</b>	<b>9.6</b>	<b>8.2</b>	<b>1.4</b>	<b>14.5%</b>	

## Culture

Item (\$ Millions)	2020 Budget	2020 Year-End Forecast	Year-End Variance		Comments and Action Plan
			\$ Surplus/ (Deficit)	% of Budget	
Revenues	(6.3)	(1.1)	(5.2)	(82.1%)	Unfavourable variance of (\$5.2M) primarily due to cancelled or modified events/programs.
Transfer to/(from) Reserve Funds	(2.2)	(0.7)	(1.5)	(68.2%)	(\$1.5M) Unfavourable variance due to revenue shortfall from the Municipal Accommodation Tax
Other Operating Expenses	9.7	5.0	4.7	48.7%	Savings of \$2.5M due to reduction in supplies for education, exhibition and outreach programs; Also, due to cancelled/modified events. Less cleaning/security/logistics required.  Favourable operating expenses variance of \$2.2M is a result of the budget included in "Other Operating Expenses" at time of LAC merger. Budget to be realigned in 2021.
Labour and Benefits	5.9	8.1	(2.2)	(37.1%)	(\$2.2 M) unfavourable labour variance is a result of the budget included in "Other Operating Expenses" at time of LAC merger. Budget to be realigned in 2021.
<b>Total Net Cost before Administrative and Support Costs</b>	<b>7.1</b>	<b>11.3</b>	<b>(4.2)</b>	<b>(58.7%)</b>	
Administrative and Support Costs	0.1	0.1	0.0	0.0%	
<b>Total Net Cost</b>	<b>7.2</b>	<b>11.4</b>	<b>(4.2)</b>	<b>(57.8%)</b>	

# Operating Forecast Details by Service Area

Appendix 1-1

## Mayor & Council

Item (\$ Millions)	2020 Budget	2020 Year-End Forecast	Year-End Variance		Comments and Action Plan
			\$ Surplus/ (Deficit)	% of Budget	
Revenues	(0.1)	(0.1)	0.0	0.0%	On Budget
Other Operating Expenses	0.8	0.8	0.0	0.0%	On Budget
Labour and Benefits	4.3	4.2	0.1	1.5%	On Budget
<b>Total Net Cost before Administrative and Support Costs</b>	<b>5.0</b>	<b>4.9</b>	<b>0.1</b>	<b>1.3%</b>	On Budget
Administrative and Support Costs	0.0	0.0	0.0	0.0%	On Budget
<b>Total Net Cost</b>	<b>5.0</b>	<b>4.9</b>	<b>0.1</b>	<b>1.3%</b>	

## Regulatory Services

Item (\$ Millions)	2020 Budget	2020 Year-End Forecast	Year-End Variance		Comments and Action Plan
			\$ Surplus/ (Deficit)	% of Budget	
Revenues	(18.1)	(11.9)	(6.1)	(33.9%)	Unfavourable variance as a result of decreased parking revenue/APS revenues of (\$3.8M), (\$1.0M) TNC Licensing fees, (\$0.65M) Business Licensing and (\$0.5M) Mobile Licensing
Other Operating Expenses	2.8	2.0	0.8	27.1%	Favourable variances due to savings in discretionary expenses
Labour and Benefits	16.2	15.2	1.1	6.6%	Gapping due to various vacant positions and hiring freeze
<b>Total Net Cost before Administrative and Support Costs</b>	<b>0.9</b>	<b>5.2</b>	<b>(4.3)</b>	<b>(458.0%)</b>	
Administrative and Support Costs	0.2	0.2	0.0	0.0%	
<b>Total Net Cost</b>	<b>1.1</b>	<b>5.4</b>	<b>(4.3)</b>	<b>(377.8%)</b>	

## Legislative Services

Item (\$ Millions)	2020 Budget	2020 Year-End Forecast	Year-End Variance		Comments and Action Plan
			\$ Surplus/ (Deficit)	% of Budget	
Revenues	(12.1)	(6.4)	(5.7)	(46.9%)	(\$5.7M) Unfavourable variance mainly due to extension in payment moratorium in combination with fewer tickets issued and the Court shut down due to COVID-19.
Other Operating Expenses	1.5	0.7	0.8	54.9%	\$0.8M Favourable variance mainly derived from POA Adjudicator and Interpretation cost reduction as a result of court shut down and cancellation of in-person trials.
Labour and Benefits	8.4	7.8	0.5	6.6%	\$0.5M Favourable variance due to vacancies not filled as a result of hiring freeze.
<b>Total Net Cost before Administrative and Support Costs</b>	<b>(2.3)</b>	<b>2.0</b>	<b>(4.3)</b>	<b>(189.0%)</b>	
Administrative and Support Costs	0.0		0.0	0.0%	
<b>Total Net Cost</b>	<b>(2.3)</b>	<b>2.0</b>	<b>(4.3)</b>	<b>(189.0%)</b>	

## Operating Forecast Details by Service Area

## Appendix 1-1

## Financial Transactions

Item (\$ Millions)	2020 Budget	2020 Year-End Forecast	Year-End Variance		Comments and Action Plan
			\$ Surplus/ (Deficit)	% of Budget	
Revenues	(139.9)	(125.8)	(14.1)	(10.0%)	(\$4.5M) Council suspended tax penalty and Interest charges from July 2 to December 31 (\$2.7M) Less of transfer from reserve fund for debt expenses required because of timing differences (offset by surplus debt expense below) (\$1.8M) Less of transfer from reserve fund required for insurance claim (offset by insurance claim savings below) \$1.4M PILTs surplus for Hydro properties and Region of Peel properties \$1M Supplementary tax bill surplus (\$7.4M) Reduced revenue shortfall from Municipal Accommodation Tax
Other Operating Expenses	173.6	164.8	8.7	5.0%	\$2.7M Surplus debt expense due to timing differences (offset by transfer from reserve fund above) \$1.8M Insurance claim savings mainly from Transit (offset by transfer from reserve fund above) \$0.2M Surplus mainly due to general tax levy adjustments and other savings, partially offset by COVID-19 virtual town halls (\$1M) Insurance premium overspend due to hard market (\$1.6M) Tax appeals overspend forecasted based on trend analysis \$7.4M Reduced transfer to the MAT reserve and Tourism Board due to Municipal Accommodation Tax revenue shortfall (\$0.7M) Increasing LTD Premiums on Sunlife Agreement
Labour and Benefits	7.5	7.6	(0.1)	(1.3%)	(\$0.09M) Less of Stormwater labour recovery forecasted based on trend analysis.
<b>Total Net Cost before Administrative and Support Costs</b>	<b>41.2</b>	<b>46.6</b>	<b>(5.4)</b>	<b>(13.1%)</b>	
Administrative and Support Costs	0.0		0.0	0.0%	
<b>Total Net Cost</b>	<b>41.2</b>	<b>46.6</b>	<b>(5.4)</b>	<b>(13.1%)</b>	
<b>City Grand Total Net Cost</b>	<b>537.5</b>	<b>592.4</b>	<b>(54.8)</b>	<b>(10.2%)</b>	

Note: Numbers may not add due to rounding.

## Revenue Charge and Operating Details for Stormwater

## Appendix 1-2

Item (\$ Millions)	2020 Budget	2020 Year-End Forecast	Year-End Variance		Comments and Action Plan
			\$ Surplus/ (Deficit)	% of Budget	
Stormwater Revenue	(42.8)	(42.4)	(0.3)	0.8%	(\$0.3M) unfavourable variance due to billing adjustments and changes in the number of billing units.
Stormwater Exemptions and Credits and Other Fees	1.2	1.1	0.1	8.6%	\$0.1M favourable variance due to lower exemption/credit application volume.
Other Operating Expenses and Contribution to Reserves	36.5	36.1	0.4	1.2%	\$0.4M favourable variance due to lower contractor costs in Operations and Maintenance activities.
Labour and Benefits	5.1	4.8	0.2	4.7%	\$0.2M favourable variance is a result of gapping of vacant position and recovery of labour costs.
<b>Total Net Cost</b>	<b>0.0</b>	<b>(0.4)</b>	<b>0.4</b>	<b>0.0%</b>	



## Operating Budget Adjustments

## Appendix 3

BA Number	Service Description	Description	Amount
8298	Parks, Forestry & Environment	2020 Budget Adjustment for Forestry Vehicle Rental	\$11,000
	Parks, Forestry & Environment	2020 Budget Adjustment for Forestry Prof Serv - General & Consulting	\$17,000
	Parks, Forestry & Environment	2020 Budget Adjustment for Forestry Contractor-Main, Prime Or General	(\$117,000)
	Parks, Forestry & Environment	2020 Budget Adjustment for Forestry Operating Materials & Expenses-General	\$100,000
	Parks, Forestry & Environment	2020 Budget Adjustment for Forestry Safety Personal Equipment	(\$11,000)
8298 Total			\$0
8299	Information Technology	BIYA - T&W - Transfer Online Self-Serve BR5890 operating to IT	\$459,959
	Information Technology	BIYA - T&W - Transfer Online Self-Serve BR5890 operating to IT Recoveries	(\$459,959)
	Regulatory Services	BIYA - T&W - Transfer Online Self-Serve BR5890 operating to IT	(\$459,959)
	Regulatory Services	BIYA - T&W - Transfer Online Self-Serve BR5890 operating to IT Recoveries	\$459,959
8299 Total			\$0
8300	Mississauga Library	2020 BA for Library to realign budget 27204 / 27303 / 27273	\$15,000
	Mississauga Library	2020 BA for Library to realign budget 27204 / 27303 / 27273	(\$15,000)
8300 Total			\$0
8301	Parks, Forestry & Environment	Parks, Forestry & Environment Budget realignment	\$141,600
	Parks, Forestry & Environment	Parks, Forestry & Environment Budget realignment	(\$141,600)
8301 Total			\$0
8303	Recreation	Food Services Labour internal Recovery 25100	(\$77,400)
	Recreation	Food Services Labour internal Recovery 25227	\$53,100
	Recreation	Food Services Labour internal Recovery 25233	\$24,300
8303 Total			\$0
8304	Fire & Emergency Services	2020 Budget Re-allocation	\$605,657
	Fire & Emergency Services	2020 Budget Re-allocation	(\$605,657)
8304 Total			\$0
8305	Recreation	Recreation Marketing Reallocation	\$192,205
	Recreation	Recreation Marketing Reallocation	(\$192,205)
8305 Total			\$0
8306	Recreation	Community Grant program	\$82,500
	Parks, Forestry & Environment	Community Grant program	(\$82,500)
8306 Total			\$0
8307	Recreation	Sponsorship Disbursements Fees-External Recoveries	(\$640,800)
	Recreation	Sponsorship Disbursements Fees-Sponsorships	\$640,800
8307 Total			\$0
8309	Business Services	HR Employee Development Adj Seminars, Webinars, Workshops	(\$10,000)
	Business Services	HR Employee Development Adj Tuition Reimbursement Program	\$10,000
8309 Total			\$0
8310	Recreation	201 City Centre - Rental Renewal - Restated	\$3,740
	Parks, Forestry & Environment	201 City Centre - Rental Renewal - Restated	\$4,690
	Business Services	201 City Centre - Rental Renewal - Restated	\$3,600
	Culture	201 City Centre - Rental Renewal - Restated	\$3,590
	Roads	201 City Centre - Rental Renewal - Restated	(\$19,220)
	Information Technology	201 City Centre - Rental Renewal - Restated	\$3,600
8310 Total			\$0
8311	Business Services	Communications 2020 BIA 22288 / 22553 / 22336	\$17,000
	Business Services	Communications 2020 BIA 22288 / 22553 / 22336	(\$17,000)
8311 Total			\$0
8312	Mississauga Library	1% Ricoh copier reduction in black/white rate	(\$2,941)
	Recreation	1% Ricoh copier reduction in black/white rate	(\$3,439)
	Parks, Forestry & Environment	1% Ricoh copier reduction in black/white rate	(\$1,201)
	Fire & Emergency Services	1% Ricoh copier reduction in black/white rate	(\$15,044)
	Business Services	1% Ricoh copier reduction in black/white rate	(\$3,759)
	MiWay	1% Ricoh copier reduction in black/white rate	(\$3,881)

## Operating Budget Adjustments

## Appendix 3

BA Number	Service Description	Description	Amount
8312	Culture	1% Ricoh copier reduction in black/white rate	(\$89)
	Facilities & Property Management	1% Ricoh copier reduction in black/white rate	(\$786)
	Roads	1% Ricoh copier reduction in black/white rate	(\$3,409)
	Information Technology	1% Ricoh copier reduction in black/white rate	\$44,496
	City Manager's Office	1% Ricoh copier reduction in black/white rate	(\$1,220)
	Land Development Services	1% Ricoh copier reduction in black/white rate	(\$2,215)
	Regulatory Services	1% Ricoh copier reduction in black/white rate	(\$1,727)
	Legislative Services	1% Ricoh copier reduction in black/white rate	(\$4,686)
	Mayor & Members Of Council	1% Ricoh copier reduction in black/white rate	(\$99)
8312 Total			\$0
8314	Legislative Services	Legislative Services Cost Realignment - Centralized	\$0
8314 Total			\$0
8315	MiWay	Transit Revenue Calendarization - FY 2020 Fees	\$3,730,961
	MiWay	Transit Revenue Calendarization - FY 2020 Presto	(\$3,730,961)
8315 Total			(\$0)
8316	Mississauga Library	IT Specialist position realignment	(\$87,258)
	Information Technology	IT Specialist position realignment	\$87,258
8316 Total			\$0
8319	Recreation	FPM Position Adjustments	(\$232,089)
	Fire & Emergency Services	FPM Position Adjustments	\$0
	Facilities & Property Management	FPM Position Adjustments	\$29,786
	Information Technology	FPM Position Adjustments	\$202,303
8319 Total			(\$0)
8320	Roads	IT Position Adjustments- BR 5980 BR 5981	\$0
	Information Technology	IT Position Adjustments- BR 5980 BR 5981	(\$0)
8320 Total			\$0
8327	Regulatory Services	TNC Transportation Cost Realignment Transp. Costs - Other (407, Taxi, Limo)	\$78,500
	Regulatory Services	TNC Transportation Cost Realignment - Inspection	(\$78,500)
8327 Total			\$0
8328	Culture	SAIB & Museums Budget Adjustment trf to 530105	\$8,000
	Culture	SAIB & Museums Budget Adjustment trf from 24608	(\$1,000)
	Culture	SAIB & Museums Budget Adjustment trf to 24607	\$1,000
	Culture	SAIB & Museums Budget Adjustment trf from 525380	(\$8,000)
	Culture	SAIB & Museums Budget Adjustment trf to 24606	(\$7,500)
	Culture	SAIB & Museums Budget Adjustment trf from 24605	\$7,500
8328 Total			\$0
8329	Business Services	Revenue GL Adj Impending Registration Notice Fee General	(\$8,000)
	Business Services	Revenue GL Adj Impending Registration Notice Fee-Overdue Notice	\$8,000
8329 Total			\$0
8336	Facilities & Property Management	F&PM Office Supplies Budget allocation	(\$3,500)
	Facilities & Property Management	F&PM Office Supplies Budget allocation Operating Materials & Expenses	\$3,500
8336 Total			\$0
8454	Information Technology	Contract Cap Wireless Communication position 22342	(\$109,581)
		Contract Cap Wireless Communication position 22344	\$109,581
8454 Total			\$0
8457	Information Technology	Contract Conversion of Systems Specialist	\$6,335
	Financial Transactions	Contract Conversion of Systems Specialist	(\$6,335)
8457 Total			\$0
8458	Information Technology	IT Contract Conversion	\$32,136
	Financial Transactions	IT Contract Conversion	(\$32,136)
8458 Total			(\$0)



## Operating Budget Adjustments

## Appendix 3

BA Number	Service Description	Description	Amount
8504	Recreation	Paramount budget adj	(\$100,000)
	Facilities & Property Management	Paramount budget adj	\$100,000
8504 Total			\$0
8531	Roads	Roads Contract Conversion	\$23,422
	Financial Transactions	Roads Contract Conversion	(\$23,422)
8531 Total			(\$0)
8550	Recreation	Paramount Labour budget adj 27426	(\$18,718)
	Recreation	Paramount Labour budget adj 27427	\$81,037
	Recreation	Paramount Labour budget adj 27428	(\$62,318)
8550 Total			(\$0)
8649	Financial Transactions	Tax Ratio Report Adjustment-May 13, 2020	\$359,434
8649 Total			\$359,434
8667	Mississauga Library	AMEX POS Fees Reallocation	\$190
	Recreation	AMEX POS Fees Reallocation	\$45,710
	Parks, Forestry & Environment	AMEX POS Fees Reallocation	\$3,190
	Fire & Emergency Services	AMEX POS Fees Reallocation	\$100
	Business Services	AMEX POS Fees Reallocation	\$900
	Culture	AMEX POS Fees Reallocation	\$1,080
	Roads	AMEX POS Fees Reallocation	\$1,330
	Information Technology	AMEX POS Fees Reallocation	\$5,600
	Land Development Services	AMEX POS Fees Reallocation	\$13,560
	Regulatory Services	AMEX POS Fees Reallocation	\$1,880
	Financial Transactions	AMEX POS Fees Reallocation	(\$79,660)
	Legislative Services	AMEX POS Fees Reallocation	\$6,120
8667 Total			\$0
8710	Recreation	PFFC and various alignment - Fees	\$17,000
	Recreation	PFFC and various alignment Fees-External Recoveries	(\$1,017,000)
	Recreation	PFFC and various alignment Settlement Expense	\$1,000,000
8710 Total			\$0
8711	Business Services	2020 CPS Labour Gapping Adj	(\$57,175)
	Facilities & Property Management	2020 CPS Labour Gapping Adj	(\$59,056)
	Information Technology	2020 CPS Labour Gapping Adj	(\$50,112)
	Legislative Services	2020 CPS Labour Gapping Adj	(\$24,176)
8711 Total			(\$190,519)
8713	Land Development Services	2020 PB Labour Gapping Adj	\$32,492
8713 Total			\$32,492
8715	Mississauga Library	2020 CMS Labour Gapping Adj	(\$162,378)
	Recreation	2020 CMS Labour Gapping Adj	(\$170,961)
	Parks, Forestry & Environment	2020 CMS Labour Gapping Adj	(\$99,003)
	Fire & Emergency Services	2020 CMS Labour Gapping Adj	(\$408,018)
8715 Total			(\$840,360)
8717	MiWay	2020 TW Labour Gapping Adj	\$830,201
	Roads	2020 TW Labour Gapping Adj	\$125,596
	Regulatory Services	2020 TW Labour Gapping Adj	\$42,590
8717 Total			\$998,387
8740	Recreation	Tourism 2020 Budget adjustment Revenues	(\$945,754)
	Recreation	Tourism 2020 Budget adjustment Expenses	\$945,754
8740 Total			\$0
8771	Business Services	CPI to CMO Re-organization and Various Position Changes	(\$13,297)
	City Manager's Office	CPI to CMO Re-organization and Various Position Changes	\$115,916
	Land Development Services	CPI to CMO Re-organization and Various Position Changes	(\$102,619)
8771 Total			\$0

Operating Budget Adjustments

Appendix 3

BA Number	Service Description	Description	Amount
8802	Culture	LAC Merger Revenues	(\$4,000,102)
	Culture	LAC Merger Expenses	\$4,000,102
8802 Total			\$0
Grand Total			\$359,434

**Active Ward Specific Projects approved in 2019-2020**

Ward	Project Number	Project Name	Approved Net Cost (\$000)
Ward 1	A16491	Small Arms Building Parking Lot construction	250.0
Ward 2	A20187	Pedestrian Crossover at Indian Road MUT crossing and the Truscott Road crossing	160.0
Ward 3	A19183	Noise Wall - Rathburn Road E Behind (1543 - 1591) Bryce Road	429.3
Ward 3	B19183	Noise Wall - Rathburn Road E Behind (1662 - 1608) Anworld Court & Behind (1508 - 1528) Grazia Court	310.3
Ward 3	A19427	Burnhamthorpe CC Renovation & Addition	700.0
Ward 5	B19351	AVRO Arrow	500.0
Ward 5	C19312	Creative Ship Playground	250.0
Ward 5	C18351	Malton Sign	275.0
Ward 5	B19351	AVRO Arrow	500.0
Ward 6	B19351	AVRO Arrow	100.0
Ward 8	A20358	Shade Structures	330.0
Ward 8	B20358	Fitness Stations	330.0
Ward 9	20499	Meadowvale Theatre Lighting	60.0
Ward 10	A19352	Spray Pad - Lisgar Green Park (P-310)	544.0
Ward 10	B19352	Spray Pad - Jim Murray Community Park (P-477)	544.0
Ward 10	C19352	Washroom - Tobias Mason Park (P-385)	425.0
Ward 10	A19200	Speed Humps , Ward 10	50.0
Ward 10	A19189	Raised Pedestrian Crossover – at Osprey Boulevard, connecting Lisgar Meadowbrook Trail	60.0
Ward 10	B19189	Raised Pedestrian Crossover– at Churchill Meadows Boulevard, connecting pathway just north of Lacman Trail	60.0
Ward 10	E19352	Parking Lot - Forest Park (P-372)	92.0
Ward 10	D19352	Parking Lot - Cordingley (P-364)	96.0
Ward 10	A20199	Traffic Calming on Osprey Boulevard between Waxwing Drive and Prairie Circle	15.0
Ward 11	19145	Public Parking/Fence	247.5
Ward 11	B19351	AVRO Arrow	100.0
Ward 11	19182	Banner Poles- Streetsville	15.0
Ward 11	A19353	Shelters/Shelter Benches	23.0
Ward 11	B19353	Entrance Garden/Sign	30.0
Ward 11	19785	Meadowvale Village Bell/Bellfry	110.0
Ward 11	C19353	Comprehensive signage and way finding program for Streetsville Memorial	40.0
Ward 11	E19353	Streetsville Pollinator Garden Stairs	28.0
Ward 11	F19353	Additional Lighting - Old Ridge Park (P_391)	50.0
<b>Total Active Projects</b>			<b>6,724.1</b>

**Ward Specific Projects to be approved in 2020**

Ward	Project Number	Project Name	Approved Net Cost (\$000)
Ward 1	A20361	Water Bottle Filling Stations - Westacres Park (Pool Building)	30.0
Ward 5	20489	Bicycle Rack Ward 5	50.0
Ward 9	A20359	Multi-purpose Basketball/Pickleball - West Credit SS	100.0
Ward 9	20343	Park Bench/Solar Bench Program	168.0
Ward 9	20344	Water Bottle Filling Stations	60.0
Ward 9	20345	Erin Meadows CC and Library Outdoor Redevelopment	500.0
Ward 9	A20214	Erin Mills Town Centre Bus Shelter	46.0
Ward 9	B20214	Meadowvale Town Centre Bus Shelter	46.0
Ward 9	B20359	Playground Swing Addition Promenade Meadows Park	16.0
Ward 11	B19353	Streetsville Village Entrance Sign/Garden 2 locations	50.0
Ward 11	20429	VJCC Rubber Floor Replacement	100.0
Ward 11	A20353	Water Line Extension - Meadow Green	10.1
Ward 11	C20199	Traffic calming concept for Falconer Drive	60.0
Ward 11	D20199	Traffic Calming Concept Plan - Second Line West north of Old Derry Road	70.0
Ward 11	E20199	Second Line W sidewalk and intersection works	120.0
Total New Requests			1,426.1
Grand Total			<b>8,150.2</b>

# City of Mississauga Corporate Report



Date: November 4, 2020  To: Chair and Members of General Committee	Originator's files: PRC000788
From: Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer	Meeting date: December 2, 2020

## Subject

**Request to Increase the Contract with Neptune Security Services Inc. for 3rd Party Security Guard Services, Procurement No. PRC000788 and to extend the term of the contract by six (6) months, from April 2021 until October 2021**

## Recommendation

1. That the Corporate Report titled "Request to Increase the Contract with Neptune Security Services Inc. for 3rd Party Security Guard Services, Procurement No. PRC000788 and to extend the term of the contract by six (6) months, from April 2021 until October 2021 dated November 4, 2020 from the Commissioner of Corporate Services and Chief Financial Officer, be received.
2. That the Purchasing Agent be authorized to increase the contract with Neptune Security Services Inc. for 3rd Party Security Guard Services by an additional amount of \$300,000 to a revised total contract value of \$799,812.50 (excluding taxes) to accommodate the projected increased demand for these services related to the COVID-19 pandemic.

## Background

The contract for 3rd party security guard services was awarded to Neptune Security Services Inc. pursuant to a competitive procurement process. Neptune was the highest scoring and lowest priced bid submitted. The contract commenced in April 2018 and was initially targeted for security services use to cover routine security tasks (such as fire watch, watching buildings when security systems go down or can't be secured and supplemental security coverage.) The use of the service has increased since 2018 to other business areas within the City requesting services, for example, to protect equipment overnight when a maintenance project was underway.

Since the beginning of the COVID-19 pandemic, the scope was significantly increased as services were requested from various stakeholders within the City to have a presence at 10 City parks to enforce social distancing rules. These requests resulted in several increases in the limit of this contract as the demand for services continued throughout the summer months. During

phase 2 and 3 recovery, City facilities such as the Provincial Court House and City Hall began to reopen with restriction, such as mandatory mask wearing and screening questions for COVID-19. These restrictions could not be fully policed by the City's in-house security team. As a result, 3rd party security guard services were requested, which again significantly increased the contract value. The costs for the guard services have been charged back to the requesting City units, but this has still resulted in the overall spend being applied to the upper limit on the purchase order.

## Comments

Neptune is well positioned to continue their services with the City of Mississauga and they have enough resources to meet current and future demand. The contract for 3rd party guard services runs until April 2021. Additional funds are being requested to meet projected demand and to cover a six (6) month increase in contract duration.

The Provincial Court House and City Hall require guards for screening, court matters, and for numerous other security coverage requests. As we progress deeper into the second wave of the COVID-19 pandemic it is anticipated that an increased demand will result.

The original approved contract value was \$199,812.50 and was increased in accordance with the Purchasing By-law to accommodate additional services on an emergency basis. The current contract value is \$499,812.50. Services continue to be required from multiple stakeholders within the City to facilitate the reopening of citywide facilities and enforce screening and COVID-19 related legislation. An additional \$300,000 is requested to meet demand. The total revised contract value will be \$799,812.50 Section 18 (2) (d) (ii) of the Purchasing By-law #374-2006 requires Council approval for increases which exceed 20% of the original contract value.

The current contract expires on April 30, 2021. A new procurement would have commenced shortly, however, there is a high demand for 3rd party security services and a shortage of personnel. These factors are likely to result in high prices over the next several months. Neptune has agreed to hold their current prices which are favorable to the City and represent best value. The City is currently benefiting from a very low hourly bill rate that would not be offered in the current market. A competitive procurement process should be conducted when the market for these services stabilizes. Staff also recommend that the existing contract with Neptune be extended by 6 months, until October 31, 2021. Materiel Management has reviewed this report and supports it from a procurement perspective.

## Financial Impact

As mentioned in the comments section, multiple stakeholders within the City are requesting additional security services. These costs will be absorbed by the sections soliciting the services or accounted for as part of the COVID-19 related expenditures for the remainder of 2020 and 2021.

## Conclusion

An increase to the existing contract with Neptune Security Services Inc. is required to provide 3rd party security guard services to meet the increased demands due to COVID-19 from business areas within the City of Mississauga. The contract with Neptune was established competitively and continues to represent good value and is well resourced to accommodate such additional work.

Approval is also being requested to extend the contract by six (6) months to minimize the impact on services during an unprecedented time due to COVID-19 and to wait for more favourable market conditions before proceeding with a competitive procurement process.



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

Prepared by: Daniel Ulrich, CPP - Manager, Security Services, Facilities & Property Management

# City of Mississauga Corporate Report



<p>Date: November 11, 2020</p> <p>To: Chair and Members of General Committee</p> <p>From: Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: December 2, 2020</p>
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## Subject

**City Standards for Information Technology (IT) Maintenance and Support Services and Subscription Renewals for 2021 (File Ref: PRC002670)**

## Recommendation

1. That Council approve the IT Systems listed in Appendix 1 of the report dated November 11, 2020, from the Commissioner of Corporate Services and Chief Financial Officer entitled "City Standards for Information Technology (IT) Maintenance and Support Services and Subscription Renewals for 2021 (File Ref: PRC002670)" as City Standards, in accordance with the City's Purchasing By-law 374-06, as amended.
2. That the Purchasing Agent or designate be authorized to execute all contracts and related ancillary documents with respect to the purchase of 2021 annual maintenance and support services and subscription renewals for City Standards where the cost exceeds \$100,000.

## Background

The Purchasing By-law 374-06, as amended, provides for the establishment of "City Standards", which are defined as "specific Goods approved by Council that best fill a long-term City-wide need or requirement".

This annual report updates Council of the proposed changes in City Standards for IT Systems for 2021 and requests Council approval.

The Purchasing By-law also requires Council approval for Single Source procurements of support and maintenance services and subscription renewals for the City Standards for IT Systems for 2021 that exceed \$100,000 during the year.



## Comments

The Information Technology division follows standard processes for procuring IT hardware, software, maintenance and support, and subscription services through a balance of competitive procurements, single/sole source procurements and renewals.

Appendix 1 identifies the City Standards for IT Systems, which are required in 2021 to maintain operations. A continued use of City Standards for IT Systems is required to ensure business continuity and is a best business practice in the industry. These systems may require renewals on a single/sole source basis in 2021. Switching over to new systems would either cause major disruptions to City operations, be cost prohibitive, or both. Amounts shown are based on historical spend amounts and are included in the IT Division budget.

The City Standards for IT Systems are established to ensure yearly hardware procurements; maintenance and support, and subscription renewals are paid for systems where contract renewals are in progress or for low-value acquisitions.

### Purchasing By-law Authorization

The second recommendation in this report is made in accordance with the Purchasing By-law 374-06, Schedule "A", 1. (b) (xi) A need exists for compatibility with, or for the maintenance and support of a City Standard and there are no reasonable alternatives, substitutes, or accommodations.

Information Technology, Materiel Management and Legal Services staff will collaborate to establish the detailed requirements, negotiate the final arrangements and prepare the requisite form including the contract agreements.

## Financial Impact

The required annual maintenance and support and subscription renewal costs for City Standards for IT Systems are included in the 2021 approved IT Operating Budget and any future increases are subject to budget approvals.

The proposed IT Maintenance Budget for 2021 is \$8.55 million and covers the ongoing and growth related cost of all IT system maintenance and support and subscription renewals including those systems identified in the City Standards for IT Systems (Appendix 1).

## Conclusion

Establishing City Standards for IT Systems is a best practice that enables the continued operations of City services that rely on technology. Standards are established through the procurement process and through the authority of Council on an annual basis in line with the Purchasing By-law and approved IT system maintenance, support and subscription renewal budgets.

This report recommends that the Purchasing Agent or designate be authorized to purchase Maintenance, support and subscription renewals for the City Standards for IT Systems for 2021 as identified in Appendix 1.

## **Attachments**

Appendix 1: Refresh of City Standards for IT Systems List



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

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

## Refresh of City Standards for IT Systems List

No	Vendor	IT Systems Description	2021 Estimated Amount
1	Accenture	SAP clone and test software M&S	\$7,500
2	Acuity Brands Technology Services Inc. (formerly Lucid Design Group)	Energy Dashboard web hosting fees	\$22,800
3	AgreeYa (Solutions)	SharePoint analytics and mgmt. (Quest tools)	\$1,000
4	Altova	XML Spy Pro software subscriptions	\$1,000
5	AMAG	Access control system	\$48,000
6	Autodesk	M&S for AutoCAD software that creates precise 2D and 3D drawings	\$5,000
7	AWS Storage	Amazon Web Services	\$170,000
8	Bang the Table Canada Limited	EngagementHQ Licence	\$30,000
9	Bell Canada	Mississauga.ca portal and Mobile Device Management (AirWatch/MDM)	\$140,000
10	Bentley	Microstation	\$400,000
11	Bibliotheca	RFID Self Checkout Solution	\$50,000
12	Blanco (7755473 CANADA INC.)	Data Erasure Management Solution Maintenance & Support	\$20,000
13	Boost Solutions	M&S of Lookup Pack software used to build cascading lookup columns on SharePoint	\$2,500
14	Brightcove	Video hosting service for showing the public the City Council and Committee meetings	\$70,000
15	Canadian Centre for Occupation Health and Safety	M&S of the City material safety data sheets used in all City departments	\$7,000
16	Canon Plotters (Canon Service Contract)	Plotter Maintenance for Geospatial Solutions	\$5,400
17	Canon Plotters (Microimage Technologies Ltd)	Plotter Maintenance	\$500
18	Cansel - Trimble MGIS	Subscription and M&S for the TRIMBLE MGIS, Software and RTK, Survey tools used by Works and GIS	\$4,500
19	CDW (Formerly Scalar)	Maintenance and support of Commvault systems for enterprise backup & recovery software.	\$245,000
20	CentralSquare Canada Software Inc. (formerly Stone Orchard)	Cemetery Management System	\$5,000
21	CIS SecureSuite Membership	Unique cybersecurity tool suite. Membership provides access to multiple cybersecurity resources including configuration assessment tools, full-format CIS Benchmarks and best practice guidance for over 150 technologies	\$15,000
22	ClearView Strategic Partners Inc.	Whistleblower Solution	\$24,050
23	Compugen	Server hardware and VMWare maintenance & support	\$270,000
24	Computer Sciences Corporation	Riskmaster - Insurance Claims, (DXC parent company)	\$24,000
25	Enghouse Transportation Ltd.	Busline software (City Link Replacement)	\$34,000
26	eSolutions Group	Ping Street maintenance-mobile service application for public	\$5,500
27	Faronics	M&S of Deep Freeze (Public Library PC software)	\$5,000
28	FME, Safe Software	Spatial Extract Transform and Load software for GIS	\$4,000
29	File Trail Inc. (formerly Archive Systems Inc.)	Document Mgmt (OMNI RIM) M&S	\$24,000
30	Gallagher Benefit Services (Canada) Group Inc	Job Evaluation Tool	\$3,600

31	Geocortex, VertiGIS software	GIS Map Viewer	\$12,000
32	Global System Solutions	MAC Support	\$8,200
33	Globe POS Systems Inc.	Maintenance and licensing of the Point of Sale System (POS) used at the cashier's counter at City Hall	\$5,525
34	Godaddy, Blu, Ssl (Geotrust), Internic, Upaknee, Apple, RealVNC, etc	Domains, SSL, developer/AV subscriptions, etc	\$80,000
35	GolfNow	GEN (Golf eNetwork) for reserving tee times	\$10,000
36	Harvest	Time tracking system for Legal	\$10,000
37	Herjavec Group	Falcon Sandbox Private Cloud security tool used to analyze malware samples	\$10,000
38	High Criteria Inc.	Court House Digital Recording (Liberty Recording)	\$5,000
39	Hlp, Inc	Chameleon (Animal Services)	\$32,000
40	Hoefler	Gotham Fonts (Typography Web Subscription)	\$5,000
41	Industry Canada	Radio Trunking Licenses	\$60,000
42	Intraprint	Print Mgmt & Doc System	\$7,460
43	Iron Mountain (TXM and Infor)	Escrow Services	\$2,000
44	ISA Cybersecurity Inc. (formerly Information Systems Architects)	McAfee (Desktop & Server) M&S	\$125,000
45	ITC	M&S for Library Print Mng SW & PC Reservation SW (MyPC)	\$12,000
47	JW Player	Video player used for viewing Council & Committee streaming on Inside Mississauga	\$1,600
48	Key Stroke Quality Computing Inc.	ACT! Software subscription	\$8,000
49	Lightning Conductor (Lightning Tools)	M&S of Lightning Conductor used to build cross-site SharePoint lists	\$1,100
50	Messageware	OWAGuard applications for security software for Outlook Web App	\$44,000
51	Methodicall	Long Distance Reporting	\$2,000
52	Microfocus	Self-service password application software	\$89,000
53	Momentum BPO Inc.	CivicTrack	\$30,000
54	Muhimbi SharePoint PDF Converter	M&S of SharePoint PDF Converter software used to convert InfoPath forms to printable PDF files	\$4,000
55	Netwrix	Auditing tool subscription (Active Directory, SQL Server, VMware, Windows File Server, Windows Server)	\$10,000
56	Nordat Inc.	Annual Freedom Of Information (FOI) software support and maintenance	\$500
57	Omnigo Software International ULC (formerly Competitvie Edge Software Inc.)	M&S of Omnigo Software Report Exec application	\$7,180
58	ONIX Networking Canada Inc.	Google Maps API for internal & external and Google Search Appliance M&S	\$50,000
59	ONX	SolarWinds M&S for monitoring, alerting and performance management software used for entire Data Centre monitoring, Network Gear and F5	\$180,000
60	Opentext	Maintenance and licensing of the Hummingbird software to access the ICON, Provincial Court system used by Corporate Services Court Administration staff	\$2,000
61	Oracle	Maintenance and licensing of the WebCenter software (eCity portal), and database software used by Information Technology systems including Infor Public Sector, TAX, and MAX	\$230,000
62	Orderline	Maintenance and licensing for maintaining the Mississauga Zoning By-law	\$6,000
63	Perspective Geomatics	Summit Evolution M&S (3D Workstation)	\$8,000
64	Portswigger Web Security	Burp Suite Pro subscription for security	\$1,000

65	Provovox	Agenda Management System (BR38 - 2013)	\$4,000
66	QA Consultants	Microfocus Unified Testing Enterprise Maintenance	\$9,100
67	Questica	Budgeting application formerly known as Team Budget	\$31,000
68	Region Of Peel	Radio Communications (Vcomm for Region)	\$800,000
69	Regional Municipality of Niagara / White Acre	CAMS support	\$9,000
70	SafeNet	used for VPN (replaces Cryptocard)	\$20,000
71	Seon	Security Cameras in the Transit Buses	30,000
72	Silverware POS Inc.	Restaurant POS	\$22,000
73	Simple K	Key and door tracking system	\$800
74	SIMS Inc.	Intrusion alarm monitoring	\$4,000
75	Siteimprove	Siteimprove hosting fees	\$9,000
76	Tenable	Nessus security scanner	\$3,000
77	Teraview	Teraview software	\$13,500
78	TES Information Technology Inc	Traffic Data Analysis Software System	\$6,200
79	The Mathworks Inc.	Matlab M&S renewal for T&W team	\$4,000
80	The Public Sector Digest	Tangible Capital Asset System required for reporting our assets to the Provincial/Federal Government	\$15,000
81	Thycotic	M&S for Secret Server enterprise password management software	\$10,000
82	Traffic Ware - Qubic ITS Inc	Synchronizes traffic lights in ATMS iNET infrastructure	\$7,300
83	TRAKA	Automated key distribution application	\$2,000
84	Transoft	Autotum software is a plugin for Microstation and is used by the roads design group (T&W), Transoft Torus design software added in 2018	\$3,000
85	Treesize Professional	M&S for harddisc space manager used by CPS (platform systems)	\$2,000
86	Trimble	Sketchup M&S and subscription renewal	\$10,000
87	University of Toronto	M&S for the transportation models, INRO Emme Software through UoT who manages on behalf of the funding agencies under The Data Management Group (DMG) a research group	\$2,400
88	Verisign	Verisign Certificate GW WebAccess	\$1,400
89	VFA	Maintenance and licensing fee of Facility Asset Program system	\$30,000
90	Vissim PTV America Inc	Traffic ATMS	\$27,000
91	Vubiz	Learning management system and learning content provider	\$37,500
92	Wilmac Canada Ulc	Voice & Radio Recording System (NICE NRX & Inform) for MiWay transit call centre, Works dispatch, Transit dispatch, 311, and Corp Security	\$21,000
93	Winshuttle, LLC	Winshuttle Transaction, Developer and Studio for SAP master data management	\$25,000
94	Wowza	Video hosting service for showing internal staff City Council and Committee meetings, MFES training, Leadership Conference videos, and more	\$1,000
95	Zoho Corp	Site24x7.com Site monitoring	\$2,000
<b>2021 TOTAL</b>			<b>\$3,865,115</b>

No.	Hardware & Equipment Items*	Description	2021 Estimated Amount
1	Paduit Racks, Patch Panels & Accessories	Network racks, fibre & ethernet patch panels/cassettes, cabling used as interconnects between data centre racks.	\$40,000
2	Raritan Power Distribution Units (PDUs), Sensors & Power Cables	Intelligent networked power distribution units located in each data centre rack supporting two power sources.	\$150,000
3	Raritan KVM Equipment & Accessories	Management of data centre servers and equipment at the console level within the data centre for keyboard, video and mouse support.	\$50,000
4	Smart Optics Fibre Multiplexers & SFPs	Fiber optic multiplexers and related transceiver equipment.	\$20,000
5	APC Uninterrupted Power Supplies (UPS)	Additional uninterrupted power supplies for remote communication rooms.	\$40,000
<b>2021 TOTAL</b>			<b>\$300,000</b>

\* All items listed in 'Hardware & Equipment Items' above will be procured using competitive tender process with market resellers.

# City of Mississauga

# Corporate Report



<p>Date: November 15, 2020</p> <p>To: Chair and Members of General Committee</p> <p>From: Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: December 2, 2020</p>
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## Subject

**Single Source Procurement with Hemson Consulting Ltd. for the DC Background Study, CBC Strategy and Parkland Conveyance By-law**

## Recommendation

1. That the Purchasing Agent or designate be authorized to execute a contract and related ancillary documents with Hemson Consulting Ltd. in accordance with the City's Purchasing By-law 374-06, as amended, for a term of up to two years at an estimated cost of \$300,000 exclusive of taxes, as detailed in the report titled "Single Source Procurement with Hemson Consulting Ltd. for the DC Background Study, CBC Strategy and Parkland Conveyance By-law" dated November 15, 2020 from the Commissioner of Corporate Services and Chief Financial Officer.
2. That the Purchasing Agent or designate be authorized to issue amendments to increase the value of the single source contract subject to budget approval.

## Report Highlights

- City of Mississauga needs to undertake a new Development Charges Background Study and By-law, a Community Benefits Charge Strategy and By-law, and a new Parkland Conveyance Policy and By-law, due to legislative changes as a result of Bill 108 and Bill 197.
- Work on these deliverables could not begin until regulations were released on September 18, 2020, and new By-laws must be enacted by September 18, 2022. In order to ensure this work can be completed in a timely manner, staff recommend that Hemson Consulting Ltd. (Hemson) be retained on a single source contract for up to two years to undertake the work required to update the DC Background Study, develop a Community Benefit Charge Strategy and review and update the Parkland Conveyance Policy and By-law.

- Hemson has worked with the City of Mississauga on Development Charges-related projects for more than a decade and is well versed in Mississauga-specific policies. Hemson has also served as an expert witness at the OMB/LPAT for appeals against the Development Charges Background Studies.
- Hemson has worked on the City's growth forecasts for years and is currently retained by the Region in the allocation work amongst the area municipalities. Hemson has also worked on the Provincial forecasts as reported in the Growth Plan. Hemson has the expertise, knowledge and understanding of Mississauga's growth and policy direction as it relates to growth management.

## Background

The Province released *More Homes, More Choice: Ontario's Housing Supply Action Plan* in 2019. Omnibus Bill 108, *More Homes More Choices Act, 2019*. Bill 108 introduced the Community Benefits Charge (CBC), which is a new financing tool available to municipalities based on land value.

Some of the proposed changes from Bill 108 were subsequently revised in Bill 197, the *COVID-19 Economic Recovery Act 2020*. Bill 197 affected the *Development Charges Act* (DCA) and the *Planning Act* (PA). On September 18, 2020 the remaining amendments that were made to the DCA and the PA by Bill 108 and Bill 197 were proclaimed and associated regulations were released. Municipalities now have until September 18, 2022 to transition to the new framework for Development Charges, Community Benefits Charges and Parkland Dedication.

In Ontario, there are only two major consulting companies that can provide the required services to complete works related to growth forecasts and inputs into the Development Charges (DC) Background Study. The City of Mississauga has previously tendered this work and Hemson Consulting Ltd. (Hemson) was the successful bidder. The City has been satisfied with their work.

Hemson is a consulting firm specializing in the areas of planning policy, municipal finance, demographic and economic forecasting, growth management strategy, land needs assessment, real estate advisory and transportation impact analysis. Since 1983, they have provided long-range strategic solutions for decision-makers in all levels of government and the private sector to help manage growth and build better communities. Their consulting team includes land economists, finance and management professionals, urban and regional planners and real estate specialists.

Hemson has a long history of working with the City of Mississauga on DC-related projects. They have provided their consulting services and expertise for all the Development Charges Background Studies conducted by the City, and for all related appeals to the Ontario Municipal



Board (OMB)/Local Planning Appeals Tribunal (LPAT) against the DC Background Studies over the years, including the current appeal against the 2019 Development Charges Background Study and By-law.

## Comments

The Province has provided municipalities with a two-year transition timeframe to update their DC By-laws, Parkland Conveyance By-laws and develop a new CBC By-law. Staff plan to seek Council approval of the by-laws in Q1 of 2022 and will bring forward a report on the details and timelines of the work in early 2021.

To meet all legislated requirements, the City needs to complete a new DC Background Study and By-law. The new by-law will incorporate all services, and calculate the soft services for 100% recovery of costs. This will allow the City to collect costs closer to what they actually are and alleviate pressure on the tax base. The study will also examine any new services eligible for cost recovery related to growth.

The CBC is a new charge municipalities can leverage to recover growth-related costs that are not covered by DCs. The charge can only be applied to high-density developments and is based on land value, capped at four per cent by the legislation. The CBC regulations provide greater clarity on what needs to be included in a CBC Strategy. A by-law needs to be in place within two years.

The City's Parkland Conveyance By-law needs to be updated in order to continue to collect an alternate rate. The By-law will now be subject to appeal.

The Background Studies and three by-laws mentioned above will be developed in tandem and it is recommended that this work be sole sourced to Hemson Consulting Ltd. for the following reasons:

1. Hemson has been the successful proponent of a Request for Proposal process in the past for similar projects (including the 2019 Development Charges Background Study and By-law, as well as the City's Growth Forecasts) and staff have been fully satisfied with their work.
2. Using a consultant that is already familiar with the City's development, policies, and matters currently under appeal will ensure the background studies and by-laws can be completed by early 2022.

The sole source procurement would occur in December 2020 with work to commence in early 2021.

### **Purchasing By-law Authorization**

The recommendation in this report for a single source purchase is made in accordance with Schedule "A", section 1(b) (xvi) of the Purchasing By-Law 374-06, as amended, wherein it states; The Goods and/or Services are available from more than one source, but there are good and sufficient reasons for selecting one supplier in particular as follows:

(xvi) Funding and project completion timelines imposed by senior government programs do not allow adequate time for a competitive bidding process

The By-law requires Council approval for single source contract awards having a value of \$100,000 or more. Materiel Management, Finance, Park Planning and Legal Services staff will collaborate to establish the detailed requirements, negotiate the final arrangements and prepare any required documents including the contract.

Hemson Consulting is being requested on a Single Source basis. A Statement of Work is attached as Appendix 1.

### **Financial Impact**

The total estimated project cost is \$300,000. Funding has been requested in the 2021-2030 capital budget for the DC/CBC Background Study and By-law projects and for the Parkland Acquisition project, and these requested funds will be used for this sole source contract. The cost of the work is funded by Development Charges and Cash-in-lieu of Parkland Reserve Funds.

### **Conclusion**

It is proposed that authority be granted to single source the consulting services for a new DC Background Study, the CBC Strategy, and a new Parkland Conveyance By-law and Policy to Hemson Consulting Ltd. in view of their familiarity with Mississauga's DC process, policies and growth management practices. Hemson also has extensive growth forecast expertise. Hemson's experience with City policy issues will be an asset when undertaking this work, ensuring the City can meet the legislated deadlines outlined in this report, and better positioning the City should there be any appeals to the by-laws.

## Attachments

Appendix 1: Statement of Work

A handwritten signature in black ink, appearing to read "Gary Kent", with a large, stylized loop at the end.

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

Prepared by: Shahada Khan, Acting Manager, Development Financing & Reserve Management

# Development Charges Background Study, Community Benefits Charge Strategy and Parkland Conveyance By-law Statement of Work

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## 1. Background

In May 2019, the Minister of Municipal Affairs and Housing released *More Homes, More Choice: Ontario's Housing Supply Action Plan*. In support of the Action Plan, the Province developed omnibus Bill 108, *More Homes More Choices Act, 2019*, which received Royal Assent on June 6, 2019.

One of the key concepts introduced under Bill 108 was a new authority for municipalities to utilize a Community Benefits Charge (CBC) based on land value.

Some of the proposed changes from Bill 108 were subsequently changed in Bill 197, the *COVID-19 Economic Recovery Act 2020*, which received Royal Assent on July 21, 2020. Bill 197 affected the *Development Charges Act* (DCA) and the *Planning Act* (PA). Soft services continue to be included as part of the DCA funding framework. The development-related costs of providing these services are fully eligible for DC funding; the 10% “discount” no longer applies. The requirements for parkland dedication remain the same; however, the alternate rate can now be appealed.

On September 18, 2020, the remaining amendments made to the DCA and the PA by Bill 108 and Bill 197 were proclaimed and associated regulations were released, including the regulations for CBC.

Municipalities now have until September 18, 2022, to transition to the new framework for Development Charges, Community Benefits Charges and Parkland Dedication.

The DC Background Study relies on the growth allocation to the City by the Region of Peel. At the time of the writing of this document, the Region of Peel is reviewing the growth forecast allocation. Should Regional Council approve these growth allocations in time for work to commence on the City's DC Background Study, these forecasts will be used as inputs. If these forecasts are not Council approved in time to commence the background study work, staff will rely on the existing forecasts.

The City of Mississauga currently collects Development Charges for the following services:

- General Government
- Development Related Studies
- Library
- Fire Services
- Recreation and Park Development
- Transit
- Public Works
- Living Art Centre Debt Recovery
- Parking
- Roads & Road Related
- Storm Water Management

These categories will need to be assessed as part of this review, to incorporate Bill 197 changes and potentially add or change new service categories.

In order to benefit from the new legislative changes that would allow the City to recover enhanced costs associated with growth, it is required that a new DC Background Study and by-law, a CBC Strategy and by-law be developed within the legislated time period.

The Parkland Conveyance By-law will be updated. There are no major changes to how cash-in-lieu can be collected, however, the by-law is now subject to appeal.

## 2. Key Project Objectives

The following key project objectives are to be achieved, in the context of minimizing the likelihood of by-law appeals:

- Completion of a Community Benefits Charge Strategy, and review of a new By-law
- Completion of a new Development Charges Background Study and review of the new By-law
- Development of a DC rate model, and the establishment of Development Charges rates for residential and non-residential categories
- Completion of a review of existing policies and practices, provide a report summarizing best practices on specific items, and identify recommended policies and practices for the City, with the goal of having unambiguous application of the DC By-law and CBC By-law
- Completion of a detailed review of the recent legislative changes in the DCA, PA and associated regulations to fully understand what the impacts are to Mississauga and what changes are necessary to the local by-laws so that the City can recover any necessary costs attributed to growth
- Completion of an Asset Management plan for development-related capital infrastructure
- Review of the existing Parkland Conveyance By-law and the existing draft of a new Parkland Conveyance By-Law and provide comment and recommendations for addressing the alternate requirement, and completion of a new Parkland Conveyance Corporate Policy and By-law
- Completion of a market-sensitivity analysis to inform the alternative requirement and to inform the City's proposed alternative requirement methodology for medium and high density residential development. The consultant is also expected to recommend a preferred alternate requirement methodology for cash-in-lieu collection for medium and high density residential development
- Review and provide edits to the draft Parks Plan
- Completion of an integrated public and industry stakeholder consultation process for the DC Background Study, CBC Strategy and Parkland Conveyance By-law

The successful consultant will also be required to provide support and representation in any post By-law adoption activities (e.g., appeals) (separate hourly rate would apply).

### 3. Key Project Deliverables

#### **A. Development Charges Background Study**

The Development Charges Background Study must be clearly written and well organized, including a table of contents and appendices containing supporting data and information required under the *Development Charges Act 1997* and related regulations for the determination of Development Charges rates for the City of Mississauga. The following are some specific guidelines for the DC Background Study:

- Prepared in accordance to the *Development Charges Act 1997* and related regulations
- Provides clarity in areas where definitions may vary between the DC By-law and Zoning By-law (e.g. definition of uses)
- Includes relevant and appropriate rate categories for residential and non-residential development categories
- Provides net developable areas by watershed
- Reviews long-term population and employment forecasts assessing occupancy, vacancy and other factors and recommending growth forecast data for population, household, employment and non-residential floor space growth (Industrial, Commercial, Institutional) and Household forecasts detailed by unit type, and other forecasts as required in the study
- Identifies and presents an appropriate methodology for calculating levels of service and allowable charges for services eligible for Development Charges funding
- Includes an assessment of whether a DC rate should be applied on a City-wide approach or an area-specified approach, or some combination of both
- Addresses specific changes under Bill 197, such as factoring in full recovery of soft services and evaluation of all service categories eligible for DC collections
- Identifies operating impacts and long-term capital costing impacts
- Reviews LPAT decisions and other relevant legislation with a view of strengthening the defensibility of the DC Background Study

The Consultant will provide assistance with the drafting of the new DC By-law.

The Consultant is expected to bring a level of innovation and creativity that maximizes the value of the project while at the same time maintaining awareness of project constraints.

***a. DC Rate Model***

A DC Rate Model will be developed, taking into consideration, but not limited to:

- Existing service levels
- Growth forecasts
- Asset inventories
- Growth-related capital forecast and cashflow assumptions
- Person-per-unit assumptions
- Gross-floor-area assumptions
- The portion of capital projects that are related to grants/subsidies, benefit-to-existing and/or post-period benefit
- Any unfunded balances/loans, and any DC credits, that should be included in the Development Charges rate calculation

The model must be flexible, and able to apply charges to type of Development (e.g., residential, industrial, non-industrial). Outputs from the model would include a cash-flow analysis of reserve funds, revenues and expenditures to ensure that forecasted DC revenues will match future growth expenditure needs.

A final electronic model with full modelling functionality (i.e., no hidden formulas, worksheets or critical data withheld) will be provided to the City upon completion of the study. Furthermore, the model will be updated to reflect any amendments required as a result of an appeal or negotiated settlement.

***b. DC Policy Review***

The successful consultant will review existing policies and practices, particularly those that have been identified as ambiguous or are not fully defined (see list below for main examples), and provide a report summarizing best practices on these items and identifying recommended policies and practices for the City, with the goal of having unambiguous application of the DC By-law:

- Benefits to Existing (BTE) and Post Period Benefits (PPB) policies
- Floor Space per Worker (FSW)
- Application and expiration of demolition credits
- Financial and other impacts of discretionary exemptions and/or credits

The consultant will prepare a management report outlining:

- A review of other municipalities' best practices on DC cost recovery policies and strategies, application of Bill 197 legislation and associated regulations, servicing policies and implementation tools



- Relevant LPAT decisions and legislation, ensuring the study is in line with recent decisions
- Recommendations for policy changes, such as the appropriate cost-recovery policies and strategies associated with excess capacity which is designed to service growth beyond the 10-year period, how the City should be funding legislated and discretionary DC By-law exemptions (such as industrial expansion credit, residential intensification, places of religious assembly) and recommending the acceptable levels of debt to be repaid through future development charges, if applicable

**c. Asset Management Plan for Growth-Related Capital Projects**

In accordance with the DC Regulations, all growth-related capital projects identified in the model and the background study will have asset management plans identified. These plans must demonstrate that all the assets are financially sustainable over their full life cycle. The asset management plans must be consistent with other asset management documents and plans of the City. The asset management plans will form part of the DC Background Study.

**B. Community Benefits Charge Strategy and By-Law**

The Community Benefits Charge Strategy must be clearly written and well organized, including a table of contents and appendices containing supporting data and information required under the *Planning Act and the related regulations*. The CBC Strategy will:

- Be prepared in accordance to the *Planning Act, 1997* and related regulations, including O. Reg. 509/20;
- Determine the services which will be funded through the CBC
- Include estimates of the anticipated amount, type and location of development and redevelopment with respect to which CBC will be imposed
- Include estimates of the increase in the need for facilities, services and matters attributable to the anticipated development and redevelopment to which the CBC by-law would relate
- Identify the excess capacity that exists in relation to the facilities, services and matters attributable to the anticipated development and redevelopment to which the CBC by-law would relate
- Include estimates of the extent to which an increase in a facility, service or matter attributable to the anticipated development and redevelopment to which the CBC by-law would benefit existing development
- Include estimates of the capital costs necessary to provide the facilities, services and matters attributable to the anticipated development and redevelopment to which the CBC by-law would relate

- Identify any capital grants, subsidies and other contributions made to the municipality or that the council of the municipality anticipates will be made in respect of the capital costs necessary to provide the facilities, services and matters attributable to the anticipated development and redevelopment to which the CBC by-law would relate
- Include an assessment of whether a CBC should be applied based on a City-wide approach or an area-specified approach, or some combination of both

The Consultant will provide assistance with the drafting of the new CBC By-Law, including ensuring the CBC By-law does not charge for the same services that would be charged under the DC By-law.

The Consultant is expected to bring a level of innovation and creativity that maximizes the value of the project while at the same time maintaining awareness of project constraints.

### **C. Parkland Conveyance By-law Review**

The key project deliverables for the Parkland Conveyance By-law review include the following:

- Completion of a Parkland Conveyance By-law
- Completion of a Parkland Conveyance Corporate Policy
- Memo and a revised red-lined version of the Parks Plan to ensure consistency and justification for the Parkland Conveyance By-law
- Completion of a GTHA Municipalities Benchmarking Document

The following background documents should be considered before the consultant commences work on the Parkland Conveyance By-law Review:

- Parkland Conveyance By-law 0400-2006, as amended by By-law 0166-2001
- Dedication of Land or Cash-in-Lieu Thereof, for Public Open Space (07-07-01)
- Draft Parkland Conveyance By-law
- Draft Parkland Conveyance Corporate Policy
- Draft Parks Plan
- GTHA Municipal Benchmarking
- NBLC and The Planning Partnership Parkland Conveyance By-law Review Memo (2019)
- Mississauga's Future Directions Parks and Forestry Master Plan (2019)
- Downtown Growth Area Park Provision Strategy (2015)
- Natural Heritage and Urban Forest Strategy (2014)

**a. Market Analysis and Policy Evaluation:**

The scope of work required for the completion of the Parkland Conveyance By-law Review includes the following:

- Complete a market sensitivity and viability analysis to test and inform the City's proposed alternative requirement methodology for medium and high density residential development. The analysis is to also consider other development charges and levies, including the Community Benefits Charge, and their overall impacts on development viability.
- Recommend a preferred alternative requirement methodology for cash-in-lieu collection for medium and high density residential development.
- Justify the proposed methodology in consideration of appeal provisions in S.42 of the *Planning Act*.
- Determine if the City should provide parkland credits for Privately Owned Public Spaces (POPS). If so, propose appropriate mechanism and methodology for the credits.
- Critically review and provide input into the Parks Plan among other purposes, to support the parkland conveyance by-law, specifically the alternative requirement justification. The Parks Plan will be relied upon heavily in case of an appeal.
- The consultant's approach must satisfy the public consultation requirements for the new Parkland Conveyance By-law under S. 42 of the *Planning Act*.

**D. Integrated Stakeholder Consultation Process**

The successful consultant will be required to meet with various City staff as required to complete the DC Background Study, CBC Strategy and Parkland Conveyance By-law, ensure alignment with City Master Plans, work closely with the City's Working Group(s) on these three projects and make presentations to the following groups:

- Steering Committee(s) (minimum two meetings)
- Leadership Team (LT) (minimum two meetings)
- General Committee / Council (minimum one meeting)
- Industry stakeholder groups (minimum three meetings)

Note: it is not yet determined whether there will be a joint Steering Committee and joint Working Group for all deliverables, or a separately established Steering Committee and Working Group for Parkland Conveyance.

Engaging with stakeholders is important and critical to the approval of new DC, CBC and Parkland Conveyance By-laws. The City will be responsible for ensuring the appropriate consultation is conducted, and supplying the consultant with the required information to be gathered in the study process. The consultant will be required to develop an approach for public

consultation with various stakeholder groups. City staff will arrange for either in-person or virtual meetings with the Leadership Team, Council, Steering Committee(s) and Working Group(s), including specific dates and venue locations. The consultant will be responsible for providing presentations, reports and all supporting documentation.

A minimum of eight meetings are required; more may be necessary to ensure an effective consultation process. The consultant is expected to provide the timing of and number of meetings within their work plan. The proposal should provide best practices information for public consultation.

The meetings listed above do not include working meetings that may be required between the consultant and City staff to complete the outlined work.

## **4. Specific Project Requirements**

### **A. Qualifications and Experience**

Specific qualifications required to complete the DC Background Study, CBC Strategy and Parkland Conveyance Review and associated by-laws are:

- Professional services with five or more years of experience in the areas of planning policy, municipal finance, demographic and economic forecasting, and growth management.
- Registered Professional Planner with five or more years of experience, preferred experience in drafting municipal Cash-in-lieu of Parkland / Parkland Conveyance by-laws and policy
- Extensive knowledge of the legislative framework as it pertains to development charges, community benefits charge and parks planning, including the *Planning Act* and *Development Charges Act*
- Experience with POPS, as demonstrated by previous projects including policy drafting
- Experience with and ability to conduct economic analysis (market feasibility, sensitivity, and viability)
- Relevant experience in undertaking parkland provision analysis, park policy and land use planning in large Ontario municipalities.

### **B. General Consulting Services**

The Consultant will be required to provide the following services:

- General project co-ordination, including developing a detailed project work plan, maintaining a log of action items, providing electronic copies of presentations in advance of scheduled meetings, etc.

- Co-ordination with Planning and Building staff preparing the City's growth forecast
- Co-ordination with City staff and other Consultants in gathering information from ongoing studies that form part of the DC Background Study and CBC Strategy, including:
  - Future Directions Master Plan (includes Parks, Recreation, Culture and Library services)
  - Fire Master Plan
  - Transportation Master Plan
  - Transportation DC Background Study
  - Storm Water Management Master Plan
  - Cycling Master Plan
  - Parking Master Plan
  - Asset Management Policy and Plan
  - Region of Peel's Growth Management Strategy

The consultant will be required to ensure the DC Study and CBC Strategy aligns with these reports, including consistency in terminology and use of language. The consultant will also ensure the DC Background Study and CBC Strategy align with the City's strategic initiatives and strategies that the City and the Region of Peel are undertaking including:

- Training and technical advice to City staff with regard to the preparation of information required to complete the 2022 DC Background Study and CBC Strategy
- Work closely with City staff to collect and analyze data required to calculate new Development Charges and Community Benefit Charges
- Attend Leadership Team (LT) meetings as required, including delivering presentations on the calculated draft DC charges, CBC strategy and answering questions

The consultant will present the final report(s) and By-Laws to Council at a public meeting.

### **C. Technical Specifications**

- Electronic copies of all presentations and final documents used (including tables, maps, drawings, etc.) are to be provided to the Manager of Development Financing & Reserve Management or designate, or to the Manager of Park Planning or designate, respectively
- Presentations to Staff, Council and other stakeholders (as necessary) on the changes to the DC Act, *Planning Act*, new regulations and their impact on the City of Mississauga's DC by-law and policies and Parkland Conveyance by-law and policies
- Status reports and preliminary findings shall be prepared as an interim step in the project to facilitate discussion and consultation on key issues and financial implications under review

- In a format satisfactory to the City, electronic PDF copies of the draft and final reports along with all work completed for the City of Mississauga will be provided. Approximately 25 hard-bound copies of the final report and one unbound copy will be required
- Prepare and distribute meeting agendas, supporting documentation and minutes. Meeting agendas and any supporting documentation should be provided at a minimum of five (5) business days in advance of the meeting. Minutes of meeting should be provided no more than ten (10) business days following the meeting
- Provide adequate technical representation at all meetings

#### **D. Post-By-Laws Adoption Activities**

There is always potential that the DC, CBC and Parkland Conveyance By-laws and related studies as adopted will be appealed. The consultant is asked to provide an hourly rate for any post-adoption activities including appeal discussions/meetings, defence testimony at the Local Planning Appeal Tribunal and follow-up procedures and documentation.

### **5. Project Schedule**

The consultant shall be required to submit a detailed project work plan and schedule reflecting project commencement at the start of Q1, 2021. The statutory public meeting for the projects is expected to be completed by January 2022 with Council approval of the new by-laws to occur within Q1 of 2022. It shall be the responsibility of the consultant to ensure the project remains on schedule and on budget. All schedules must consider internal approval times for LT, GC and Council meetings. The project is anticipated to be completed by the end of Q1 of 2022 with post-adoption activities taking place as necessary.

#### **Proposed By-Laws Process Timeline**

<b>Phase of Work</b>	<b>Timeline</b>
1. Collection of Technical Data	Q1-Q2 2021
2. Policy Review	Q1-Q3 2021
3. Data Review and Analysis	Q3 2021
4. Draft Documents and By-Laws	Q4 2021
5. Stakeholder Consultations	Q4 2021
6. Draft Study Reviews Finalized	December 2021
7. Release of Study, Strategy and Proposed Draft By-Laws	December 2021
8. Public Meeting before Passing of the By-Laws	January 2022
9. Finalize Background Study, Strategy and By-Laws	January 2022
10. Council Approval of the By-Laws	February 2022

City of Mississauga

# Corporate Report



<p>Date: November 30, 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: December 2, 2020</p>
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## Subject

**West Credit Avenue Temporary Storage Location**

## Recommendation

1. That the funding requirement in the 2021 Capital Budget for the West Credit Avenue Temporary Storage Location be reduced from \$3.5M to \$2.8M, as outlined in the report from the Commissioner of Transportation and Works, dated November 25, 2020 and entitled "*West Credit Avenue Temporary Storage Location*".
2. That staff proceed with tenders and proposals where required for the West Credit Temporary Storage Location (#TW008400) in advance of 2021 budget approval.
3. That funding be approved in the amount of \$1.5M so that the project may proceed in Q1 2021.

## Report Highlights

- It was identified in 2005 that a fifth operations yard was required to be constructed within three years to meet the needs of the Engineering and Works Operations, and Recreation and Parks Divisions. To date, a fifth yard has not been constructed to accommodate this need.
- A Yard Master Plan and Modernization Study is ongoing with findings to be reported in the 2022 Business Plan and Budget Cycle.
- Works Operations has a deficit in capacity for snow storage of approximately 26,000 m<sup>3</sup> (918,181 ft.<sup>3</sup>).
- The increased number of equipment arriving with new 2021-2029 Winter Maintenance Contract requires new space to store them due to capacity issues at existing yard locations.

- Staff have revised the proposed program at the West Credit Avenue site to reduce the capital cost from \$3.5M to \$2.8M.
- It is expected the West Credit Avenue site can be utilized for a minimum of 10 years, designed to last at least 15 years and approximately \$1.5M worth of the material can be reused or recycled.
- Expanding the West Credit Avenue site provides much needed space for material and equipment storage for both the Works Operations and Maintenance (WOM), and Parks, Forestry and Environment (PFE) Divisions.

## Background

At its meeting of November 24, 2020, Budget Committee directed staff to report on the West Credit Avenue temporary storage location. The purpose of this report is to respond to Budget Committee's direction.

## Comments

### Introduction:

The Management Consulting section of the City Manager's Office completed a report, dated August 25, 2005 and entitled "*Fifth Operations Yard (South-East Area)*". The report indicated that in 2005 both the Director of Engineering and Works Operations, and Director of Recreation and Parks, jointly agreed that the new yard be built and operated within the next three years due to increasing difficulty in meeting desired service levels in the southeast area of the City. Operations yards house vehicles, equipment, staffing, and materials required to maintain roads, bridges and culverts, as well as provide snow storage.

The City of Mississauga has four yards. The Mavis yard was constructed in 1956 and is approximately 64 years old. The Clarkson and Malton yards were the next yards constructed in 1977 and are approximately 43 years old. The Meadowvale yard was the most recent yard constructed in 1996 and is 24 years old.

An additional fifth yard has not been added, as other budget priorities have taken precedence since 2005. This is understandable, given that yards are costly to construct and yards are not public facing like community centres and libraries. However, yard capacity is important to maintain Council-approved service levels for services like winter maintenance and vacuum leaf collection program (VLCP), to name a few.

The City of Mississauga retained consulting services in 2019 to conduct a Yard Master Plan and Modernization Study to recommend how best to modernize and optimize the yards operated by



the WOM and PFE Divisions. The Study is ongoing. The results of the Study will be reported to Council and will inform the 2022 Business Plan and Budget Process.

In recent years, the lack of yard space and capacity has become critical at all of the four yards. To create additional space to increase capacity, earlier this year land has been reclaimed by WOM from Enforcement on the Mavis North property. This land is being used to store winter maintenance vehicles and equipment, to ease congestion at the Mavis yard. In addition, formerly unusable land at the Meadowvale yard, a small hill at the property line, is being excavated and repurposed for Lisgar High Water Protocol pumps and other equipment storage. This is not enough. Snow storage is deficient now, and with the introduction of the new winter maintenance contract in November 2021, additional yard space is required to store additional winter maintenance equipment as an interim solution.

### **Snow Storage:**

Snow in the City is moved to various City-owned lands for storage during the winter season, where the road allowance does not provide sufficient capacity for on-site snow storage. Snow removal is performed when snow can no longer be stored on walkways, at curbside, in Business Improvement Areas, on bridge decks and at major intersections.

These sites must be constructed in order to meet criteria set out by the province of Ontario. The sites must also be easy to access and have the capacity to hold the projected maximum amount of snow that might be placed there in any one season.

Snow hauled to snow storage sites contains salt, dirt, dust and airborne pollutants<sup>1</sup>. Snow storage best practices seek to remove as many of the contaminants as possible by using properly selected land sites with impermeable surfaces (asphalt), oil grit separators and settling ponds.

There are four snow storage facilities located in the City of Mississauga: a small portion of the West Credit Avenue site, Mississauga Valley Community Centre, Dunton Athletic Fields parking lots and Clarkson yard.

It is fair to estimate that a facility with an asphalt surface of 1,000 m<sup>2</sup> (3,281 ft.<sup>2</sup>) can accommodate at least 1,500 m<sup>3</sup> (52,972 ft.<sup>3</sup>) of snow<sup>2</sup>.

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<sup>1</sup> <https://www.tac-atc.ca/sites/tac-atc.ca/files/site/doc/resources/roadsalt-8.pdf>

<sup>2</sup> This is a conservative estimate.

	West Credit	Mississauga Valley Community Centre	Dunton Athletic Fields	Clarkson Yard	Total
<b>Area</b>		4,375 m <sup>2</sup>	4,000 m <sup>2</sup>	2400 m <sup>2</sup>	14,775 m <sup>2</sup>
<b>(m<sup>2</sup>)</b>	4,000 m <sup>2</sup> (43,056 ft. <sup>2</sup> )	(47,092 ft. <sup>2</sup> )	(43,056 ft. <sup>2</sup> )	(25,833 ft. <sup>2</sup> )	(159,037 ft. <sup>2</sup> )
<b>Capacity</b>	6,000 m <sup>3</sup>	6,563 m <sup>3</sup>	6,000 m <sup>3</sup>	3600 m <sup>3</sup>	22,163 m <sup>3</sup>
<b>(m<sup>3</sup>)</b>	(211,888 ft. <sup>3</sup> )	(19882 ft. <sup>3</sup> )	(211,888 ft. <sup>3</sup> )	(127,133 ft. <sup>3</sup> )	(782,679 ft. <sup>3</sup> )

A yearly average of approximately 40,000 linear metres (131,234 linear feet) of snow is removed and stored in the City (length of snow removed). In the past 80 years, an average of 1.213 metres (3.97 feet) of snow has fallen annually (depth of snow)<sup>3</sup>. Based on historical information regarding the length and depth of snow removed, this equates to a volume<sup>4</sup> of approximately 48,400 m<sup>3</sup> (1,709,230 ft.<sup>3</sup>) of snow storage required per season.

Using these conservative estimates, Works Operations has a deficit in capacity for snow storage by approximately 26,000 m<sup>3</sup> (918,181 ft.<sup>3</sup>).

Preliminary results from Phase One of the Yard Master Plan and Modernization Study review confirm staff's current snow storage deficit and indicate the following:

*"The City currently has a snow storage deficit of 26,000 m<sup>3</sup>. The introduction of the HuLRT, in 2024, will require storage space for an additional 50,820 m<sup>3</sup> of snow as there will be no place to store the snow along the HuLRT corridor. This will increase the storage deficit to 76,820 m<sup>3</sup> of snow;"*

#### **Vehicle and Equipment Storage for Winter Maintenance:**

Preliminary results from Phase One of the Yard Master Plan and Modernization Study indicates the following for the shared yards:

<sup>3</sup> Average snow calculated from 1939-2017 based on Environment Canada's Pearson International Airport Station.

<sup>4</sup> Volume is calculated based on the minimal assumption that one meter of width by one meter of length of snow is plowed. This is a very conservative estimate of width. For comparison, a plow blade is approximately three metres wide, excluding the wing, and average road lane width ranges from 3.25 to 3.75 metres.

*“At all of the Yards, there is insufficient outdoor space to store the vehicles, equipment and materials. For example, some contractor employees are forced to use one parking stall for both their private vehicle and their work vehicles. This requires additional time for parking and decreases contractor productivity;*

*At all of the Yards, there is insufficient outdoor space to manoeuvre the vehicles, equipment and materials safely and efficiently around the yard. This shortage of space increases the time required to park the vehicles, and increases the risk of vehicle and pedestrian accidents. It also increases the risk of work refusals;”*

Attached as Appendices 1 and 2, respectively, are copies of the reports from the Commissioner of Transportation and Works, dated May 28, 2020 and entitled “2021 through 2029 Winter Maintenance Contract”; and, dated July 3, 2020 and entitled “Additional Information – 2021 through 2029 Winter Maintenance Contract”. These reports were considered by Council on July 22, 2020 where the following resolutions were approved:

*“Resolution 0247-2020:*

- 1. That the Purchasing Agent award contracts to the recommended bidders pursuant to Procurement No. PRC002049, in accordance with the Purchasing By-law #374-226, for the base contract, as outlined in the report from the Commissioner of Transportation and Works dated May 28, 2020 and entitled “2021 through 2029 Winter Maintenance Contract”, and that all necessary by-laws be enacted.*
- 2. That the new Winter Maintenance Contract include the improved service levels for pedestrian accessibility at bus stops and priority sidewalks, as outlined in the report from the Commissioner of Transportation and Works dated May 28, 2020 and entitled “2021 through 2029 Winter Maintenance Contract” and be funded from the Winter Maintenance Reserve for 2021.*
- 3. That the Winter Maintenance program for 2022 onwards be dealt with through the 2022 budget process.*

*Resolution 0248-2020:*

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

Key information from these reports, which supports the need for the West Credit Avenue Site temporary storage location for required additional vehicle and equipment storage with the introduction of the new winter maintenance contract, is shown below:

**“Base Contract:**

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

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

*The City has developed and follows a Salt Management Plan in accordance with Environment Canada’s Code of Practice for the Environment Management of Road Salts. As the City uses an average of 60,000 tonnes annually of road salt for its operations, staff are continually moving to a more “the right amount in the right place at the right time” methodology in accordance with the Code. Industry best practices confirm that the most effective way to remove snow from the road is by plowing and the required additional equipment will assist in this regard. In summary, more effective plowing should reduce the amount of road salt required. Both Environment Canada and local conservation authorities are also monitoring the impact of road salts near environmentally sensitive areas, and the request for additional equipment will also assist in reducing salt use near these areas.”<sup>5</sup>*

*“As part of the 2021 Business Planning and Budget Process staff have brought forward a budget request to provide temporary required additional vehicle and snow storage space on existing City-owned property (West Credit Avenue site) at an estimated capital cost of \$3.5M and an estimated annual operating cost of \$50,000 commencing in 2022 to maintain the site. The existing yards do not have sufficient space for the vehicle and equipment storage requirements included in the base*

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<sup>5</sup> Report from the Commissioner of Transportation and Works dated May 28, 2020 and entitled “2021 through 2029 Winter Maintenance Contract”, pages 5-6.

*contract. In addition, the City does not have sufficient snow storage space now, which will only be exacerbated when the LRT is constructed.”<sup>6</sup>*

**“Base Winter Maintenance Contract:**

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

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

*In summary, the City’s outdated winter maintenance practices result in increased operational costs and additional salt use based on existing procedures. Winter maintenance service levels and the MMS are met, for the most part, given the City’s ability to “set the clock” with legislation recently introduced by the Province. Municipalities now have the ability to declare a Significant Weather Event to delay the start of the clock, subject to certain conditions as established by Environment Canada.”<sup>7</sup>*

*“The ability of WOM staff to continue to meet winter maintenance service levels and MMS is not sustainable given the status of the yards and related facilities, as well as the number and mix of vehicles and equipment included in the existing Winter Maintenance Contract.*

*As a result and as a first step, WOM staff prepared the new base Winter Maintenance Contract with a focus on ensuring operational efficiency and setting equipment levels based on established best service delivery and salt management practices with a view to*

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<sup>6</sup> Report from the Commissioner of Transportation and Works dated May 28, 2020 and entitled “2021 through 2029 Winter Maintenance Contract”, page 6.

<sup>7</sup> Report from the Commissioner of Transportation and Works, dated June 26, 2020 and entitled “Additional Information – 2021 to 2029 Winter Maintenance Contract”, page 4.

*providing Council approved service levels and to meeting the MMS for winter operations under the Municipal Act 2001.*

*The new Winter Maintenance Contract also had to take into account the additional winter maintenance requirements of the Hurontario LRT targeted for implementation in 2024.*

*At its meeting on July 8, 2020 Council considered the report from the Commissioner of Transportation and Works entitled “The City of Mississauga’s Active Transportation COVID-19 Recovery Framework”. The Active Transportation COVID-19 Recovery Framework recommends adding 17.9 kilometres (11.1 miles) of new on-road bicycle lanes and separated bicycle lanes in locations across the City. The new Winter Maintenance Contract considers revisions to operations as the modes of transportation change as the City moves forward with both the Hurontario LRT and Active Transportation initiatives.”<sup>8</sup>*

#### **“Secondary (Residential) Roads:**

*The City’s service level for secondary roads varies between 24 hours to more than 36 hours after a winter event depending on the amount of snow accumulation.*

*The Province’s MMS service level for secondary roads is more specific for their treatment (salt or plow/salt) after a winter event:*

- *within 24 hours for snow accumulation; and,*
- *within 16 hours for icy roadway conditions.*

*The MMS service level, while voluntary to be adopted by municipalities, is deemed by the Province to be a reasonable standard in providing protection from legal claims regarding personal injury and property damage.*

*Currently, completion of secondary roads following a winter event generally meets the City’s 24 hour service level for snow accumulations of 15 cm or less. However, when subsequent salting operations are included due to extended winter events or back-to-back storms, then the 24 hour service level is usually exceeded on a number of routes.*

*As noted earlier in this report, one of the many focuses of the new Winter Maintenance Contract includes meeting the Province’s MMS. As both the City’s and MMS service*

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<sup>8</sup> Report from the Commissioner of Transportation and Works, dated June 26, 2020 and entitled “Additional Information – 2021 to 2029 Winter Maintenance Contract”, pages 4-5.

*levels are consistent regarding snow accumulation at 15 cm or less (24 hours), staff's efforts in procuring additional equipment is not an increase in service level but rather a diligent endeavour to meet both service levels with respect to plowing and salting by following industry best practice of utilizing combination plow and salter units.”<sup>9</sup>*

### **Program – West Credit Temporary Storage Location:**

The table below describes the scope of work required on the site and proposed costs:

<b>Scope of Work:</b> Asphalt, Concrete curb, Earthworks, Granular, Lighting & Security, Salt structure, Storm sewer and a Site Trailer	
Original Cost - \$3.5M  24,500 m2 area	Revised Cost - \$2.8M  22,500 m2 area
Of the material being used, approximately \$1.5M worth of the material can be reused or recycled.	

The revised cost includes a smaller area and revising the material being used to help lower the costs of the West Credit Avenue site expansion. It is expected that this site will be utilized for a minimum of 10 years and designed to last at least 15 years. Even though MiWay does not have formal design plans for this property, the proposed design will allow for reuse of the parking area or ability to reuse or recycle the material once they finalize their design.

The West Credit Avenue location is our best option at this time to assist in providing much needed space for our winter equipment and material. This area is already being used to store snow and construction material, and will have brine operation capability for this winter. The location allows for both Meadowvale and Malton yards to be able to deploy contractor equipment through our winter operations. Deploying contractor equipment from the West Credit Avenue site will free up some much needed space within both of these yards.

Other options such as contractors using their own property or using other vacant city property are not available at this time. Our contractors do not have property suitable within the city to deploy their equipment (although, this is currently an option available within our Winter Maintenance Contract for all of our contractors). The city does not have a site this large to be

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<sup>9</sup> Report from the Commissioner of Transportation and Works, dated June 26, 2020 and entitled “Additional Information – 2021 to 2029 Winter Maintenance Contract”, page 5.

able to accommodate the needs such as snow storage, material storage and equipment storage for our operations.

During this year's (2020) VLCP, the City encountered a backlog of stockpiled leaves at the Mavis, Clarkson and Meadowvale Yards. This was due to the extraordinary high volumes of leaves that fell in early November and overwhelmed the Region of Peel's ability to pick up the leaves and move them to their composting locations. Staff considered pausing the VLCP since leaf storage space at our yards was exceeding capacity. However, the West Credit Avenue property was made available as a backup location to store leaves that could not be accommodated at the three yards.

If the City is to continue with the VLCP and its growing tree inventory that meets the 35-year old criteria and the One Million Trees Program, it is essential that the West Credit Avenue property be developed for expanded leaf storage in addition to snow storage. The proposed expansion will also assist the PFE Division to expand their storage capacity by using this location to assist in meeting their needs.

The West Credit Avenue property also presents a unique opportunity for Transportation and Works to strategize a multi-use operations complex in partnership with WOM, PFE and MiWay. As the property was originally envisioned for transit use in the future, the initial development of the property for WOM can include for future storm water and utility infrastructure servicing for MiWay. Surface materials such as asphalt and the granular base can be reused or recycled for future construction use. A similar multi-use property currently exists in the City of Brampton where a Road and Parks Operations, and Fleet Services facility is located alongside a Brampton Transit facility with a shared entrance on Sandalwood Parkway.

The development of the West Credit property is critical to WOM's short and long-term strategy (in concert with the City's Yard Master Plan and Modernization Study) for more efficient servicing of the north half of the City. Currently the Meadowvale and Malton Yards are over capacity for equipment storage and deployment in the winter. Compounding these concerns is also the overcapacity stresses at the Mavis and Clarkson Yards in the south half. If and when any of these yards are redeveloped as part of the Yard Master Plan and Modernization Study, it is prudent that both the West Credit and Loreland properties be readied as alternative housing and deployment sites during construction.

## Financial Impact

This report to General Committee is in response to Budget Committee direction to staff to provide further information on the West Credit Avenue site expansion.

Due to the lack of storage space at our yard facilities, there is a need to expand the temporary facility at the West Credit Avenue location until such time as the Yard Master Plan and



Modernization Study has been approved and implemented. This expansion is required to assist in accommodating the space needed for the extra pieces of winter equipment in our new Winter Maintenance Contract beginning in the Fall of 2021, as well as to address the current deficit for snow storage.

As such, we will require \$2.8M (reduced from \$3.5M) of capital funding to complete the work required at the West Credit Avenue location. It is estimated that approximately \$1.5M worth of the material being placed can be reused or recycled for future use at this location or other yard sites.

## Conclusion

There is an immediate need for yard space to accommodate snow storage requirements and in November 2021 for increases in equipment for the 2021 to 2029 Winter Maintenance Contract. The West Credit Avenue site has been used for over six years as a material and snow storage site, and there is a need to expand the operations to meet the needs of the WOM and PFE Divisions. The expansion would allow for the construction of a temporary Operations Depot, including space for vehicle storage and parking, snow storage, small utility trailer and a salt storage structure to allow for winter operations to take place.

The West Credit Avenue site has the size and location to meet our immediate needs until the results of the Yard Master Plan and Modernization Study can be implemented.

## Attachments

Appendix 1: Report from the Commissioner of Transportation and Works dated May 28, 2020 and entitled *"2021 through 2029 Winter Maintenance Contract"*

Appendix 2: Report from the Commissioner of Transportation and Works, dated June 26, 2020 and entitled *"Additional Information – 2021 to 2029 Winter Maintenance Contract"*



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

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

# City of Mississauga

# Corporate Report



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

**2021 through 2029 Winter Maintenance Contract**

## Recommendation

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

## Report Highlights

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

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

## Background

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

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

*“BC-0178-2019*

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

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

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

*That all necessary by-laws be enacted.*

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

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

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

## Comments

### New Winter Maintenance Contract Tender

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

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

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

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

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

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

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

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

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

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

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

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

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

### **Base Contract:**

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

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

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

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

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

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

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

### **Pedestrian Accessibility at Bus Stops and on Priority Sidewalks**

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

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

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

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

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

### **Winter Maintenance of Secondary Sidewalks**

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

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

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

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



### **Clearing of Windrows on Secondary Roads**

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

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

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

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

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

### **Marketing and Communications Campaign:**

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

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

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

## Financial Impact

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

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

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

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

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

**Table 1**

(in millions)

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

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

## Conclusion

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

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

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

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

## Attachments

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

Appendix 2: Existing Council Approved Service Levels for Winter Maintenance



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

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

# City of Mississauga

## Corporate Report



Date: 2019/06/21

To: Chair and Members of Budget Committee

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

Originator's files:

Meeting date:  
2019/06/26

## Subject

**Winter Maintenance Service Level Improvements**

## Recommendation

1. That Budget Committee provide direction on increased winter maintenance service level changes for the 2019/2020 winter season, effective November 1, 2019, as outlined in the report from the Commissioner of Transportation and Works dated June 21, 2019 related to:
  - a) pedestrian accessibility at bus stops and on priority sidewalks; and
  - b) winter maintenance of bike lanes on the roadway.
2. That should Budget Committee approve increased winter maintenance service levels for pedestrian accessibility at bus stops and on priority sidewalks, that:
  - a) the gross budget for cost centre Bus Stop Clearing and Sanding (#24270) be increased by \$900,000, funded from the Winter Maintenance Reserve (#30120), with a net budget impact of \$0 for 2019;
  - b) this service level improvement be incorporated into the Transportation and Works Department 2020 Business Plan and Budget;
  - c) the Purchasing Agent be authorized to increase the existing contracts for Winter Maintenance (issued pursuant to Procurement No. FA.49.324-14); and,
  - d) that all necessary by-laws be enacted.
3. That should Budget Committee approve increased winter maintenance service levels for winter maintenance of bike lanes on the roadway, that:
  - a) the gross budget for cost centre Bus Stop Clearing and Sanding (#24230) be increased by \$2,100,000, funded from the Winter Maintenance Reserve (#30120), with a net budget impact of \$0 for 2019;
  - b) this service level improvement be incorporated in the Transportation and Works Department 2020 Business Plan and Budget;
  - c) the Purchasing Agent be authorized to increase the existing contracts for Winter Maintenance (issued pursuant to Procurement No. FA.49.324-14);

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- d) that staff report back to General Committee in September 2019 with additional capital cost information related to increased snow storage requirements; and,
- e) that all necessary by-laws be enacted.

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

## Report Highlights

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

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## Background

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

***“GC-0359-2019***

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

***GC-0361-2019***

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

***GC-0362-2019***

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

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

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

## Comments

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

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

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

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### **Pedestrian Accessibility at Bus Stops and on Priority Sidewalks:**

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

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

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

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

### **Winter Maintenance of Bike Lanes on the Roadway:**

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

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

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

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

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

### **Winter Maintenance of Secondary Sidewalks:**

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

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

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

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

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

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

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

#### **Clearing of Windrows on Secondary Roads:**



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

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

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

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

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

## Financial Impact

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

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

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

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

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

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

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

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

## Conclusion

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

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

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

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

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

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## Attachments

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



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

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

# City of Mississauga Corporate Report



Date: 2019/05/27

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:  
2019/06/12

## Subject

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

## Recommendation

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

## Report Highlights

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

## Background

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

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

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These changes were made effective on May 3, 2018.

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

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

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

## Comments

### Summary of Changes

The following summarizes the changes to the MMS:

- *New Winter Maintenance Standards for Sidewalks*

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

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

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

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

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

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

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

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

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

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

- *New Winter Maintenance Standards for Bicycle Lanes*

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

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

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

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

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

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- *Significant Weather Event*

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

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

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

For instance, Section 16.4 of the regulation states:

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

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

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

### **Key Considerations**

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

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

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



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

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

### **Actions of other Municipalities**

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

A chart showing staff's findings is shown below:

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

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<b>Toronto</b>	No	No	Yes
<b>Vaughan</b>	Yes	No	No

## Financial Impact

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

## Conclusion

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

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

## Attachments

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




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

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

## Appendix 1

### ONTARIO REGULATION 366/18

made under the

### MUNICIPAL ACT, 2001

Made: May 2, 2018

Filed: May 3, 2018

Published on e-Laws: May 3, 2018

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

Amending O. Reg. 239/02

(MINIMUM MAINTENANCE STANDARDS FOR MUNICIPAL HIGHWAYS)

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

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

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

“bicycle lane” means,

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

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

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

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

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

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

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

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

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

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

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

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

TABLE  
CLASSIFICATION OF HIGHWAYS

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

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

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

**Purpose**

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

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

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

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

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

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

**Snow accumulation, roadways**

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

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

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

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

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

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

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

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

## SNOW ACCUMULATION - ROADWAYS

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

#### Snow accumulation on roadways, significant weather event

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

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

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

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

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

#### Snow accumulation, bicycle lanes

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

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

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

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

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

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

TABLE

SNOW ACCUMULATION – BICYCLE LANES

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

#### Snow accumulation on bicycle lanes, significant weather event

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

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

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

**Ice formation on roadways and icy roadways**

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

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

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

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

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

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

TABLE 1  
ICE FORMATION PREVENTION

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

TABLE 2  
TREATMENT OF ICY ROADWAYS

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

**Icy roadways, significant weather event**

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

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

- (b) if deemed practicable by the municipality, to deploy resources to treat icy roadways, starting from the time that the municipality deems appropriate to do so.
- (2) If the municipality complies with subsection (1), all roadways within the municipality are deemed to be in a state of repair with respect to any ice which forms or may be present until the applicable time in Table 2 to section 5 expires after the declaration of the end of the significant weather event by the municipality.
- (3) Following the end of the weather hazard in respect of which a significant weather event was declared by a municipality under subsection (1), the municipality shall,
- (a) declare the end of the significant weather event when the municipality determines it is appropriate to do so; and
  - (b) treat icy roadways in accordance with section 5.

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

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

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

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

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

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

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

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

**Shoulder drop-offs**

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

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

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

TABLE  
SHOULDER DROP-OFFS

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

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

**Cracks**

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

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

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

TABLE  
CRACKS

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

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

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

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

#### **Luminaires**

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

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

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

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

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

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

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

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

**1. Sections 11 to 16.**

**2. Subsection 16.1 (1).**

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

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

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

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

(5) In this section,

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

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

#### **Encroachments, area adjacent to sidewalk**

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



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

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

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

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

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

#### **Snow accumulation on sidewalks**

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

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

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

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

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

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

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

#### **Snow accumulation on sidewalks, significant weather event**

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

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

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

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

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

#### **Ice formation on sidewalks and icy sidewalks**

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

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

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

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

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

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

#### **Icy sidewalks, significant weather event**

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

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

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

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

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

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

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

#### **Winter sidewalk patrol**

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

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

#### **Closure of a highway**

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

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

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

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

#### **Declaration of significant weather event**

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

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

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

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

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

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

#### **Commencement**

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

Made by:

KATHRYN MCGARRY  
*Minister of Transportation*

Date made: May 2, 2018

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# City of Mississauga Corporate Report



Date: 2019/05/29

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:  
2019/06/12

## Subject

**Winter Maintenance Pressures**

## Recommendation

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

## Report Highlights

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

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

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

## Background

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

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

### Council-approved Winter Maintenance Levels of Service

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

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

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

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

## Comments

### Secondary Sidewalk Winter Maintenance

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

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

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

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

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

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

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

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

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

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

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

### **City-wide Windrow Clearing**

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

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

### Windrow Clearing Programs in Other Municipalities

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

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

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

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

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

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



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

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

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

### **Other Winter Maintenance Service Level Considerations**

#### Re-occurring Winter Maintenance Issues

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

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

### Hurontario LRT Project

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

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

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

### **Winter Maintenance Contract**

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

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

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

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

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

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

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

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

## Financial Impact

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

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

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

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## Conclusion

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

## Attachments

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

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

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




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

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



## Corporate Report

Clerk's Files

Originator's  
Files

MG.23.REP

BUDGET COMMITTEE  
JUN 25 2014

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**DATE:** June 6, 2014

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

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

**SUBJECT:** Winter Maintenance Operations

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

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

**REPORT  
HIGHLIGHTS:**

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

**BACKGROUND:**

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

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

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

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

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

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

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

**COMMENTS:****New Winter Maintenance Contract Tender**

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

#### **Sidewalk Winter Maintenance Level of Service**

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

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

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

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

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

#### **GPS/AVL Fleet Management System – Contract Renewal**

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

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

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

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

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

### **Snow Storage Requirements**

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

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

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

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

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

#### **FINANCIAL IMPACT: Winter Maintenance Tender**

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

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

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

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

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

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

million.

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

#### **Secondary Sidewalk Winter Maintenance Level of Service**

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

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

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

#### **GPS/AVL Fleet Management System – Contract Renewal**

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

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

### **Snow Storage Requirements**

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

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

### **CONCLUSION:**

#### **Winter Maintenance Tender**

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

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

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

#### **Sidewalk Winter Maintenance Level of Service**

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

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

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

#### **GPS/AVL Fleet Management System – Contract Renewal**

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

#### **Snow Storage Requirements**

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

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

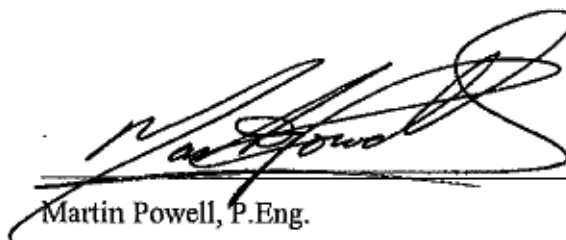


**ATTACHMENTS:**

Appendix 1: Winter Maintenance Tender Bids Received

Appendix 2: 2014/15 Costs

Appendix 3: Winter Contractor Costs



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Martin Powell, P.Eng.

Commissioner of Transportation and Works

*Prepared By: Bob Levesque, P.Eng.**Manager, Works Maintenance and Operations*

## Appendix 1

**WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14****BIDS RECEIVED**

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

Winter Season

2014/2015 Winter Season

Operational Amount per Unit (excl. HST)

\$65.00 per hour x 200 hours = \$13,000.00

Order	Vendor	2014/2015 Bid Amount Per Unit (Excl. HST)	No. of Units Offered (Min. 15 Units)	Comments
1	PACIFIC PAVING 6845 Luke Road, Suite 204 Mississauga, ON L4W 2K5	\$59,835.00	19	19 units required
2	BONUM CONTRACTING INC. 11 Hugo Road Brampton, ON L6P 1W4	\$60,705.00	20	20 units required
3	MELROSE PAVING CO. LTD. 3540 Hawkestone Rd. Mississauga, ON L5C 2V2	\$67,238.70	25	10 of 25 units required
4	A & G THE ROAD CLEANERS LTD. 47 Simpson Road Bolton, ON L7E 2R6	\$67,375.00	21	Units not required
5	742731 ONTARIO INC. o/a HART LAKE INDUSTRIES 15276 Dixie Rd. Caledon, ON L7C 2M3	\$67,955.00	19	Units not required
6	RAFAT GENERAL CONTRACTOR INC. 8850 George Bolton PKWY Caledon, ON L7E 2Y4	\$71,000.00	19	Units not required
7	S&J GRERI TRUCKING LTD. 4111 Clevedon Drive Mississauga, ON L4Z 1J4	\$72,435.50	19	Units not required
8	STEED AND EVANS LIMITED 3000 Amenl Line St. Jacobs, ON N0B 2N0	\$85,500.00	19	Units not required

Total Units Available: 142

Total Units Required: 49

Appendix 1

**WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14**

**BIDS RECEIVED**

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

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

Order	Vendor	2014/2015 Bid Amount Per Unit (Excl. HST)	No. of Units Offered (Min. 6 Units)	Comments
1	BONUM CONTRACTING INC. 11 Hugo Road Brampton, ON L6P 1W4	\$64,430.00	6	6 units required
2	A & G THE ROAD CLEANERS LTD. 47 Simpson Road Bolton, ON L7E 2R6	\$71,825.00	15	9 of 15 units required
3	RAFAT GENERAL CONTRACTOR INC. 8850 George Bolton PKWY Caledon, ON L7E 2Y4	\$75,415.87	6	Units not required
4	PAVE-TAR CONSTRUCTION LTD. 368 Watline Avenue Mississauga, ON L4Z 1X2	\$76,900.00	7	Units not required
5	2375072 OTARIO INC. 1230 Mid-way Blvd. Mississauga, ON L5T 2B8	\$77,190.00	10	Units not required
6	STEED AND EVANS LIMITED 3000 Amant Line St. Jacobs, ON N0B 2N0	\$89,355.00	6	Units not required

Total Units Available: 60

Total Units Required: 15

Appendix 1

**WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14****BIDS RECEIVED**

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

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

Order	Vendor	2014/2015 Bid Amount Per Unit (Excl. HST)	No. of Units Offered (Min. 10 Units)	Comments
1	RAFAT GENERAL CONTRACTOR INC. 8850 George Bolton PKWY Caledon, ON L7E 2Y4	\$48,250.00	10	10 units required
2	PACIFIC PAVING 5845 Luke Road, Suite 204 Mississauga, ON L4W 2K5	\$58,110.00	10	10 units required
3	PAVE-TAR CONSTRUCTION LTD. 366 Watline Avenue Mississauga, ON L4Z 1X2	\$59,705.00	20	20 units required
4	742731 ONTARIO INC. o/a HART LAKE INDUSTRIES 15276 Dixie Rd. Caledon, ON L7C 2M3	\$62,460.00	10	3 of 10 units required
5	FERMAR PAVING LIMITED 1921 Albion Rd. Rexdale, ON M9W 6S9	\$65,625.26	20	Units not required
6	T. BOLTON SOD CO. LIMITED 9043 Country Road 1, R.R. #1 Palgrave, ON L0N 1P0	\$65,940.00	10	Units not required
7	STEED AND EVANS LIMITED 3000 Arment Lane St. Jacobs, ON N0B 2N0	\$79,555.00	10	Units not required
8	DEFINA HAULAGE LTD. 42 Prince Adam Crt. King City, ON L7B 1M1	\$80,585.00	20	Units not required
9	ASHLAND PAVING LTD. 340 Bowes Rd. Concord, ON L4K 1K1	\$82,325.00	16	Units not required
10	2375072 OTARIO INC. 1230 Mid-way Blvd. Mississauga, ON L6T 2B8	\$83,920.00	10	Units not required
11	GAZZOLA PAVING LIMITED 529 Carlingview Drive Etobicoke, ON M9W 5H2	\$106,260.00	10	Units not required

Total Units Available: 135

Total Units Required: 43

**WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14**

**BIDS RECEIVED**

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

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

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

Total Units Available: 31

Total Units Required: 20

Appendix 1

**WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14****BIDS RECEIVED****ITEM 5: ARTICUATED LOADER PLOW WITH OPERATORC/W PLOW AND BUCKET**

Winter Season  
2014/2015 Winter Season

Standby Days Per Unit  
103 Days

Operational Amount per Unit (excl. GST)  
\$65.00 per hour x 65 hours = \$4,225.00

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

Total Units Available: 122

Total Units Required: 21



**WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14**

**BIDS RECEIVED**

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

Winter Season                      Standby Days Per Unit                      Operational Amount per Unit (excl. HST)  
2014/2015 Winter Season                      103 Days                      \$65.00 per hour x 85 hours = \$5,525.00

Order	Vendor	2014/2015 Bid Amount Per Unit (Excl. HST)	No. of Units Offered (Min. 10 Units)	Comments
1	614128 ONTARIO LTD. c/a TRISAN CONSTRUCTION 17250 HWY. 27 Schomberg, ON L8G 1T0	\$22,507.00	10	10 units required
2	ROBERT B. MEISNER CONSTRUCTION INC. 125 Orenda Road Brampton, ON L6W 1V3	\$29,790.00	10	Units not required
3	CEDAR SPRINGS LANDSCAPE GROUP LIMITED 1328 Butler Road West Auraster, ON L9G 3L1	\$32,305.00	10	Units not required
4	ALTON CENTURY FARMS LTD. 85565 Lucknow Line, R.R. # 2 Lucknow, ON N0G 2H0	\$34,671.00	10	Units not required
5	1336568 ONTARIO INC. c/a WINSOM LANDSCAPING 11 Veneto Drive Vaughan, ON L4L 8X4	\$34,777.00	10	Units not required
6	DONALDSON CUSTOM FARMING INC. P.O. Box 209, 2390 Haldibrook Rd. Binbrook, ON L4R 1C0	\$34,880.00	10	Units not required
7	RAFAT GENERAL CONTRACTOR INC. 8850 George Bolton PKWY Caledon, ON L7E 2Y4	\$36,425.00	10	Units not required

Total Units Available: 70

Total Units Required: 10

Appendix 1

**WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14****BIDS RECEIVED****ITEM 7: SNOW CLEARING LOADER BACKHOE WITH OPERATOR C/W BUCKET**

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

Order	Vendor	2014/2015 Bid Amount Per Unit (Excl. GST)	No. of Units Offered (Min. 2 Units)	Comments
1	MAVIS GARDEN SUPPLIES CO. LTD. 3539 Mavis Road Mississauga, ON L5C 1T7	\$13,197.00	2	2 units required
2	R-CON CONTRACTING INC. 112 Summitcrest Drive Richmond Hill, ON L4S 1A8	\$16,184.00	12	8 of 12 units required
3	EXTREME LANDSCAPING & CONTRACTING LTD. 60 Bristol Road East Mississauga, ON L4Z 3K8	\$16,287.00	2	Units not required
4	MUNICIPAL MAINTENANCE INC. 52 Proctor Road Schomberg, ON L0G 1T0	\$18,450.00	2	Units not required
4	SUPCO CONSTRUCTION LIMITED, Suite 361 19-13085 Yonge St. Richmond Hill, ON L4E 0K2	\$18,450.00	4	Units not required
6	DIAMOND EARTHWORKS CORPORATION 74 Meeley Rd. Bolton, ON L7E 6A7	\$19,401.00	2	Units not required
7	DI BROS INC. 23 Torkork Dr. Toronto, ON M9L 1X9	\$21,952.00	5	Units not required
8	LAKESIDE CONTRACTING COMPANY LIMITED 3513 Mavis Road Mississauga, ON L5C 1T7	\$23,085.00	2	Units not required
9	MADILL FARMS R.R. #3 (Fire #076576) Markdale, ON M0C 1H0	\$23,210.77	13	Units not required
10	RAFAT GENERAL CONTRACTOR INC. 8850 George Bolton PKWY Caledon, ON L7E 2Y4	\$23,600.00	2	Units not required
11	814128 ONTARIO LTD. o/a TRISAN CONSTRUCTION 17260 HWY. 27 Schomberg, ON L0G 1T0	\$25,361.00	4	Units not required
12	DEFINA HAULAGE LTD. 42 Prince Adam Crt. King City, ON L7B 1M1	\$25,454.00	2	Units not required
13	1338588 ONTARIO INC. o/a WINSOM LANDSCAPING 11 Veneto Drive Vaughan, ON L4L 8X4	\$28,029.00	2	Units not required
14	IPAC PAVING LTD. 9251 Yonge Street, Suite 8 - 872 Richmond Hill, ON L4C 9T3	\$31,840.00	3	Units not required
15	2376072 ONTARIO INC. 1230 Mid-way Blvd. Mississauga, ON L5T 2B8	\$33,282.00	2	Units not required

Total Units Available: 59

Total Units Required: 10



**WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14****BIDS RECEIVED****ITEM 8: SIDEWALK PLOW/SPREADER WITH OPERATOR  
C/W PLOW, BLOWER, SPREADER AND MATERIAL FEEDING**Winter Season

2014/2015 Winter Season

Standby Days Per Unit

145 Days

Operational Amount per Unit (excl. HST)

\$70.00 per hour x 200 hours + \$75.00 per hr x 50 hrs = \$17,750.00

Order	Vendor	2014/2015 Bid Amount Per Unit (Excl. HST)	No. of Units Offered (Min. 12 Units)	Comments
1	J. DI IORIO CONSTRUCTION LTD. 11 Julland Road Toronto, ON M8Z 2G6	\$30,085.00	14	14 units required
2	614128 ONTARIO LTD. o/a TRISAN CONSTRUCTION 17250 HWY. 27 Schomberg, ON L0G 1T0	\$32,550.00	36	36 units required
3	AQUATECH SOLUTIONS Box 276 Schomberg, ON L0G 1T0	\$33,710.00	24	22 of 24 units not required
4	MUNICIPAL MAINTENANCE INC. 52 Proctor Road Schomberg, ON L0G 1T0	\$35,450.00	12	Units not required
5	SALID INVESTMENTS LTD. 8314 Ninth Line Mississauga, ON L6N 0G1	\$35,491.67	12	Units not required
6	T. BOLTON SOD CO. LIMITED 9043 Country Road 1, R.R. #1 Palgrave, ON L0N 1P0	\$39,510.00	24	Units not required
7	1338568 ONTARIO INC. o/a WINSOM LANDSCAPING 11 Venato Drive Vaughan, ON L4L 8X4	\$42,555.00	12	Units not required
8	LIMA'S GARDENS & CONSTRUCTION INC. 115 Toryork Drive Toronto, ON M9L 1X6	\$47,060.00	12	Units not required
9	MTM LANDSCAPING CONTRACTORS INC. 2034 Dixie Rd. Mississauga, ON L4Y 1Y8	\$53,576.00	24	Units not required

Total Units Available: 170

Total Units Required: 72

Appendix 1

**WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14****BIDS RECEIVED**

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

Winter Season

2014/2015 Winter Season

Standby Days Per Unit

145 Days

Operational Amount per Crew (excl. HST)

(\$55.00 per hour x 120 hours) + (\$115.00 per hour x 60 hours) = \$13,500.00

Order	Vendor	2014/2015 Bid Amount Per Crew (Excl. HST)	No. of Crews Offered (Min. 15 Crews)	Comments
1	MUNICIPAL MAINTENANCE INC. 52 Proctor Road Schomberg, ON L0G 1T0	\$32,350.00	45	45 crews required
2	DIAMOND EARTHWORKS CORPORATION 74 Mealey Rd. Bolton, ON L7E 5A7	\$34,561.25	15	15 crews required
3	614126 ONTARIO LTD. o/a TRISAN CONSTRUCTION 17250 HWY. 27 Schomberg, ON L0G 1T0	\$34,670.00	45	17 of 45 crews required
4	R-CON CONTRACTING INC. 112 Summitcrest Drive Richmond Hill, ON L4S 1A8	\$34,960.00	25	Crews not required
5	BONUM CONTRACTING INC. 11 Hugo Road Brampton, ON L6P 1W4	\$35,105.00	25	Crews not required
6	AQUATECH SOLUTIONS Box 276 Schomberg, ON L0G 1T0	\$35,505.00	15	Crews not required
7	ROCKLAND CONTRACTING INC. 2415 Poplar Cres. Mississauga, ON L5J 4H2	\$35,595.00	15	Crews not required
8	2128087 ONTARIO INC. o/a DOBROCON 14398 Creditview Rd. Chatham, ON L7C 1N5	\$43,660.00	15	Crews not required
9	LIMA'S GARDENS & CONSTRUCTION INC. 116 Toryork Drive Toronto, ON M9L 1X6	\$50,188.00	15	Crews not required
10	CEDAR SPRINGS LANDSCAPE GROUP LIMITED 1326 Butler Road West Ancaster, ON L9G 3L1	\$54,100.00	15	Crews not required
11	VBN PAVING LIMITED 385 Enford Road, Unit 2 Richmond Hill, ON L4C 8Q2	\$62,220.00	16	Crews not required

Total Crews Available: 245

Total Crews Required: 77

**WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14****BIDS RECEIVED**

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

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

Order	Vendor	2014/2015 Bid Amount Per Unit (Excl. HST)	No. of Units Offered (Min. 4 Units)	Comments
1	MAVIS GARDEN SUPPLIES CO. LTD. 3539 Mavis Road Mississauga, ON L5C 1T7	\$22,035.00	4	4 units required
2	614128 ONTARIO LTD. o/a TRISAN CONSTRUCTION 17250 HWY. 27 Schomberg, ON L0G 1T0	\$23,680.00	4	1 of 4 units required
3	AQUATECH SOLUTIONS Box 276 Schomberg, ON L0G 1T0	\$24,713.00	4	Units not required
4	1338588 ONTARIO INC. o/a WINBOM LANDSCAPING 11 Veneto Drive Vaughan, ON L4L 8X4	\$29,142.00	8	Units not required
5	ALTON CENTURY FARMS LTD. 85665 Lucknow Line, R.R. #2 Lucknow, ON N0G 2H0	\$31,099.00	6	Units not required
6	DONALDSON CUSTOM FARMING INC. P.O. Box 209, 2380 Haldenbrook Rd. Binbrook, ON L0R 1C0	\$36,800.00	4	Units not required

Total Units Available: 28

Total Units Required: 6

**WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14**

**BIDS RECEIVED**

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

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

Order	Vendor	2014/2015 Bid Amount Per Unit (Excl. HST)	No. of Crews Offered (Min. 2 Crews)	Comments
1	614126 ONTARIO LTD. o/a TRISAN CONSTRUCTION 17260 HWY. 27 Schomberg, ON L0G 1T0	\$89,614.00	2	2 crews required
2	ROBERT B. MEISNER CONSTRUCTION INC. 126 Orenda Road Brampton, ON L6W 1W3	\$109,500.00	2	Crews not required
3	MACHINABILITY ROBOTICS 1616 Rebecca St. P.O. Box 60011 Oakville, ON L8L 6R4	\$115,850.00	2	Crews not required
4	MAVIS GARDEN SUPPLIES CO. LTD. 3530 Mavis Road Mississauga, ON L6C 1T7	\$128,295.00	2	Crews not required
5	WINTER WEATHER SPECIALISTS INC. P.O. Box 214 Oakville, ON L8K 9A4	\$213,944.50	2	Crews not required
6	LAKESIDE CONTRACTING COMPANY LIMITED 3513 Mavis Road Mississauga, ON L6C 1T7	\$275,018.00	2	Crews not required
7	782873 ONTARIO LIMITED o/a H&S EQUIPMENT 8171 Yonge St., Suite 303 Thornhill, ON L3T 2C6	\$535,000.00	2	Crews not required

Total Crews Available: 14

Total Crews Required: 2

**WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14****BIDS RECEIVED****ITEM 12: SNOW REMOVAL CREW FOR VARIOUS LOCATIONS CW EQUIPMENT, OPERATORS AND LABOUR**

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

Order	Vendor	2014/2015 Bid Amount Per Crew (Excl. HST)	No. of Crews Offered (Min. 1 Crew)	Comments
1	LAKESIDE CONTRACTING COMPANY LIMITED 3513 Mavis Road Mississauga, ON L5C 1T7	\$62,800.00	1	1 crew required
2	MAVIS GARDEN SUPPLIES CO. LTD. 3539 Mavis Road Mississauga, ON L5C 1T7	\$62,947.00	3	3 crews required
3	614128 ONTARIO LTD. o/a TRISAN CONSTRUCTION 17250 HWY. 27 Schomberg, ON L0G 1T0	\$79,494.00	5	3 of 5 crews required
4	SUPCO CONSTRUCTION LIMITED, Suite 361 19-13085 Yonge St. Richmond Hill, ON L4E 0K2	\$80,736.00	1	Crews not required
6	AQUATECH SOLUTIONS INC. Box 276 Schomberg, ON L0G 1T0	\$81,663.00	2	Crews not required
6	PAVE-TAR CONSTRUCTION LTD. 366 Watline Avenue Mississauga, ON L4Z 1X2	\$88,300.00	3	Crews not required
7	WINTER WEATHER SPECIALISTS INC. P.O. Box 214 Oakville, ON L6K 0A4	\$89,691.00	2	Crews not required
8	FUSILLO GROUP LTD. 3038 Frenze Drive Mississauga, ON L6A 2R7	\$89,627.00	3	Crews not required
9	PACIFIC PAVING 5945 Luke Road, Suite 204 Mississauga, ON L4W 2K5	\$90,497.00	2	Crews not required
10	792873 ONTARIO LIMITED o/a H&S EQUIPMENT 8171 Yonge St., Suite 303 Thornhill, ON L3T 2C6	\$122,400.00	4	Crews not required
11	2376072 OTARIO INC. 1230 Mid-way Blvd. Mississauga, ON L5T 2B8	\$169,666.00	1	Crews not required

Total Crews Available: 27

Total Crews Required: 7



Appendix 1

**WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14**

**BIDS RECEIVED**

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

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

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

Total Crews Available: 3

Total Crews Required: 6

**WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14****BIDS RECEIVED**

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

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

Order	Vendor	2014/2015 Bid Amount Per Crew (Excl. HST)	No. of Crews Offered (Min. 12 Crews)	Comments
1	614128 ONTARIO LTD. o/a TRISAN CONSTRUCTION 17250 HWY. 27 Schomberg, ON L0G 1T0	\$37,561.52	23	23 crews required
2	AQUATECH SOLUTIONS INC. Box 278 Schomberg, ON L0G 1T0	\$35,885.00	12	12 crews required
3	T. BOLTON SOD CO. LIMITED 9043 County Road 1, R.R. # 1 Palgrave, ON L0N 1P0	\$40,235.00	12	12 crews required
4	GMS SERVICE CONTRACTING LIMITED 42 Montcalm Place Brampton, ON L6S 2X6	\$40,670.00	12	3 of 12 crews required
5	MUNICIPAL MAINTENANCE INC. 52 Proctor Road Schomberg, ON L0G 1T0	\$41,250.00	12	Crews not required

Total Crews Available: 71

Total Crews Required: 60

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14

2014/2015 PROPOSED COSTS FOR NEW CONTRACT - Based on Actual Bid Costs

EQUIPMENT	NUMBER OF UNITS	2014/2015 STANDBY COSTS (Excl. Taxes)				2014/2015 STANDBY COSTS (Excl. Taxes)				2014/2015 TOTAL STANDBY AND OPERATIONAL COSTS (Excl. Taxes)	
		DAYS PER UNIT	AVERAGE STANDBY PER DAY RATE PER UNIT	AVERAGE STANDBY COST PER UNIT	STANDBY COST (Excl. Tax)	EST. HOURS PER UNIT	OPERATIONAL RATE PER UNIT	AVERAGE OPERATIONAL COST PER UNIT	OPERATIONAL COST (Excl. Tax)		
Dual Purpose Tandem Axle Spreaders/Plows	49	145	\$342.00	\$49,590.00	\$2,429,910.00	200	\$65.00	\$13,000.00	\$637,000.00	\$3,066,910.00	
Dual Purpose Tandem Axle Spreaders/Plows With Direct Liquid Application	15	145 (incl. street)	\$365.00	\$5,475.00	\$790,875.00	235	\$65.00	\$15,275.00	\$229,125.00	\$1,020,000.00	
Single Axle Dual Purpose Spreader/Plow	43	145	\$313.00	\$45,385.00	\$1,591,565.00	200	\$60.00	\$12,000.00	\$516,000.00	\$2,467,555.00	
Tandem Axle Truck Plows	20	103	\$322.00	\$33,186.00	\$663,320.00	35	\$65.00	\$2,275.00	\$45,500.00	\$708,820.00	
Articulated Loader Plows	21	103	\$246.00	\$25,338.00	\$532,098.00	65	\$65.00	\$4,225.00	\$88,725.00	\$620,823.00	
Tractor Plows	10	103	\$215.00	\$22,145.00	\$221,450.00	65	\$65.00	\$5,325.00	\$55,250.00	\$276,700.00	
Snow Clearing Loader/Backhoes	10	103	\$114.00	\$11,742.00	\$1,169,280.00	50	\$60.00	\$3,000.00	\$30,000.00	\$147,420.00	
Sidewalk Plow/Spreaders/Blower	72	145	\$112.00	\$16,240.00		210	\$73.00	\$15,330.00	\$1,103,760.00	\$2,273,040.00	
Bus Stop/Crossing Snow Clearing Crews	77	145	\$142.00	\$20,590.00	\$1,585,430.00	150	\$77.00	\$11,550.00	\$889,350.00	\$2,474,780.00	
1.8 m Wide Snow Blowers	5	103	\$203.00	\$20,905.00	\$104,545.00	30	\$65.00	\$1,950.00	\$9,750.00	\$114,295.00	
Snow Removal of Trunkway & Tenth Line	2	103	\$334.00	\$34,402.00	\$68,804.00	8 (Events)	\$9,000.00	\$54,000.00	\$108,000.00	\$176,804.00	
Snow Removal Crews	6	103	\$203.00	\$20,992.00	\$143,994.00	5,000 (Curb-Metres)	\$3.80	\$44,500.00	\$267,000.00	\$410,994.00	
Direct Liquid Application Trucks	3	0	\$0.00	\$0.00	\$0.00	35	\$228.00	\$7,875.00	\$23,625.00	\$23,625.00	
Sidewalk Plow/Spreaders/Blower	50	145	\$157.00	\$22,765.00	\$1,138,250.00	210	\$73.00	\$15,330.00	\$766,500.00	\$1,904,750.00	
Total 2014/2015 Standby Amount (excl. Taxes):					\$10,919,931.00	Total 2014/2015 Operational Amount (excl. Taxes):					\$4,769,585.00
13% HST:					\$1,419,591.03	13% HST:					\$620,046.05
Sub-Total:					\$12,339,522.03	Sub-Total:					\$5,389,631.05
Less Tax Rebate (11.24%):					(\$1,227,400.24)	Less Tax Rebate (11.24%):					(\$536,101.35)
Total 2014/2015 Standby Cost:					\$11,112,121.79	Total 2014/2015 Operational Cost:					\$4,853,529.70
Total 2014/2015 Standby Cost: Without additional sidewalk machines					\$8,810,908.66	Total 2014/2015 Operational Cost: Without additional sidewalk machines					\$4,015,646.22
										\$15,889,516.00	
										\$2,009,637.08	
										\$17,729,153.08	
										(\$1,763,501.60)	
										\$15,965,651.48	
										\$13,825,954.88	



Appendix 3

## Focus on Contractor Costs

**Estimated 2015 Costs**

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

**2015 Estimated Original Budget**

Description	Amount (\$000's)
2014 Budget	15,470
Estimated 2015 Increase BAU	676.8
<b>Estimated 2015 Budget Total</b>	<b>16,147</b>

\$971K reduction

## Appendix 2

### Existing Council-approved Levels of Service for Winter Maintenance

#### Winter Maintenance Service Standards

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

## Appendix 3

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

**Winter Maintenance Program - 2015-2019 YTD**

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

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

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

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

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

**Note 5 - Recoveries External** - Include Region Roads (Cawthra, Winston Churchill & Queensway); Toronto (Matheson & Eglinton; Halton (Dundas St) for Salt Spreading, Plowing and Standby Charge.

**Recoveries Internal** - Transitway- Charge to Transit and then Transit recovers from Metrolinx; Parks & Forestry- For Salt Pickup for Community Centers and trails.

## Appendix 2

## Winter Maintenance Service Levels

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

# City of Mississauga

## Corporate Report



<p>Date: July 3, 2020</p> <p>To: Mayor and Members of Council</p> <p>From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: July 22, 2020</p>
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## Subject

**Additional Information – 2021 to 2029 Winter Maintenance Contract**

## Recommendation

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

## Report Highlights

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

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

## Background

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

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

## Comments

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

### ***"- We have time***

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

Additional comments from Mr. Parise are summarized below:

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

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

### Timing of Contract:

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

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

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

### Detailed Financial Analysis:

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

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

### Base Winter Maintenance Contract:

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



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

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

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

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

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

In summary, the City’s outdated winter maintenance practices result in increased operational costs and additional salt use based on existing procedures. Winter maintenance service levels and the MMS are met, for the most part, given the City’s ability to “set the clock” with legislation recently introduced by the Province. Municipalities now have the ability to declare a Significant Weather Event to delay the start of the clock, subject to certain conditions as established by Environment Canada.

In addition, consultants were engaged in 2019 to conduct a Yard Master Plan review for the Parks, Forestry and Environment (PFE) and WOM Divisions. The results of the Yard Master Plan review will inform the 2022 Business Planning and Budget Process.

There are four yards shared by the PFE and WOM Divisions, namely Clarkson, Malton, Mavis and Meadowvale. The Mavis yard was constructed in 1956 and is 64 years old. The Clarkson and Malton yards were the next yards constructed in 1977 and are 43 years old. The Meadowvale yard was the most recent yard constructed in 1996 and is 24 years old.

Preliminary results from Phase One of the Yard Master Plan review indicate the following for the shared yards:

*“At all of the Yards, there is insufficient outdoor space to store the vehicles, equipment and materials. For example, some contractor employees are forced to use one parking stall for both their private vehicle and their work vehicles. This requires additional time for parking and decreases contractor productivity;*

*At all of the Yards, there is insufficient outdoor space to manoeuvre the vehicles, equipment and materials safely and efficiently around the yard. This shortage of space increases the time required to park the vehicles, and increases the risk of vehicle and pedestrian accidents. It also increases the risk of work refusals;”*

The ability of WOM staff to continue to meet winter maintenance service levels and MMS is not sustainable given the status of the yards and related facilities, as well as the number and mix of vehicles and equipment included in the existing Winter Maintenance Contract.

As a result and as a first step, WOM staff prepared the new base Winter Maintenance Contract with a focus on ensuring operational efficiency and setting equipment levels based on established best service delivery and salt management practices with a view to providing Council approved service levels and to meeting the MMS for winter operations under the *Municipal Act 2001*.

The new Winter Maintenance Contract also had to take into account the additional winter maintenance requirements of the Hurontario LRT targeted for implementation in 2024.

At its meeting on July 8, 2020 Council considered the report from the Commissioner of Transportation and Works entitled *“The City of Mississauga’s Active Transportation COVID-19 Recovery Framework”*. The Active Transportation COVID-19 Recovery Framework recommends adding 17.9 kilometres (11.1 miles) of new on-road bicycle lanes and separated bicycle lanes in locations across the City. The new Winter Maintenance Contract considers revisions to operations as the modes of transportation change as the City moves forward with both the Hurontario LRT and Active Transportation initiatives.

The cost increase in the new base Winter Maintenance Contract, in comparison to the existing base winter contract, is as a result of the following:

- various increases in the operational and standby rates;
- increased number of standby days for certain types of equipment;
- changes to the mix of equipment; and,
- increases in the number of equipment.

Appendix 3 summarizes, in detail, the above-noted changes and the related cost impact, not taking into account operational efficiencies.

### **Secondary (Residential) Roads:**

The City's service level for secondary roads varies between 24 hours to more than 36 hours after a winter event depending on the amount of snow accumulation.

The Province's MMS service level for secondary roads is more specific for their treatment (salt or plow/salt) after a winter event:

- within 24 hours for snow accumulation; and,
- within 16 hours for icy roadway conditions.

The MMS service level, while voluntary to be adopted by municipalities, is deemed by the Province to be a reasonable standard in providing protection from legal claims regarding personal injury and property damage.

Currently, completion of secondary roads following a winter event generally meets the City's 24 hour service level for snow accumulations of 15 cm or less. However, when subsequent salting operations are included due to extended winter events or back-to-back storms, then the 24 hour service level is usually exceeded on a number of routes.

As noted earlier in this report, one of the many focuses of the new Winter Maintenance Contract includes meeting the Province's MMS. As both the City's and MMS service levels are consistent regarding snow accumulation at 15 cm or less (24 hours), staff's efforts in procuring additional equipment is not an increase in service level but rather a diligent endeavour to meet both service levels with respect to plowing and salting by following industry best practice of utilizing combination plow and salter units.

### **Legislative Issues:**

*O. Regulation 555/06, Hours of Service of the Highway Traffic Act* speaks to the hours of operation of Commercial Vehicle Operators Registration (CVOR) licensed equipment by drivers, which typically includes dump trucks with plows and wings and larger pickup trucks. However,

they do not include graders, front end loaders, farm tractors, sidewalk tractors, backhoes and skid steers, and the drivers of this equipment are exempt from the regulation.

Drivers of CVOR licensed equipment can be on duty (combination of driving and non-driving time while at work) up to 14 hours in a 24 hour period, with the remaining time deemed off duty or a rest period. During prolonged or severe winter events, under the regulation, the City can declare an “Hours of Service Exemption”, which allows drivers to exceed the 14 hours. The City though, limits its staff to 16 hours in keeping with its collective agreement with CUPE Local 66, while allowing contractor drivers to exceed 16 hours as they operate under their own CVOR certificate, and not the City’s.

During the past two winter seasons with a new Works Administration and Operations Maintenance management team in place, it was identified that several contractors using CVOR licensed equipment did not have replacement drivers as required under the contract when routes were still incomplete. Summarily, liquidated damages were applied and routes were either done by others or left unattended until the drivers returned. This may result in service levels not being met. In speaking with the contractors, they admit to staffing challenges at the beginning of the winter season as the same drivers are used for their summer construction operations; retention of drivers who sometimes go to the “highest bidder” for their services; and, the lack of qualified drivers, whose pool is shared with other GTA contractors. Staff have confirmed the same in discussion with other municipalities and contractors.

For the upcoming year of the current contract, staff are reviewing routes to determine if efficiencies can be found to shorten their lengths. In addition, staff will continue to emphasize to the contractors the need to follow the contract with respect to a sufficient number of qualified replacement drivers when required. Staff will continue to apply liquidated damages against the contractors when the contract is not adhered to.

Further, Mr. Parise claims that WOM staff may be in collusion with winter maintenance contractors. WOM considers this a very serious allegation as staff are expected to strictly adhere to the City’s Code of Conduct. We are unaware of any actions by staff to support Mr. Parise’s allegations and therefore welcome Mr. Parise to provide evidence to support his claims so that this matter can be further investigated.

To address the industry challenges, and ensure adherence to both the City’s service levels and Province’s MMS, staff are requesting additional equipment. This will allow for:

- route completion times more in line with the maximum “Hours Of Service” driving times (thereby mitigating but not necessarily eliminating the need for replacement drivers);
- ensuring industry best practices are applied for better efficiencies regarding equipment deployment; and,

- better adherence to effective salt management principles (“the right amount in the right place at the right time”) with a view to material savings especially in salt vulnerable areas.

## Financial Impact

In light of the presentations at the Budget Committee meeting of June 24, 2020 from Gary Kent, Commissioner of Corporate Services and Chief Financial Officer, and Jeff Jackson, Director of Finance and Treasurer, on the COVID-19: Financial Recovery Pillar, 2020 Financial Update and the Preliminary 2021 Operating Budget, WOM staff diligently reviewed the base contract in the New Winter Maintenance Contract with a view to identifying and quantifying the operational efficiencies and material (salt) savings, and related impact, to the annual and 2021 base contract budget increases.

The following table shows the results:

Winter Services	Existing Contract Total	New Contract Total	Contract Increase Annual	% Tax Increase Annual	Contract Increase 2021	% Tax Increase 2021
Base Contract	\$14.8	\$18.6	\$3.8	0.71%	\$1.3	0.24%
Operational cost savings in New Contract Base	Not applicable	-\$1.7	-\$1.7	-0.31%	-\$0.6	-0.1%
Material Savings in New Contract Base	Not applicable	-\$0.4	-\$0.4	-0.07%	-\$0.1	-0.02%
<b>Total New Contract Base</b>	Not applicable	<b>\$16.5</b>	<b>\$1.7</b>	<b>0.33%</b>	<b>\$0.6</b>	<b>0.12%</b>

As part of the City’s COVID-19 Recovery Framework, it was recommended that new on-road and separated bicycle lanes be introduced in locations across the city to rapidly improve the active transportation network in 2020. On July 8, 2020, Council approved moving forward with this recommendation. This will result in an increase of \$0.5M annually in 2021 operating budget for Winter Maintenance, which will partially offset the operational and material savings identified above from \$2.1M to \$1.6M on annual basis and \$0.7M to \$0.5M for 2021, exclusively.

## Conclusion

This report provides further information for Budget Committee’s consideration on the new Winter Maintenance Contract. In particular, additional information is provided on the timing of the award for the procurement, list of bids received for this procurement, clarification of increases in the base contract, information on service levels for secondary (residential) roads and clarification of legislative issues in the existing contract versus the new contract.

In addition, WOM staff have determined that the budget impact of the Base Contract in the New Winter Maintenance contract is \$2.2M annually and \$0.8M for 2021, and not \$3.8M and \$1.3M, respectively, given identified operational and material savings by using the right number and mix of equipment to perform the job.

## Attachments

- Appendix 1: Email from Mr. Christian Parise to the Chair and Members of Budget Committee, dated June 23, 2020 entitled *"Urgent Concerns Re: Winter Maintenance Tender Corporate Report to Budget Committee"*
- Appendix 2: List of Bids received for the Procurement for the New Winter Maintenance Contract
- Appendix 3: Explanation of Changes in Base Contract for New Winter Maintenance Contract



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

Prepared by: Mickey Frost, Director, Works Operations and Maintenance Division

**Mickey Frost**

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**Subject:** Urgent Concerns Re: Winter Maintenance Tender Corporate Report to Budget Committee

**From:** Christian Parise

**Sent:** Tuesday, June 23, 2020 12:36 AM

**To:** Mayor Bonnie Crombie; Stephen Dasko; Karen Ras; Chris Fonseca; John Kovac; Carolyn Parrish; Ron Starr; Dipika Damerla; Matt Mahoney; Pat Saito; Sue McFadden; George Carlson

**Cc:** Paul Mitcham; Geoff Wright; Mickey Frost; Scott Holmes

**Subject:** Urgent Concerns Re: Winter Maintenance Tender Corporate Report to Budget Committee

Madame Mayor & Members of Budget Committee,

I write to you with significant concerns regarding a Corporate Report coming to the Budget Committee on Wednesday (Agenda Item 6.4) which recommends the award of the 2021-2029 Winter Maintenance Contract. In light of the strenuous fiscal future that lies ahead for everyone I implore that both Council and staff see pause to this contract award given the concerns I will detail in this communication. These concerns represent a range of issues relating to both the quality of information presented within the Corporate Report, the winter maintenance contract & resulting costs, however I will focus on the following 4 points:

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

To be clear I am not a friend, relative and/or acquaintance of any prospective winter maintenance contractor or employee and have nothing to gain personally by addressing these matters. I believe I offer Council a uniquely qualified opinion on this matter for a few reasons briefly summarized in this paragraph. The geographical assignment of resources (namely vehicular) is a topic I have great passion for and which I have studied on my own time for several years, namely through the lens of transit scheduling. Winter maintenance activities can be quantified very similarly to the way public transit operations are. Service levels are not determined by policy, but by how much resources you apply to any given area and based on the productivity of such resources. With this in mind it should be of no surprise that I took a very keen interest in municipal winter maintenance back in the fall of 2012. In person observation of winter maintenance activities with many sleepless nights along with the study of staff reports and winter maintenance tenders of various GTA municipalities has contributed to my knowledge base and continued interest in the topic. It is with this experience and knowledge that I bring you these concerns and by extension a better deal for Mississauga.

#### **- We have time**

Before I delve into these 4 concerns raised I would like to assure Members of Council that there is no rush to make a decision on Wednesday. If Council chooses to award this contract on Wednesday then it will be doing so 16 months in advance of the start of contracted services. This 16 month period is far longer than the previous

contract which was awarded 4 months in advance of the contracted services start date. Likewise various surrounding GTA municipalities have had far shorter award periods:

- The City of Toronto awarded its winter maintenance contracts for approximately 1000 pieces of equipment/crews on 12 & 19 March and 12 May 2015, 5-7 months in advance of the contracted services start date.
- The City of Vaughan awarded their winter maintenance contracts for 123 pieces of equipment/crews on 19 April 2016, 6 months in advance of the contracted services start date.
- The City of Brampton awarded their winter maintenance contracts for 250 pieces of equipment/crews around April-May of 2017, 5-6 months in advance of the contracted services start date.
- The Region of Peel awarded their winter maintenance contract for 54 pieces of equipment/crews on 31 May 2019, 5 months in advance of the contracted services start date
- The City of Hamilton awarded their winter maintenance contract for 52 pieces of equipment/crews on 27 January 2020, 9 months in advance of the contract services start date.
- The City of Burlington awarded their winter maintenance contract for 24 pieces of equipment/crews on 21 April 2020, 6 months in advance of the contracted services start date.

In addition to the above, provision 10 of the Form of Tender of this contract stipulates that bid prices received will remain open for acceptance for a period of 210 days from the closing day of the tender. This tender closed on 4 May 2020 which means that the bid prices received are able to be accepted by the City up until 30 November 2020.

### **- The Concerns**

*1: The removal of detailed financial analysis of bid prices, of standby costs (fixed costs) and of operational costs (variable costs) per service item from the Corporate Report.*

I am often critical of transparency at The City of Mississauga, however on the subject of Winter Maintenance Tender Award Reports the City has been a leader. The provision of detailed financial analysis of contracted winter maintenance costs dates back to the formation of the Corporation in 1974 and has been applied consistently until this Corporate Report. The inclusion of this information has shown Council and the public how much equipment is being procured and at what cost. It demonstrates exactly what the City's contracted standby (fixed) costs are per service item, costs we assume regardless of the amount of winter events we see, and what the estimated operational hours and costs are, costs which we incur only as we see winter events.

The removal of this information from the Corporate Report is akin to removing a microscope on the costs of the winter maintenance program. It is a step in the direction away from transparency and trust and it is particularly egregious at a time when the City and its citizens face troubling financial headwaters. I believe for this reason alone it is inappropriate for the Committee to follow staff's recommendation to award this contract at this time and until a full breakdown of prices is provided.

*For reference I have appended a folder to the end of this email containing every single Winter Maintenance Contract Award Report from 1974 onward with the exception of the 1979/1980 and 2000/2003 contract reports which have not been located. APPENDIX A*

*2: The significant increase to the base contract of \$3.8 million annually and the failure to present an honest assessment of cost changes associated with changes incorporated in to the base contract.*

It is crucial to pay close attention to standby costs as these are costs we assume regardless of how much the equipment/crews are used, they represent the fixed cost of the program. Likewise a contract that assumes there



will be operational savings to offset the increase in standby costs depends on high volumes of winter events, as the less winter events we see the less opportunity there is to generate savings through operational costs. Let's examine these costs.

### **2014-2021 Tender:**

- 2014-2015 Contract Season (initial term)
- Standby Cost: \$9,810,908.66 (71% of total cost)
- Operational Cost: \$4,015,046.22 (29% of total cost)
- Total Cost: \$13,825,954.88

2020-2021 Contract Season (with 2% annual cost escalation applied to initial term costs)

- Standby Cost: \$11,184,435.87 (71% of total cost)
- Operational Cost: \$4,577,152.69 (29% of total cost)
- Total Cost: \$15,761,588.56

### **2021-2029 Tender:**

- 2021-2022 Contract Season (initial term)
- Standby Cost: \$15,074,617 (72.5% of total cost)
- Operational Cost: \$5,698,589 (27.5% of total cost)
- Total Cost: \$20,773,206

### **Change in Costs from 2020-2021 to 2021-2022:**

- Standby Cost: + \$3,890,181.13 (35% increase)
- Operational Cost: + \$1,121,436.31 (24.5% increase)
- Total Cost: + \$5,011,617.44 (32% increase)

As we can see from the above analysis this new contract involves a significant increase to both standby and operational costs totaling \$5,011,617.44 annually representing just under a 32% increase. It should be noted that this report actually cites two different numbers for the 2021-2022 winter costs. On page 6 in the breakdown of standby, operational and total costs it cites a total cost of \$20,773,206, however in Table 1 on page 9 cites a total annual cost of \$18.6 million. Likewise where my analysis based on a 2% annual cost escalation shows a total cost of the last year of the existing contract to be \$15,761,588.56, Table 1 on page 9 cites a total annual cost of \$14.8 million for the existing contract. Unfortunately and despite providing a different set of numbers, Table 1 on page 9 does not breakdown the standby and operational costs associated with each line item.

On page 3 of this Report we are told that:

*"An eight year period was selected to take advantage of more competitive pricing that is expected for a longer term contract. The existing contract was seven years in length. Staff decided to move forward with an eight-year contract based on discussions with other municipalities and also based on the financial benefit received from increasing the City's previous contract from five to seven years."*

I believe it is reasonable for staff to have expected more competitive pricing as it's a simple question of amortization. If I need to procure a piece of equipment that costs \$200,000 and I need to recuperate that cost in seven years, then to break even I need to charge \$28,571 annually to break even on capital acquisition costs. However, if I instead have 8 years to recuperate that capital acquisition cost of \$200,000, then I need to charge \$25,000 annually to break even on capital acquisition costs, which represents a savings of \$3,571 annually per piece of equipment. Multiply that by 200 pieces of equipment and you stand to generate annual savings of \$714,200. If this contract did in fact receive more competitive pricing on a per unit basis then that would mean

that the increase in costs of the base contract are in fact greater than the \$3.8 million cited in the report and are offset by savings achieved through a longer contract term. To indicate both the savings achieved by the longer term of the contract and the true cost impact of changes to the contract would be a far more honest presentation of this new contract. This report camouflages these positive and negative impacts by only presenting the net impact on the budget and by extension removes the opportunity for scrutiny.

*3: The "baked-in" increase in level of service to secondary roads to the base budget by eliminating snow pack conditions through equipment changes that allow salting of secondary roads at the same time as plowing, which was not a formal Council directed activity and which carries a cost increase.*

Let's examine average standby prices provided in the initial term of the 2014-2021 winter maintenance tenders:

- Average standby costs for Tractor plows were \$22,145 per unit and multiplied by 10 units for a total annual standby cost of \$221,450.
- Average standby for Loader plows were \$25,338 and multiplied by 21 units for a total annual standby cost of \$532,098.
- Total standby costs for the 31 loader and tractor plows were \$753,548, for an average per unit standby cost of \$24,308
- Average standby costs for single axle combination trucks were \$45,385 representing a premium of \$21,077 per unit compared to loader/tractor plows

Based on this information we can then apply a per unit premium of \$21,077 to the 31 loader/tractor units being replaced with single axle combination trucks, along with a \$45,385 cost for the additional 24 single axle combination truck costs. Based on the 2014-2021 tender prices we can therefore calculate the cost increase for this equipment/service level change:

- An annual increase in standby costs of \$653,387 for the conversion of 31 loader/tractor plows to single axle combination trucks
- An annual increase in standby costs of \$1,089,240 for the addition of 24 single axle combination trucks
- An annual increase in total standby costs of \$1,742,627

Owing to the significant premium for combination salt/plow trucks and at an operational rate of \$80 an hour, this change would require each vehicle to produce an annual savings of **396 hours** in order to break even. Per the new winter maintenance contract (PRC002049) each single axle combination truck is estimated to work an average of **200 hours** per year. In other words it is virtually impossible for this change to produce any cost savings for the City.

Given that this change in service level was not directed by Council, why was it appropriate for staff to bake this change into the contract? Fortunately staff included a request for loader plows in the contract so this is not a change that is set in stone.

*4: Information provided by staff in this report that indicates contractors under the existing contract are not adhering to conditions of the existing contract and that contractors working for the City are in contravention with HTA regulation 555/06 'Hours of Service'.*

On page 5 of the Report in the section regarding the base contract we are told that:

*"Further, in the existing Winter Maintenance Contract, there are 31 tractor and loader plow units, which using the same operator, are required to operate for more than 24 consecutive hours to complete their routes, which is outside MMS Regulation 239/02. To ensure the City is in compliance with the time limits around all*

*applicable legislation for winter operations, including prescribed time limits that operators can work under the Hours of Service (HOS) requirements in the Highway Traffic Act, staff have replaced these 31 units with 55 units of single-axle and tandem axle vehicle plows, which are more appropriate for the intended work, and result in a net increase to the base contract of 24 units. The additional equipment will provide for a more effective removal of packed snow on the secondary roads, while applying road salt at the same time. This would be in keeping with best practices currently being performed by other GTA municipalities."*

In this paragraph staff suggest that not only are Council established levels of service and MMS 239/09 levels of service are not being met on secondary roads, they also indicate that City contractors are not in compliance with the Ontario HTA Regulation 555/06 "Hours of Service" which restrict extended operation of commercial vehicles by a single operator to no more than 14 hours of active duty time within a 24 hour time period. City staff note that loader/tractor plows are being operated for more than 24 consecutive hours, 10 hours in excess of the HTA regulation.

On the subject of service levels not being met on secondary roads following plowing events, this report represents the first time that staff have noted in a Corporate Report that this is in fact the case. However, in the 2020 Roads Budget & Business Plan Document Key Performance Indicators we are told that staff met Winter Response Times 100% of the time for 2016, 2017, 2018 and that levels would be met 100% for 2019 through 2023. If this is not in fact the case and that levels of service on secondary roads are not being met then why are we only being told this 6 years into the existing winter maintenance contract?

On the subject of loader/tractor plows being operated by the same operator for more than 24 consecutive hours, this in spite of the existing winter maintenance contract including provisions that are meant to prevent this very sort of thing from happening. Tender FA.49.324-14 (existing winter maintenance contract) includes the following special provisions:

*- SP 28 QUALIFIED OPERATORS*

*The Contractor shall provide qualified winter roadway maintenance operators that are competent to operate the equipment supplied. A qualified operator shall have the appropriate licenses to operate the equipment specified and has operated a similar piece of equipment for winter roadway maintenance purposes. The qualified operator shall also understand and be able to operate the equipment including all apparatus and controls in a safe, efficient and effective manner while completing work.*

*In addition, the Contractor is required to supply qualified spare operators during prolonged snow falls in order that operations are continuous. Failure to provide competent and trained operators and trained operators, including spare operators, will result in liquidated damages being applied against the Contractor (refer to SP 35 - Liquidated Damages).*

*-SP 30 HOURS OF WORK*

*The contractor shall ensure that all equipment and operating personnel comply with the hour requirement of the Highway Traffic Act, as amended, and Ontario Regulation 555/06.*

*-SP 35 LIQUIDATED DAMAGES*

*All liquidated damages, as prescribed in the table below, may be deducted from any payments due to the Contractor:*

*Item - Qualified Operators*

*Description - Failure to provide competent and trained equipment operators (including spares).*

*Liquidated Damages - One (1) days standby amount per occurrence.*

Further to the Special Provisions set out in the tender, per the "*Minutes of the Bidder's Information Meeting of Thursday, April 24, 2014*" this required compliance to HTA Regulation 555/06 is reaffirmed in response to two questions which with staff responses are cited in their entirety below:

*Question 11: In order to comply with the hours of work regulations during continuous operation, do we have to bring in additional operators?*

*Response: Yes. The Contractor shall ensure that all equipment and operating personnel comply with the work hour requirements of the highway Traffic Act, as amended, and Ontario Regulation 555/06, please see SP28 and SP30.*

*Question 31: Does the hours of work requirements for licensed vehicles apply to non-license units?*

*Response: The work hour requirements of the Highway Traffic Act and associated regulations are to be observed for both licensed and non-licensed vehicles.*

If contractors are not in compliance with HTA 555/06 "Hours of Service" regulations then City staff are failing to enforce provisions and apply liquidated damages as set out in the existing winter maintenance contract (FA.49.324-14). This responsibility falls squarely on the managers and supervisors of the Winter Maintenance Program. **This could be the result of contractors colluding with City staff and providing kickbacks to staff for not having to bear the cost of supplying spare operators to ensure compliance with the above cited regulation and this is something that should be investigated by the City's Audit and Legal Departments.**

In line with the existing tender, the new tender (PRC002049) includes clear language that indicates winter maintenance contractors must comply with "Hours of Service" Regulation 555/06.

*For reference I have appended in a folder the Contract Document of the existing contract (FA.49.324-14) and the Minutes of the Bidder Information Session cited above. APPENDIX B*

#### **- Where do we go from here?**

Given the number of concerns outlined above, I strongly suggest that Budget Committee seek greater understanding of the City's Winter Maintenance Operations before making any decisions on the future of Winter Maintenance in the City of Mississauga. In a worst case scenario City staff could pursue an additional one year extension to the existing contract. A number of GTA municipalities have extended their winter maintenance contracts in order for various reviews to be conducted including The Region of Peel in 2015 and in 2017 and the City of Vaughan in 2014. The City of Markham in 2015 chose to pursue a 3 year extension to their roadway salting and plowing contract in light of staff being under the impression that better prices could not be achieved through re-tender. In 2017 Markham chose to pursue a 2 year extension to their residential roadway plowing contract under the same basis.

*For reference I have appended a folder with the Staff Reports to the respective councils requesting extensions to existing contracts. APPENDIX C*

I am currently in the process of performing a route by route analysis of the City's winter maintenance operations that has been made possible thanks to a FOI request I filed with the City for winter maintenance route maps in February of this year (FOI #2020-1062). I have completed the analysis of the City's priority plow and secondary plow routes, along with having completed priority salt route tabulations for the Mavis Works yard. I expect to be able to furnish Madame Mayor, Members of Council and City Staff with my analysis in **3 weeks time**. I

believe the analysis I am performing could be instrumental in designing a more balanced winter maintenance program by identifying unbalanced routes, risks of poor productivity, changes to operational methodologies among other suggestions based on studied material and in person observations.

*I have appended in a folder my completed route analysis work to date for those who wish to see. APPENDIX D*

Given the weight of the concerns expressed here I trust that the Committee and Staff will make the right decision.

Respectfully,  
Christian Parise

#### Appendix A



[Corporate Reports on Winter Maintenance Contrac...](#)

#### Appendix B



[Mississauga 2014-2021 Winter Tender](#)

#### Appendix C



[Winter Maintenance Contract Extensions](#)

#### Appendix D



[Mississauga Winter Control Route Analysis](#)

CC:  
Paul Mitcham,  
Chief Administrative Officer

Geoff Wright,  
Commissioner of Transportation & Works

Mickey Frost,  
Director, Works Operation & Maintenance

Scott Holmes,  
Senior Manager, Works Administration, Operations and  
Maintenance

## 2021 - 2029 Winter Maintenance Services Contract

## Item 1A - Combination Single Axle Truck with Operator

## Clarkson District

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Standby Bid Amount
1A	Combination Single Axle Truck with Operator	14	144	\$954,132.48			
					614128 Ontario Ltd o/a Trisan Construction	14	\$991,872.00
					A & G The Road Cleaners Ltd.	14	\$844,704.00
					Ashland Construction Group Ltd.	14	\$905,184.00
					Ferrovia Services Canada Ltd	14	\$2,157,664.32
					Gazzola Paving Limited	14	\$1,294,272.00
					infrastructure Maintenance Ltd	14	\$1,108,800.00
					Melrose Paving Co. Ltd.	14	\$761,725.44
					Rafat General Contractor Inc.	14	\$645,120.00
					ROA INC.	14	\$774,103.68
					Thorn tree Industries Ltd.	14	\$683,424.00

## Mavis

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Standby Bid Amount
1A	Combination Single Axle Truck with Operator	29	144	\$1,976,417.28			
					614128 Ontario Ltd o/a Trisan Construction	29	\$2,012,832.00
					1942537 ONTARIO LTD.	10	\$532,800.00
					A & G The Road Cleaners Ltd.	29	\$2,021,184.00
					Ashland Construction Group Ltd.	29	\$1,875,024.00
					Ferrovia Services Canada Ltd	29	\$3,917,797.92
					Gazzola Paving Limited	29	\$2,422,080.00
					infrastructure Maintenance Ltd	29	\$2,296,800.00
					Melrose Paving Co. Ltd.	29	\$1,513,841.76
					PAVE-TAR CONSTRUCTION LTD.	29	\$1,490,832.00
					Rafat General Contractor Inc.	29	\$1,670,400.00
					ROA INC.	29	\$1,603,500.48
					Thorn tree Industries Ltd.	29	\$1,415,664.00

## Malton

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Standby Bid Amount
1A	Combination Single Axle Truck with Operator	9	144	\$613,370.88			
					614128 Ontario Ltd o/a Trisan Construction	9	\$650,592.00
					A & G The Road Cleaners Ltd.	9	\$458,784.00
					Ashland Construction Group Ltd.	9	\$581,904.00
					Ferrovia Services Canada Ltd	9	\$1,555,459.20
					Forest Ridge Landscaping Inc.	9	\$745,200.00
					Gazzola Paving Limited	9	\$918,864.00
					infrastructure Maintenance Ltd	9	\$712,800.00
					Maple-Crete Inc.	9	\$644,112.00
					Melrose Paving Co. Ltd.	9	\$504,247.68
					Pacific Paving Ltd	9	\$511,920.00
					PAVE-TAR CONSTRUCTION LTD.	9	\$505,440.00
					Rafat General Contractor Inc.	9	\$440,640.00
					ROA INC.	9	\$497,638.08
					Thorn tree Industries Ltd.	9	\$439,344.00

## Meadowvale

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Standby Bid Amount
1A	Combination Single Axle Truck with Operator	15	144	\$1,022,284.80			
					614128 Ontario Ltd o/a Trisan Construction	15	\$1,058,400.00
					A & G The Road Cleaners Ltd.	15	\$905,040.00
					Ashland Construction Group Ltd.	15	\$969,840.00
					Ferrovia Services Canada Ltd	15	\$2,248,754.40
					Gazzola Paving Limited	15	\$1,350,000.00
					infrastructure Maintenance Ltd	15	\$1,188,000.00
					Melrose Paving Co. Ltd.	15	\$810,907.20
					Pacific Paving Ltd	15	\$683,640.00
					Rafat General Contractor Inc.	15	\$864,000.00
					ROA INC.	15	\$829,396.80
					Thorn tree Industries Ltd.	15	\$732,240.00

## 2021 - 2029 Winter Maintenance Services Contract

### Item 2A - Combination Tandem Axle Truck with Operator

#### Clarkson District

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Standby Bid Amount
2A	Combination Tandem Axle Truck with Operator	5	144	\$366,278.40			
					614128 Ontario Ltd o/a Trisan Construction	5	\$396,000.00
					A & G The Road Cleaners Ltd.	5	\$265,680.00
					Ashland Construction Group Ltd.	5	\$344,880.00
					Ferrovia Services Canada Ltd	5	\$1,125,439.20
					Forest Ridge Landscaping Inc.	5	\$421,200.00
					Gazzola Paving Limited	5	\$624,960.00
					infrastructure Maintenance Ltd	5	\$612,000.00
					Melrose Paving Co. Ltd.	5	\$355,680.00
					Rafat General Contractor Inc.	5	\$288,000.00
					ROA INC.	5	\$290,304.00
					sanscon construction ltd	5	\$369,057.60
					Thorntree Industries Ltd.	5	\$323,280.00

#### Mavis

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Standby Bid Amount
2A	Combination Tandem Axle Truck with Operator	20	144	\$1,465,113.60			
					614128 Ontario Ltd o/a Trisan Construction	20	\$1,471,680.00
					1942537 ONTARIO LTD.	10	\$561,600.00
					A & G The Road Cleaners Ltd.	20	\$1,062,720.00
					Ashland Construction Group Ltd.	20	\$1,379,520.00
					Ferrovia Services Canada Ltd	20	\$2,927,865.60
					Gazzola Paving Limited	20	\$1,817,280.00
					infrastructure Maintenance Ltd	20	\$1,308,412.80
					Melrose Paving Co. Ltd.	20	\$1,145,404.80
					PAVE-TAR CONSTRUCTION LTD.	20	\$1,396,800.00
					Rafat General Contractor Inc.	20	\$1,440,000.00
					ROA INC.	20	\$1,161,216.00
					sanscon construction ltd	5	\$369,057.60

#### Malton

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Standby Bid Amount
2A	Combination Tandem Axle Truck with Operator	30	144	\$2,197,670.40			
					614128 Ontario Ltd o/a Trisan Construction	30	\$2,190,240.00
					A & G The Road Cleaners Ltd.	30	\$1,594,080.00
					Ashland Construction Group Ltd.	30	\$2,069,280.00
					Ferrovia Services Canada Ltd	30	\$4,060,670.40
					Gazzola Paving Limited	30	\$2,656,800.00
					infrastructure Maintenance Ltd	30	\$1,832,371.20
					Maple-Crete Inc.	10	\$748,800.00
					Melrose Paving Co. Ltd.	30	\$1,703,116.80
					Pacific Paving Ltd	30	\$1,857,600.00
					Rafat General Contractor Inc.	30	\$1,944,000.00
					ROA INC.	30	\$1,741,824.00

#### Meadowvale

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Standby Bid Amount
2A	Combination Tandem Axle Truck with Operator	19	144	\$1,391,857.92			
					614128 Ontario Ltd o/a Trisan Construction	19	\$1,400,832.00
					A & G The Road Cleaners Ltd.	19	\$1,009,584.00
					Ashland Construction Group Ltd.	19	\$1,310,544.00
					Ferrovia Services Canada Ltd	19	\$2,802,977.28
					Gazzola Paving Limited	19	\$1,737,360.00
					infrastructure Maintenance Ltd	19	\$1,295,003.52
					Melrose Paving Co. Ltd.	19	\$1,098,093.60
					Pacific Paving Ltd	19	\$1,042,416.00
					Rafat General Contractor Inc.	19	\$1,368,000.00
					ROA INC.	19	\$1,103,155.20

## 2021 - 2029 Winter Maintenance Services Contract

### Item 3A - Combination Tri-Axle Truck with Operator

#### Clarkson District

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Standby Bid Amount
3A	Combination Tri-Axle Truck with Operator	7	144	\$534,643.20			
					614128 Ontario Ltd o/a Trisan Construction	7	\$552,384.00
					1942537 ONTARIO LTD.	7	\$413,280.00
					A & G The Road Cleaners Ltd.	7	\$397,152.00
					CSL Group Ltd	7	\$897,120.00
					Ferroval Services Canada Ltd	7	\$1,357,392.96
					Gazzola Paving Limited	7	\$736,848.00
					Melrose Paving Co. Ltd.	7	\$438,661.44
					Rafat General Contractor Inc.	7	\$443,520.00
					ROA INC.	7	\$379,501.92
					sanscon construction ltd	7	\$533,524.32

#### Mavis

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Standby Bid Amount
3A	Combination Tri-Axle Truck with Operator	6	144	\$458,265.60			
					614128 Ontario Ltd o/a Trisan Construction	6	\$478,656.00
					1942537 ONTARIO LTD.	6	\$354,240.00
					A & G The Road Cleaners Ltd.	6	\$340,416.00
					Ferroval Services Canada Ltd	6	\$1,297,935.36
					Gazzola Paving Limited	6	\$650,592.00
					Humberview Maintenance Group Ltd.	6	\$405,639.36
					infrastructure Maintenance Ltd	6	\$591,840.00
					Melrose Paving Co. Ltd.	6	\$430,729.92
					PAVE-TAR CONSTRUCTION LTD.	6	\$578,880.00
					Rafat General Contractor Inc.	6	\$414,720.00
					ROA INC.	6	\$325,287.36
					sanscon construction ltd	6	\$457,306.56

#### Malton

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Standby Bid Amount
3A	Combination Tri-Axle Truck with Operator	2	144	\$152,755.20			
					614128 Ontario Ltd o/a Trisan Construction	2	\$184,608.00
					1942537 ONTARIO LTD.	2	\$118,080.00
					A & G The Road Cleaners Ltd.	2	\$113,472.00
					Ferroval Services Canada Ltd	2	\$721,653.12
					Forest Ridge Landscaping Inc.	2	\$198,720.00
					Gazzola Paving Limited	2	\$282,528.00
					Humberview Maintenance Group Ltd.	2	\$119,232.00
					infrastructure Maintenance Ltd	2	\$197,280.00
					Melrose Paving Co. Ltd.	2	\$124,951.68
					Norbrook Contracting Ltd.	2	\$178,030.08
					Rafat General Contractor Inc.	2	\$141,120.00
					ROA INC.	2	\$108,429.12
					Thorn tree Industries Ltd.	2	\$135,072.00

#### Meadowvale

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Standby Bid Amount
3A	Combination Tri-Axle Truck with Operator	2	144	\$152,755.20			
					614128 Ontario Ltd o/a Trisan Construction	2	\$184,608.00
					1942537 ONTARIO LTD.	2	\$118,080.00
					A & G The Road Cleaners Ltd.	2	\$113,472.00
					Ferroval Services Canada Ltd	2	\$722,390.40
					Forest Ridge Landscaping Inc.	2	\$198,720.00
					Gazzola Paving Limited	2	\$282,528.00
					Melrose Paving Co. Ltd.	2	\$125,069.76
					Pacific Paving Ltd	2	\$115,200.00
					Rafat General Contractor Inc.	2	\$144,000.00
					ROA INC.	2	\$108,429.12
					Thorn tree Industries Ltd.	2	\$135,072.00



## 2021 - 2029 Winter Maintenance Services Contract

## Item 4A - Articulated Loader Plow with Operator

## Clarkson District

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Standby Bid Amount
4A	Articulated Loader Plow with Operator	46	101	\$1,579,593.54			
					614128 Ontario Ltd o/a Trisan Construction	17	\$501,364.00
					A & G The Road Cleaners Ltd.	17	\$985,558.00
					A.I. ROADTECH SERVICES INC	17	\$758,914.00
					Aqua Tech Solutions Inc	17	\$650,743.00
					Buist Landscaping Inc.	5	\$408,752.05
					Ferrovial Services Canada Ltd	17	\$2,379,607.47
					Gazzola Paving Limited	17	\$1,152,107.00
					Humberview Maintenance Group Ltd.	17	\$944,350.00
					Infrastructure Maintenance Ltd	17	\$888,616.18
					Melrose Paving Co. Ltd.	17	\$827,576.83
					Municipal Maintenance Inc	17	\$664,479.00
					Pacific Paving Ltd	17	\$549,440.00
					Rafat General Contractor Inc.	17	\$549,440.00
					ROA INC.	17	\$614,016.37
					Robert B. Meisner Construction Inc.	17	\$472,175.00

## Mavis

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Standby Bid Amount
4A	Articulated Loader Plow with Operator	10	101	\$343,389.90			
					614128 Ontario Ltd o/a Trisan Construction	10	\$294,920.00
					1942537 ONTARIO LTD.	10	\$282,800.00
					A & G The Road Cleaners Ltd.	10	\$529,240.00
					A.I. ROADTECH SERVICES INC	10	\$427,230.00
					Aqua Tech Solutions Inc	10	\$382,790.00
					bonum contracting	10	\$581,760.00
					Defina Haulage Ltd	10	\$420,048.90
					Ferrovial Services Canada Ltd	10	\$1,556,834.20
					Forest Ridge Landscaping Inc.	10	\$565,600.00
					Gazzola Paving Limited	10	\$716,090.00
					Humberview Maintenance Group Ltd.	10	\$459,550.00
					Melrose Paving Co. Ltd.	10	\$497,606.80
					Municipal Maintenance Inc	10	\$390,870.00
					Pacific Paving Ltd	10	\$323,200.00
					Rafat General Contractor Inc.	10	\$404,000.00
					ROA INC.	10	\$361,186.10
					Robert B. Meisner Construction Inc.	10	\$277,750.00

## Malton

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Standby Bid Amount
4A	Articulated Loader Plow with Operator	8	101	\$274,711.92			
					614128 Ontario Ltd o/a Trisan Construction	8	\$235,936.00
					A & G The Road Cleaners Ltd.	8	\$382,992.00
					A.I. ROADTECH SERVICES INC	8	\$339,360.00
					Aqua Tech Solutions Inc	8	\$306,232.00
					bonum contracting	8	\$465,408.00
					Ferrovial Services Canada Ltd	8	\$1,381,154.80
					Forest Ridge Landscaping Inc.	8	\$452,480.00
					Gazzola Paving Limited	8	\$590,648.00
					Humberview Maintenance Group Ltd.	8	\$366,832.00
					Infrastructure Maintenance Ltd	8	\$331,578.96
					Maple-Crete Inc.	8	\$321,559.76
					Melrose Paving Co. Ltd.	8	\$408,557.12
					Municipal Maintenance Inc	8	\$312,696.00
					Pacific Paving Ltd	8	\$258,560.00
					Rafat General Contractor Inc.	8	\$282,800.00
					ROA INC.	8	\$288,948.88
					Robert B. Meisner Construction Inc.	8	\$222,200.00

## Meadowvale

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Standby Bid Amount
4A	Articulated Loader Plow with Operator	11	101	\$377,728.89			
					614128 Ontario Ltd o/a Trisan Construction	11	\$324,412.00
					A & G The Road Cleaners Ltd.	11	\$582,164.00
					A.I. ROADTECH SERVICES INC	11	\$457,732.00
					Aqua Tech Solutions Inc	11	\$421,069.00
					bonum contracting	11	\$639,936.00
					Ferrovial Services Canada Ltd	11	\$1,709,517.92
					Gazzola Paving Limited	11	\$833,250.00
					Humberview Maintenance Group Ltd.	11	\$611,050.00
					Infrastructure Maintenance Ltd	11	\$470,919.57
					Melrose Paving Co. Ltd.	11	\$547,789.66
					Municipal Maintenance Inc	11	\$429,957.00
					Pacific Paving Ltd	11	\$341,077.00
					Rafat General Contractor Inc.	11	\$444,400.00
					ROA INC.	11	\$397,304.71
					Robert B. Meisner Construction Inc.	11	\$305,525.00

## 2021 - 2029 Winter Maintenance Services Contract

### Item 5A - Sidewalk Machine with Operator

#### Clarkson District

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Standby Bid Amount
5A	Sidewalk Machine with Operator	12	144	\$289,059.84			
					614128 Ontario Ltd o/a Trisan Construction	12	\$511,488.00
					2601448 Ontario Inc	12	\$535,680.00
					Aqua Tech Solutions Inc	12	\$571,968.00
					Buist Landscaping Inc.	10	\$414,720.00
					CSL Group Ltd	12	\$786,240.00
					Ferroval Services Canada Ltd	12	\$2,005,240.32
					Forest Ridge Landscaping Inc.	12	\$993,600.00
					Humberview Maintenance Group Ltd.	12	\$475,200.00
					JARLIAN CONSTRUCTION INC.	12	\$1,083,456.00
					Lima's Gardens & Construction Inc.	12	\$298,944.00
					Municipal Maintenance Inc	12	\$527,040.00
					Rafat General Contractor Inc.	12	\$1,209,600.00

#### Mavis

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Standby Bid Amount
5A	Sidewalk Machine with Operator	27	144	\$650,384.64			
					614128 Ontario Ltd o/a Trisan Construction	27	\$1,150,848.00
					1942537 ONTARIO LTD.	10	\$285,120.00
					Aqua Tech Solutions Inc	27	\$1,353,024.00
					Ferroval Services Canada Ltd	27	\$3,894,648.48
					Humberview Maintenance Group Ltd.	27	\$890,352.00
					Lima's Gardens & Construction Inc.	27	\$672,624.00
					Municipal Maintenance Inc	27	\$1,185,840.00
					Rafat General Contractor Inc.	27	\$2,721,600.00

#### Malton

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Standby Bid Amount
5A	Sidewalk Machine with Operator	25	144	\$602,208.00			
					614128 Ontario Ltd o/a Trisan Construction	25	\$1,065,600.00
					Aqua Tech Solutions Inc	25	\$1,252,800.00
					Ferroval Services Canada Ltd	25	\$3,659,112.00
					Humberview Maintenance Group Ltd.	25	\$784,800.00
					Lima's Gardens & Construction Inc.	25	\$586,800.00
					Municipal Maintenance Inc	25	\$1,098,000.00
					Rafat General Contractor Inc.	25	\$2,520,000.00

#### Meadowvale

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Standby Bid Amount
5A	Sidewalk Machine with Operator	18	144	\$433,589.76			
					614128 Ontario Ltd o/a Trisan Construction	18	\$767,232.00
					Aqua Tech Solutions Inc	18	\$881,280.00
					Ferroval Services Canada Ltd	18	\$2,758,510.08
					Forest Ridge Landscaping Inc.	18	\$1,490,400.00
					Humberview Maintenance Group Ltd.	18	\$686,880.00
					JARLIAN CONSTRUCTION INC.	18	\$1,371,168.00
					Lima's Gardens & Construction Inc.	18	\$422,496.00
					Municipal Maintenance Inc	18	\$790,560.00
					Rafat General Contractor Inc.	18	\$1,814,400.00

## 2021 - 2029 Winter Maintenance Services Contract

### Item 6A -Manual Clearing of Bus Stops and Crossings with Driver/Labourer

#### Clarkson District

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Standby Bid Amount
6A	Manual Clearing of Bus Stops	16	144	\$457,482.24			
					614128 Ontario Ltd o/a Trisan Construction	16	\$317,952.00
					ADCRO Group	4	\$115,200.00
					Aqua Tech Solutions Inc	16	\$569,088.00
					bonum contracting	16	\$499,968.00
					Buist Landscaping Inc.	16	\$368,640.00
					Forest Ridge Landscaping Inc.	16	\$864,000.00
					Humberview Maintenance Group Ltd.	16	\$426,240.00
					Lima's Gardens & Construction Inc.	16	\$327,168.00
					Municipal Maintenance Inc	16	\$391,680.00
					Rafat General Contractor Inc.	16	\$806,400.00

#### Mavis

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Standby Bid Amount
6A	Manual Clearing of Bus Stops	30	144	\$857,779.20			
					614128 Ontario Ltd o/a Trisan Construction	30	\$578,880.00
					ADCRO Group	4	\$115,200.00
					Aqua Tech Solutions Inc	30	\$1,067,040.00
					bonum contracting	30	\$1,023,840.00
					Humberview Maintenance Group Ltd.	30	\$624,240.00
					Lima's Gardens & Construction Inc.	30	\$613,440.00
					Municipal Maintenance Inc	30	\$972,000.00
					Rafat General Contractor Inc.	30	\$1,944,000.00

#### Malton

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Standby Bid Amount
6A	Manual Clearing of Bus Stops	27	144	\$772,001.28			
					614128 Ontario Ltd o/a Trisan Construction	27	\$520,992.00
					ADCRO Group	4	\$115,200.00
					Aqua Tech Solutions Inc	27	\$960,336.00
					bonum contracting	27	\$921,456.00
					Humberview Maintenance Group Ltd.	27	\$555,012.00
					Lima's Gardens & Construction Inc.	27	\$513,216.00
					Municipal Maintenance Inc	27	\$874,800.00
					Rafat General Contractor Inc.	27	\$1,360,800.00

#### Meadowvale

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Standby Bid Amount
6A	Manual Clearing of Bus Stops	23	144	\$657,630.72			
					614128 Ontario Ltd o/a Trisan Construction	23	\$447,120.00
					ADCRO Group	4	\$115,200.00
					Aqua Tech Solutions Inc	23	\$818,064.00
					bonum contracting	23	\$784,944.00
					Forest Ridge Landscaping Inc.	23	\$1,242,000.00
					Humberview Maintenance Group Ltd.	23	\$612,720.00
					Lima's Gardens & Construction Inc.	23	\$437,184.00
					Municipal Maintenance Inc	23	\$745,200.00
					Rafat General Contractor Inc.	23	\$1,490,400.00

\*See evaluation with Item 7 as they must be considered together

## 2021 - 2029 Winter Maintenance Services Contract

### Item 7A -Mechanical Snow Clearing of Bus Stops and Crossings with Driver/Labourer

#### Clarkson District

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Standby Bid Amount	Item 6 Standby Bid Amount	Total Standby Bid Amount Item 6 & 7
7A	Mechanical Clearing of Bus Stops and Crossings	16	101	\$320,872.96					
					614128 Ontario Ltd o/a Trisan Construction	16	\$337,744.00	\$317,952.00	\$655,696.00
					Aqua Tech Solutions Inc	16	\$255,328.00	\$569,088.00	\$824,416.00
					bonum contracting	16	\$342,592.00	\$499,968.00	\$842,560.00
					Buist Landscaping Inc.	16	\$258,560.00	\$368,640.00	\$627,200.00
					Forest Ridge Landscaping Inc.	16	\$630,240.00	\$864,000.00	\$1,494,240.00
					Humberview Maintenance Group Ltd.	16	\$323,200.00	\$426,240.00	\$749,440.00
					Lima's Gardens & Construction Inc.	16	\$256,944.00	\$327,168.00	\$584,112.00
					Municipal Maintenance Inc	16	\$226,240.00	\$391,680.00	\$617,920.00
					ORIN CONTRACTORS CORP	16	\$363,600.00	\$0.00	\$363,600.00
					Rafat General Contractor Inc.	16	\$606,000.00	\$806,400.00	\$1,412,400.00

#### Mavis

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Standby Bid Amount	Item 6 Standby Bid Amount	Total Standby Bid Amount Item 6 & 7
7A	Mechanical Clearing of Bus Stops and Crossings	30	101	\$601,636.80					
					614128 Ontario Ltd o/a Trisan Construction	30	\$621,150.00	\$578,880.00	\$1,200,030.00
					Aqua Tech Solutions Inc	30	\$478,740.00	\$1,067,040.00	\$1,545,780.00
					bonum contracting	30	\$702,960.00	\$1,023,840.00	\$1,726,800.00
					Humberview Maintenance Group Ltd.	30	\$543,885.00	\$624,240.00	\$1,168,125.00
					Lima's Gardens & Construction Inc.	30	\$481,770.00	\$613,440.00	\$1,095,210.00
					Municipal Maintenance Inc	30	\$590,850.00	\$972,000.00	\$1,562,850.00
					ORIN CONTRACTORS CORP	30	\$636,300.00	\$0.00	\$636,300.00
					Rafat General Contractor Inc.	30	\$1,136,250.00	\$1,944,000.00	\$3,080,250.00

#### Malton

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Standby Bid Amount	Item 6 Standby Bid Amount	Total Standby Bid Amount Item 6 & 7
7A	Mechanical Clearing of Bus Stops and Crossings	27	101	\$541,473.12					
					614128 Ontario Ltd o/a Trisan Construction	27	\$561,762.00	\$520,992.00	\$1,082,754.00
					Aqua Tech Solutions Inc	27	\$430,866.00	\$960,336.00	\$1,391,202.00
					bonum contracting	27	\$632,664.00	\$921,456.00	\$1,554,120.00
					Humberview Maintenance Group Ltd.	27	\$463,590.00	\$555,012.00	\$1,018,602.00
					Lima's Gardens & Construction Inc.	27	\$406,323.00	\$513,216.00	\$919,539.00
					Municipal Maintenance Inc	27	\$531,765.00	\$874,800.00	\$1,406,565.00
					ORIN CONTRACTORS CORP	27	\$591,759.00	\$0.00	\$591,759.00
					Rafat General Contractor Inc.	27	\$1,022,625.00	\$1,360,800.00	\$2,383,425.00

#### Meadowvale

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Standby Bid Amount	Item 6 Standby Bid Amount	Total Standby Bid Amount Item 6 & 7
7A	Mechanical Clearing of Bus Stops and Crossings	23	101	\$461,254.88					
					614128 Ontario Ltd o/a Trisan Construction	23	\$480,861.00	\$447,120.00	\$927,981.00
					Aqua Tech Solutions Inc	23	\$367,034.00	\$818,064.00	\$1,185,098.00
					bonum contracting	23	\$538,936.00	\$784,944.00	\$1,323,880.00
					Forest Ridge Landscaping Inc.	23	\$905,970.00	\$1,242,000.00	\$2,147,970.00
					Humberview Maintenance Group Ltd.	23	\$464,600.00	\$437,184.00	\$901,784.00
					Lima's Gardens & Construction Inc.	23	\$346,127.00	\$874,800.00	\$1,220,927.00
					Municipal Maintenance Inc	23	\$452,985.00	\$745,200.00	\$1,198,185.00
					ORIN CONTRACTORS CORP	23	\$513,383.00	\$0.00	\$513,383.00
					Rafat General Contractor Inc.	23	\$871,125.00	\$1,490,400.00	\$2,361,525.00

2021 - 2029 Winter Maintenance Services Contract

Item 8 -Snow Removal & Application of De-icing Material Services for the Trelawny Lanes and Tenth Line Lanes

Item	Description	Estimated Number of Crews Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Crews Bid	Standby		Estimated Number of Snow events: 15cm or Less	Number of Crews Bid	Sub-Total	Operational		Estimated Number of Snow Events: More than 15cm and 30cm or Less	Number of Crews Bid	Sub-Total	Estimated Number of Snow Events: More 30cm or Successive Storms	Number of Crews Bid	Sub-Total	Total Operational Amount	Item 8 Bid Total
							Number of Standby Days Per Unit	Standby Bid Amount				Number of Crews Bid	Sub-Total								
8	Snow Removal Trelawny	2	101	\$91,756.48																	
					614128 Ontario Ltd o/a Trisan Construction	2	101	\$78,780.00	5	2	\$81,900.00	2	2	\$35,280.00	1	2	\$17,640.00		\$17,640.00	\$134,820.00	\$213,600.00
					Aqua Tech Solutions Inc	2	101	\$176,346.00	5	2	\$96,430.00	2	2	\$34,056.00	1	2	\$15,556.00		\$15,556.00	\$146,042.00	\$322,388.00
					Built Landscaping Inc.	2	101	\$28,280.00	5	2	\$900,000.00	2	2	\$516,000.00	1	2	\$258,000.00		\$258,000.00	\$1,714,000.00	\$1,742,280.00
					Forest Ridge Landscaping Inc.	2	101	\$125,240.00	5	2	\$45,000.00	2	2	\$36,000.00	1	2	\$24,000.00		\$24,000.00	\$105,000.00	\$230,240.00
					Humberview Maintenance Group Ltd.	2	101	\$92,920.00	5	2	\$75,000.00	2	2	\$30,000.00	1	2	\$15,000.00		\$15,000.00	\$120,000.00	\$212,920.00
					Melrose Paving Co. Ltd.	2	101	\$181,800.00	5	2	\$20,988.00	2	2	\$16,790.40	1	2	\$12,594.80		\$12,594.80	\$50,373.20	\$232,173.20
					Robert B. Meisner Construction Inc.	2	101	\$101,000.00	5	2	\$250,000.00	2	2	\$20,000.00	1	2	\$10,000.00		\$10,000.00	\$280,000.00	\$381,000.00

## 2021 - 2029 Winter Maintenance Services Contract

## Item 9 -Snow Removal &amp; Application of De-icing Material Services for Various Locations

							Standby		Operational			
Item	Description	Estimated Number of Crews Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Crews Bid	Number of Standby Days Per Unit	Standby Bid Amount	Estimated Curb Metres Per Crew	Number of Crews Bid	Operational Amount	Item 9 Bid Total
9	Snow Removal Various Locations	9	101	\$492,023.52								
					614128 Ontario Ltd o/a Trisan Construction	3	101	\$88,779.00	5000	3	\$117,000.00	\$205,779.00
					1942537 ONTARIO LTD.	9	101	\$336,330.00	5000	9	\$225,000.00	\$561,330.00
					ADCRO Group	4	101	\$80,800.00	5000	4	\$2,200,000.00	\$2,280,800.00
					Aqua Tech Solutions Inc	3	101	\$68,478.00	5000	3	\$172,650.00	\$241,128.00
					bonum contracting	2	101	\$106,050.00	5000	2	\$165,000.00	\$271,050.00
					Buist Landscaping Inc.	3	101	\$37,875.00	5000	3	\$128,250.00	\$166,125.00
					CSL Group Ltd	1	101	\$123,725.00	5000	1	\$10,000.00	\$133,725.00
					Defina Haulage Ltd	1	101	\$70,700.00	5000	1	\$50,000.00	\$120,700.00
					Forest Ridge Landscaping Inc.	2	101	\$64,640.00	5000	2	\$160,000.00	\$224,640.00
					Humberview Maintenance Group Ltd.	2	101	\$135,340.00	5000	2	\$44,900.00	\$180,240.00
					Melrose Paving Co. Ltd.	3	101	\$89,385.00	5000	3	\$133,500.00	\$222,885.00
					Municipal Maintenance Inc	9	101	\$411,777.00	5000	9	\$413,550.00	\$825,327.00
					Pacific Paving Ltd	2	101	\$222,200.00	5000	2	\$100,000.00	\$322,200.00

## 2021 - 2029 Winter Maintenance Services Contract

### Item 10A - MUT & Pathway Snow Clearing with Driver/Labourer

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Number of Standby Days Per Unit	Standby Bid Amount
10A	MUT & Pathway Snow Clearing	4	144	\$114,370.56				
					614128 Ontario Ltd o/a Trisan Construction	4	144	\$91,008.00
					1942537 ONTARIO LTD.	4	144	\$54,720.00
					2601448 Ontario Inc	4	144	\$247,104.00
					ADCRO Group	4	144	\$115,200.00
					Aqua Tech Solutions Inc	4	144	\$113,472.00
					bonum contracting	4	144	\$97,056.00
					CSL Group Ltd	4	144	\$285,120.00
					Forest Ridge Landscaping Inc.	4	144	\$146,880.00
					Humberview Maintenance Group Ltd.	4	144	\$97,344.00
					JARLIAN CONSTRUCTION INC.	4	144	\$359,424.00
					Lima's Gardens & Construction Inc.	4	144	\$76,032.00
					Melrose Paving Co. Ltd.	4	144	\$221,760.00
					Pacific Paving Ltd	4	144	\$132,480.00
					Robert B. Meisner Construction Inc.	4	144	\$112,320.00

## 2021 - 2029 Winter Maintenance Services Contract

### Item 11A - Residential Driveway Windrow Clearing Machine with Operator

#### Clarkson District

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Number of Standby Days Per Unit	Standby Bid Amount
11A	Residential Driveway Windrow Clearing	46	101	\$1,579,593.54				
					614128 Ontario Ltd o/a Trisan Construction	46	101	\$2,364,814.00
					Aqua Tech Solutions Inc	46	101	\$2,834,060.00
					Humberview Maintenance Group Ltd.	46	101	\$2,137,160.00
					Infrastructure Maintenance Ltd	46	101	\$1,488,671.32
					Melrose Paving Co. Ltd.	46	101	\$1,575,923.20

#### Mavis

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Number of Standby Days Per Unit	Standby Bid Amount
11A	Residential Driveway Windrow Clearing	68	101	\$2,335,051.32				
					614128 Ontario Ltd o/a Trisan Construction	68	101	\$3,495,812.00
					1942537 ONTARIO LTD.	50	101	\$1,010,000.00
					Aqua Tech Solutions Inc	68	101	\$4,271,896.00
					Humberview Maintenance Group Ltd.	68	101	\$2,582,368.00
					Infrastructure Maintenance Ltd	68	101	\$1,727,302.00
					Melrose Paving Co. Ltd.	68	101	\$2,315,752.24

#### Malton

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Number of Standby Days Per Unit	Standby Bid Amount
11A	Residential Driveway Windrow Clearing	34	101	\$1,167,525.66				
					614128 Ontario Ltd o/a Trisan Construction	34	101	\$1,751,340.00
					Aqua Tech Solutions Inc	34	101	\$2,029,494.00
					Forest Ridge Landscaping Inc.	34	101	\$2,129,080.00
					Humberview Maintenance Group Ltd.	34	101	\$1,236,240.00
					Infrastructure Maintenance Ltd	34	101	\$863,479.30
					Melrose Paving Co. Ltd.	34	101	\$1,172,401.94

#### Meadowvale

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Number of Standby Days Per Unit	Standby Bid Amount
11A	Residential Driveway Windrow Clearing	76	101	\$2,609,763.24				
					614128 Ontario Ltd o/a Trisan Construction	76	101	\$3,899,408.00
					Aqua Tech Solutions Inc	76	101	\$4,966,372.00
					Humberview Maintenance Group Ltd.	76	101	\$3,653,776.00
					Infrastructure Maintenance Ltd	76	101	\$2,396,523.96
					Melrose Paving Co. Ltd.	76	101	\$2,584,739.48



## 2021 - 2029 Winter Maintenance Services Contract

### Item 12A - Residential Sidewalk Machine with Operator

#### Clarkson District

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Number of Standby Days Per Unit	Standby Bid Amount
12A	Residential Sidewalk Machine with Operator	8	144	\$192,706.56				
					614128 Ontario Ltd o/a Trisan Construction	8	144	\$395,136.00
					Aqua Tech Solutions Inc	8	144	\$355,968.00
					Forest Ridge Landscaping Inc.	8	144	\$564,480.00
					JARLIAN CONSTRUCTION INC.	8	144	\$1,025,280.00
					Municipal Maintenance Inc	8	144	\$334,080.00

#### Mavis

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Number of Standby Days Per Unit	Standby Bid Amount
12A	Residential Sidewalk Machine with Operator	12	144	\$289,059.84				
					614128 Ontario Ltd o/a Trisan Construction	12	144	\$582,336.00
					Aqua Tech Solutions Inc	12	144	\$533,952.00
					Defina Haulage Ltd	12	144	\$587,520.00
					Humberview Maintenance Group Ltd.	12	144	\$380,160.00
					Municipal Maintenance Inc	12	144	\$623,808.00

#### Malton

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Number of Standby Days Per Unit	Standby Bid Amount
12A	Residential Sidewalk Machine with Operator	8	144	\$192,706.56				
					614128 Ontario Ltd o/a Trisan Construction	8	144	\$395,136.00
					Aqua Tech Solutions Inc	8	144	\$355,968.00
					Defina Haulage Ltd	8	144	\$334,080.00
					Forest Ridge Landscaping Inc.	8	144	\$564,480.00
					Humberview Maintenance Group Ltd.	8	144	\$252,288.00
					Municipal Maintenance Inc	8	144	\$415,872.00

#### Meadowvale

Item	Description	Estimated Number of Units Required	Number of Standby Days Per Unit	Estimated Cost	Contractor	Number of Units Bid	Number of Standby Days Per Unit	Standby Bid Amount
12A	Residential Sidewalk Machine with Operator	8	144	\$192,706.56				
					614128 Ontario Ltd o/a Trisan Construction	8	144	\$395,136.00
					Aqua Tech Solutions Inc	8	144	\$355,968.00
					Forest Ridge Landscaping Inc.	8	144	\$564,480.00
					JARLIAN CONSTRUCTION INC.	8	144	\$1,025,280.00
					Municipal Maintenance Inc	8	144	\$415,872.00

Item 1: Single Axles		
	2021 Contract	Current Contract 2019/2020
<b>Total Units</b>	67	43
<b>Total Cost(Operational and Standby)</b>	\$4,168,008	\$2,511,508.25
<b>Total Standby Days</b>	144	145
<b>Estimated Operational Hours</b>	200	200
<b>Operational Cost Per Unit/Hour</b>	\$72	\$61.63
<b>Average Standby Per Day Per Unit</b>	\$332	\$319.70

Item 2: Dual Purpose Tandem		
	2021 Contract	Current Contract 2019/2020
<b>Total Units</b>	74	64
<b>Total Cost (Operational and Standby)</b>	\$5,166,270.80	\$4,184,189.62
<b>Total Standby Days</b>	144	144
<b>Estimated Operational Hours</b>	200	200
<b>Operational Cost Per Unit/Hour</b>	\$74	\$66.77
<b>Average Standby Per Day Per Unit</b>	\$386	\$364.59

### Item 3: Combination Tri Axles

	2021 Contract	Current Contract 2019/2020	
		(TANDEM AXLE PLOW + DLA)	
<b>Total Units</b>	17	20	3
<b>Total Cost (Operational and Standby)</b>	\$ 1,212,718.92	\$739,493.90	\$24,266.55
<b>Total Standby Days</b>	144	103	
<b>Estimated Operational Hours</b>	200	50	35
<b>Operational Cost Per Unit/Hour</b>	\$76	\$66.77	\$240.22
<b>Average Standby Per Day Per Unit</b>	\$395.12	\$334.73	

### Item 4: Articulated Loaders

	2021 Contract	Current Contract 2019/2020
<b>Total Units</b>	46	21
<b>Total Cost (Operational and Standby)</b>	\$1,492,988	\$636,408.63
<b>Total Standby Days</b>	101	103
<b>Estimated Operational Hours</b>	50	65
<b>Operational Cost Per Unit/Hour</b>	\$70	\$69.40
<b>Average Standby Per Day Per Unit</b>	\$285.50	\$252.67

Item 5: Sidewalk Machines		
	2021 Contract	Current Contract 2019/2020
<b>Total Units</b>	82	73
<b>Total Cost (Operational and Standby)</b>	\$3,866,896	\$2,431,416.20
<b>Total Standby Days</b>	144	145
<b>Estimated Operational Hours</b>	200	200
<b>Operational Cost Per Unit/Hour</b>	\$68	\$74.73
<b>Average Standby Per Day Per Unit</b>	\$248	119.9

Item 6: Manual Bus Stop Clearing		
	2021 Contract	Current Contract 2019/2020
<b>Total Units</b>	96	77
<b>Total Cost (Operational and Standby)</b>	\$3,232,212	\$2,633,151.30
<b>Total Standby Days</b>	144	145
<b>Estimated Operational Hours</b>	200	120
<b>Operational Cost Per Unit/Hour</b>	\$65	\$56.49
<b>Average Standby Per Day Per Unit/Hour</b>	\$147.43	\$149.91

### Item 7: Mechanical Bus Stop Clearing

	2021 Contract	Current Contract 2019/2020
<b>Total Units</b>	96	77
<b>Total Cost (Operational and Standby)</b>	\$2,419,021	\$2,633,151.30
<b>Total Standby Days</b>	101	145
<b>Estimated Operational Hours</b>	110	120
<b>Operational Cost Per Unit/Hour</b>	\$68	56.49
<b>Average Standby Per Day Per Unit</b>	\$176.50	149.91

### Item 8: Trewlany Lanes Snow Removal

	2021 Contract	Current Contract 2019/2020
<b>Total Units</b>	2	2
<b>Total Cost (Operational and Standby)</b>	\$213,600	\$184,095.72
<b>Total Standby Days</b>	101	103
<b>Estimated Operational Events</b>		8
<b>Average Operational Cost Per Event</b>		\$7,088.95
<b>Average Standby Per Day Per Unit</b>	\$390	\$343.07

### Item 9: Various Locations Snow Removal

	2021 Contract	Current Contract 2019/2020
<b>Total Units</b>	9	7
<b>Total Cost (Operational and Standby)</b>	\$561,330	\$503,465.14
<b>Total Standby Days</b>	101	103
<b>Estimated Operational Curb Meters</b>	5000	5000
<b>Average Operational Cost Per Crew/ Per meter</b>	\$5	\$9.49
<b>Average Standby Per Day Per Unit</b>	\$370	\$238.64

### Item 10: MUT Pathway Clearing

	2021 Contract	Current Contract 2019/2020
<b>Total Units</b>	4	1
<b>Total Cost (Operational and Standby)</b>	\$106,720	26,680
<b>Total Standby Days</b>	144	144
<b>Estimated Operational Hours</b>	200	200
<b>Average Operational Cost Per Unit</b>	\$65.00	\$65
<b>Average Standby Per Day Per Unit</b>	\$95	\$95

## **REPORT 2 - 2020**

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

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

AAC-0009-2020

1. That the deputation and associated presentation by Lisa Kelly, Program Manager, Ontario Chamber of Commerce and Louie DiPalma, Vice President, SME (small to mid-size enterprise) Programs, Ontario Chamber of Commerce regarding the Discover Ability Network be received.
2. That the Accessibility Advisory Committee are in support of the Discover Ability Network Program and recommend endorsement from General Committee.
3. That Accessibility staff investigate a potential partnership with the Mississauga Board of Trade and the Ontario Chamber of Commerce regarding joining the Discover Ability Network program and to report back to General Committee.

(AAC-0009-2020)

AAC-0010-2020

That the deputation and associated presentation by Alex Legrain, Project Leader, Transportation Planning and Mojan Jianfar, Project Lead, Planner, City Planning Strategies regarding the Downtown Movement Plan be received.

(AAC-0010-2020)

AAC-0011-2020

That the memo prepared by Dan Sadler, Supervisor, Accessibility Planning and Compliance regarding Treat Accessibly be received for information.

(AAC-0011-2020)

AAC-0012-2020

That the Accessibility Advisory Committee Work Plan be approved as discussed at the November 9, 2020 Accessibility Advisory Committee meeting.

(AAC-0012-2020)

AAC-0013-2020

1. That the presentation regarding Burnhamthorpe Community Centre Accessibility Review to the Facility Accessibility Design Subcommittee on September 28, 2020, be received;
2. That subject to the comments on the presentation, the Facility Accessibility Design Subcommittee is satisfied with the initiatives the City is undertaking with respect to the Burnhamthorpe Community Centre Accessibility Review.

(AAC-0013-2020)

## AAC-0014-2020

1. That the presentation regarding Central Library Renovations to the Facility Accessibility Design Subcommittee on September 28, 2020, be received;
2. That subject to the comments on the presentation, the Facility Accessibility Design Subcommittee is satisfied with the initiatives the City is undertaking with respect to the Central Library Renovations.

(AAC-0014-2020)

## AAC-0015-2020

1. That the presentation regarding the COVID-19 Corporate Pillar Recover Plan to the Facility Accessibility Design Subcommittee on September 28, 2020, be received;
2. That subject to the comments on the presentation, the Facility Accessibility Design Subcommittee is satisfied with the initiatives the City is undertaking with respect to the COVID-19 Corporate Pillar Recover Plan.

(AAC-0015-2020)

## AAC-0016-2020

That Emily Daigle be appointed Chair of the Accessible Transportation Subcommittee for the term ending November 14, 2022 or until a successor is appointed.

(AAC-0016-2020)

## AAC-0017-2020

1. That the deputation by David Lepofsky, Chair, AODA Alliance regarding E-Scooters to the Accessible Transportation Subcommittee on October 19, 2020, be received;
2. That Recommendations contained in the Accessible Transportation Subcommittee Report dated October 19, 2020 be approved, with the exception of the matter on E-Scooters, which is replaced with the following: That the Accessibility Advisory Committee recommends that The City of Mississauga maintains the current ban on all electric kick-style scooters.

(AAC-0017-2020)

## AAC-0018-2020

1. That the presentation regarding Mississauga's Approach to Micromobility and E-Scooters to the Accessible Transportation Subcommittee on October 19, 2020, be received;
2. That Recommendations contained in the Accessible Transportation Subcommittee Report dated October 19, 2020 be approved, with the exception of the matter on E-Scooters, which is replaced with the following: That subject to the comments on the Mississauga's Approach to Micromobility and E-Scooters presentation, the Accessible Transportation Subcommittee recommends a ban on all electric kick-style scooters in the City of Mississauga.

(AAC-0018-2020)

## AAC-0019-2020

1. That the presentation regarding Pedestrian Master Plan to the Accessible Transportation Subcommittee on October 19, 2020, be received;
2. That subject to the comments on the presentation, the Facility Accessibility Design Subcommittee is satisfied with the initiatives the City is undertaking with respect to Pedestrian Master Plan.



(AAC-0019-2020)

AAC-0020-2020

That the information item on Mississauga's Approach to Micromobility and E-scooters be received for information.

(AAC-0020-2020)

AAC-0021-2020

That the memo regarding the 2021 Accessibility Advisory Committee and Facility Accessibility Design Subcommittee Meeting Dates be received for information.

(AAC-0021-2020)

AAC-0022-2020

That the Members of the Accessibility Advisory Committee request a meeting with IT (Information Technology) including IT leadership to discuss the accessibility barriers pertaining to the City of Mississauga's current virtual platform and highly recommends utilizing and implementing a more accessible virtual platform by the next Accessibility Advisory Committee meeting on January 18, 2021.

(AAC-0022-2020)

## **REPORT 3 - 2020**

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Governance Committee presents its third report for 2020 and recommends:

### GOV-0011-2020

1. That the mandate of the Integrity Commissioner shall be to act as an advisor to members of Council and local boards on matters relating to ethics, their respective codes of conduct and the *Municipal Conflict of Interest Act*, to act as an educational resource in this respect, and to independently receive and investigate complaints regarding a possible breach of the code of conduct or *Municipal Conflict of Interest Act* by a member of Council or a local board;
2. That the qualifications of an Integrity Commissioner, beyond being independent and impartial, as set out in this report be affirmed;
3. That staff be authorized to issue a request for proposals (RFP) seeking applicants for the position of Integrity Commissioner for a four-year non-renewable term, to carry out this mandate and any additional duties that may be placed upon the Integrity Commissioner by legislation;
4. That the Governance Committee Members be appointed to the evaluation committee responsible for evaluating proposals and making a recommendation to City Council on a new Integrity Commissioner; and
5. That the new Integrity Commissioner be appointed for a four-year non-renewable term commencing July 2021 and ending June 2025.

(GOV-0011-2020)

### GOV-0012-2020

That a decision regarding Proxy Voting at Council meetings be deferred and that a report be brought back to the Governance Committee in the fall of 2021 to review both "Electronic Participation" and "Proxy Voting".

(GOV-0012-2020)

### GOV-0013-2020

1. That a Subcommittee of the Governance Committee be established to discuss election related matters and that a draft Terms of Reference be prepared for the next Governance Committee meeting.
2. That the Subcommittee initially be comprised of the Chair of the Governance Committee, Councillor Pat Saito, Sandy Milokovic, Citizen Member, John Magill, Citizen Member, Councillor Karen Ras, Councillor Carolyn Parrish and Mayor Bonnie Crombie as ex-officio.

(GOV-0013-2020)

## GOV-0014-2020

1. That the provisions under s.42 of the Council Procedural by-law 0129-2013, regarding “Public Question Period” be amended to include the following:
  - a. Limited to 15 minutes maximum at Advisory Committees
  - b. The time period is at the discretion of the Mayor for Council and the Chair of Standing Committees.
  - c. Limit to two (2) questions
  - d. Questions can be submitted in advance to the City Clerk at least 24 hours prior to the meeting.
2. That the provisions under s.42 of the Council Procedural by-law 0129-2013, regarding “Public Question Period” be amended to remove the following:
  - a. “persons invited to address Council with a question shall be limited to a preamble to their question of a maximum of two statements sufficient to establish the context for the question”.

(GOV-0014-2020)

## **REPORT 5 - 2020**

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Road Safety Committee presents its fifth report for 2020 and recommends:

RSC-0026-2020

That the presentation by Inspector Peter Danos, Peel Regional Police with respect to Community Safety and Well-Being be received.

(RSC-0026-2020)

RSC-0027-2020

1. That the presentation by Amy Camara, Communications Coordinator with respect to Pedestrian Safety Month – Campaign Results be received.
2. That the Road Safety Committee Promotional Subcommittee be directed to meet to discuss budget allocations for Strategic Communications to develop a proposal to extend the Pedestrian Safety campaign until end of January 2021.

(RSC-0027-2020)

RSC-0028-2020

That the presentation by Samantha Gileno, Senior Communications Advisor with respect to Automated Speed Enforcement (ASE) be received.

(RSC-0028-2020)

RSC-0029-2020

1. That the presentation by Catherine Nguyen-Pham, Communications Coordinator with respect to the Peel Regional Police– “Take the Pledge” Campaign be received.
2. That the Road Safety Committee endorses the Peel Regional Police "Take the Pledge" campaign
3. That Council be requested to endorse the Road Safety Committee's partnership with the Peel Regional Police "Take the Pledge" campaign;
4. That the sign produced by Peel Regional Police with respect to the “Take the Pledge Campaign” be permitted for use in the City of Mississauga; and
5. That Communications staff work with the Peel Regional Police with respect to investigating the potential for a joint promotional lawn sign as well as new concepts for the City of Mississauga lawn sign.

(RSC-0029-2020)

RSC-0030-2020

1. That the presentation by Karen Flores, Supervisor, Communications Department with respect to the 2021 Work Plan and Campaign Options be received.

2. That funds in the amount of up to \$10,000.00 from the Committee 2021 budget be allocated to the Road Safety Committee Promotional Subcommittee for the purpose of working with Communications staff to develop the "Reduce Your Speed Campaign" and "Speed Consequences Campaign".
  3. That the "Reduce Your Speed Campaign" and the "Speed Consequences Campaign" be added to the 2021 Work Plan.
- (RSC-0030-2020)

RSC-0031-2020

That the Road Safety Committee Promotional Subcommittee be permitted to approve design concepts related to the new "Please Slow Down" lawn signs via email.

(RSC-0031-2020)

RSC-0032-2020

That the Minutes from the Road Safety Promotional Subcommittee dated November 3, 2020 be received.

(RSC-0032-2020)

## **REPORT 3 - 2020**

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Traffic Safety Council presents its third report for 2020 and recommends:

TSC-0038-2020

That the deputation from Colin Patterson, Supervisor, Road Safety regarding an update on automated speed enforcement be received.

(TSC-0038-2020)

TSC-0039-2020

That the Site Inspection Report for the site inspection conducted on October 8, 2020 at the intersection of Churchill Meadows Boulevard and Rosanna Drive for the students attending St. Bernard of Clairvaux Catholic Elementary School be received.

(Ward 10)

(TSC-0039-2020)

TSC-0040-2020

1. That the warrants have not been met for the placement of a school crossing guard at the intersection of Churchill Meadows Boulevard and Rosanna Drive for the students attending St. Bernard of Clairvaux Catholic Elementary School.
2. That Transportation and Works be requested to review the feasibility of removing the traffic circle at Churchill Meadows Boulevard and Escada Drive/Rosanna Drive and reconfigure the intersection to an all way stop.
3. That Transportation and Works be requested to provide cost estimates for removing the traffic circle at Churchill Meadows Boulevard and Escada Drive/Rosanna Drive and for converting the intersection to an all way stop.
4. That Traffic Safety Council's Public Information Subcommittee be requested to address the issue of education regarding roundabouts/traffic circles and work in collaboration with other relevant partners to design a public campaign.

(Ward 10)

(TSC-0040-2020)

TSC-0041-2020

That the warrants have not been met for the placement of a school crossing guard at the intersection of Truscott Drive and Buckby Road for the students attending St. Helen Catholic Elementary School.

(Ward 2)

(TSC-0041-2020)

## TSC-0042-2020

That the warrants have not been met for the placement of a school crossing guard at either leg of Garnetwood Chase where it intersects with Rathburn Road East for the students attending Sts. Martha and Mary Catholic Elementary School.

(Ward 3)

(TSC-0042-2020)

## TSC-0043-2020

1. That the warrants have not been met for the placement of a school crossing guard at the intersection of Rathburn Road East and Ponytrail Drive for the students attending Sts. Martha and Mary Catholic Elementary School.
2. That Transportation and Works be requested to add Zebra Markings to the existing crosswalk on the west leg across Rathburn Road East and on the channelized leg on the northwest corner of Rathburn Road East and Ponytrail Drive for the students attending Sts. Martha and Mary Catholic Elementary School.
3. That Transportation and works be requested to review the signal timing across Rathburn Road East to ensure it is set for slow walking speed for the students attending Sts. Martha and Mary Catholic Elementary School.

(Ward 3)

(TSC-0043-2020)

## TSC-0044-2020

1. That the warrants have not been met for the placement of a school crossing guard at the intersection of Lakeshore Road West and Silver Birch Trail for the students attending Owenwood Public School.
2. That Transportation and Works be requested to check the timing of the signal across Lakeshore Road West at Silver Birch Trail to ensure it is set for maximum time for pedestrians to cross.
3. That Transportation and Works be requested to paint zebra markings at the intersection of Lakeshore Road West and Silver Birch Trail for the students attending Owenwood Public School.
4. That Traffic Safety Council be requested to re-inspect the intersection of Lakeshore Road West and Silver Birch Trail once COVID-19 restrictions are lifted and all students of Owenwood Public School are attending school in person.

(Ward 2)

(TSC-0044-2020)

## TSC-0045-2020

1. That Transportation and works be requested to review the permissive walking phase of the signal across Bloor Street East, North/South at Tomken Road for the students attending Applewood Heights Secondary School and Tomken Road Middle School.
2. That Traffic Safety Council be requested to re-inspect the intersection of Bloor Street East and Tomken Road once COVID-19 restrictions are no longer in place and all students of Applewood Heights Secondary School and Tomken Road Middle School have returned to in-class learning.

(Ward 3)

(TSC-0045-2020)

## TSC-0046-2020

That the Site Inspection report for the safety review conducted on November 19, 2020 at the intersection of Trelawny Circle and Forest Park Drive for the students attending Our Lady of Mount Carmel Secondary School be received.

(Ward 10)

(TSC-0046-2020)

## TSC-0047-2020

That Transportation and Works be requested to paint zebra markings on all four legs of the intersection of Eglinton Avenue West and Fallingbrook Drive for the students attending Fallingbrook Middle School and Rick Hansen Secondary School.

(Ward 6)

(TSC-0047-2020)

## TSC-0048-2020

That the letter dated November 19, 2020 from Traffic Safety Council to the Minister of Transportation regarding installation of automated school bus stop arm cameras be received.

(TSC-0048-2020)

## TSC-0049-2020

That the email dated November 20, 2020 from Sheelagh Duffin, Supervisor, Crossing Guards regarding Allan A. Martin Senior Public School Kiss and Ride and Street Safety (Ward 1) be received.

(Ward 1)

(TSC-0049-2020)

## TSC-0050-2020

That the Site Inspection Statistics Report for the year 2020 be received for information.

(TSC-0050-2020)



## TSC-0051-2020

That Traffic Safety Council cancel the selection of recipients for the Dr. Arthur Wood Award and the Wilde Wood Award for the year 2020 due to the COVID-19 pandemic.

(TSC-0051-2020)

## TSC-0052-2020

1. That the email dated November 18, 2020 from Sheelagh Duffin, Supervisor, Crossing Guards, requesting support from the Traffic Safety Council provide funding for the 2020 Crossing Guard Long Service Awards be received.
2. That the amount of up to \$3145.00 from the Council Committees budget be approved to fund the 2020 Crossing Guard Long Service Awards.

(TSC-0052-2020)

## TSC-0053-2020

That the Public District School Board COVID-19 Enrolment Update be received.

(TSC-0053-2020)

## TSC-0054-2020

1. That Resolution 0362-2020 with respect to the Council of the City of Mississauga's endorsement of the Peel Regional Police "Take the Pledge Peel" campaign be received.
2. That Traffic Safety Council participate in the "Take the Pledge Peel" campaign to encourage all citizens to take the pledge to show their support for Vision Zero and road safety.

(TSC-0054-2020)

## TSC-0055-2020

That the Parking Enforcement in School Zone Report for October 2020 be received.

(TSC-0055-2020)

## TSC-0056-2020

That the Transportation and Works Action Items for October 2020 be received.

(TSC-0056-2020)