
REVISED

General Committee

Date: January 27, 2021
Time: 9:30 AM
Location: Online Video Conference

Members

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

Participate Virtually and/or via Telephone

Advance registration is required to participate and/or make a comment in the virtual meeting. Questions for Public Question Period are required to be provided to Clerk's staff at least 24 hours in an advance of the meeting. Any materials you wish to show the Committee during your presentation must be provided as an attachment to the email. Links to cloud services will not be accepted. Comments submitted will be considered as public information and entered into public record.

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

Contact

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

Find it Online

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

1. **CALL TO ORDER**

2. **APPROVAL OF AGENDA**

3. **DECLARATION OF CONFLICT OF INTEREST**

4. **PRESENTATIONS**

- 4.1. Councillor Fonseca to present the 2020 Phil Green Recognition Award to Janice Lowe

5. **DEPUTATIONS**

- 5.1. Item 9.12 - Paul Damaso, Director of Culture, Michael Tunney, Manager of Culture Planning and Anthea Foyer, Culture Planner, Culture Division

- *5.2. Item 9.13 - Jason Bevan, Director, City Planning Strategies

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

Public Comments: Advance registration is required to participate and/or to make comments in the virtual public meeting. Any member of the public interested in speaking to an item listed on the agenda must register by calling 905-615-3200 ext. 5425 or by emailing dayna.obaseki@mississauga.ca by **Monday, January 25, 2021 before 4:00PM.**

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

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

1. Questions shall be submitted to the Clerk at least 24 hours prior to the meeting;
2. A person is limited to two (2) questions and must pertain specific item on the current agenda and the speaker will state which item the question is related to;
3. The total speaking time shall be five (5) minutes maximum, per speaker, unless extended by the Mayor or Chair; and
4. Any response not provided at the meeting will be provided in the format of a written response.

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

8. **CONSENT AGENDA**

9. **MATTERS TO BE CONSIDERED**

- 9.1. All-Way Stop – Bexhill Road at Contour Drive (Ward 2)

- 9.2. All-Way Stop – Copenhagen Road at Tamar Mews (Ward 9)

- 9.3. Servicing Agreement Assumption – Residential Subdivision Servicing Agreement - City File M-2046, Cachet Estate Homes (Symphony) Inc. (Ward 11) (Z-38W)

- 9.4. Single Source Contract Award to Natsco Transit Solutions (Natsco) for the application of AEGIS Microbe Shield to the interior of MiWay transit buses and non-revenue transit support vehicles (#PRC002725)
- 9.5. Single Source Procurement with HDR Corporation for Transportation Consulting Services, File Ref: PRF005162
- 9.6. TXM Tax Manager (Property Tax Management Software) for City of Oshawa
- 9.7. Delegation of Authority - Acquisition, Disposal, Administration and Lease of Land and Property- July 1, 2020 to December 31, 2020
- 9.8. Development Charges Interest Rates and Associated Payments Policy
- 9.9. 2020 Obsolete Policies and Procedures
- 9.10. Investigator Services Agreement with Local Authorities Services Limited with respect to Closed Meeting Investigation Services
- 9.11. Emergency Management Program By-Law
- 9.12. Cultural Districts Implementation Plan (Wards 1, 2, 4, 5, 7, 11)
- *9.13. City of Mississauga's Comments on Enhanced Ministerial Zoning Orders (MZOs)

10. ADVISORY COMMITTEE REPORTS

- 10.1. Heritage Advisory Committee Report 1 - 2021 - January 12, 2021
- 10.2. Mississauga Cycling Advisory Committee Report 1 - 2021 - January 12, 2021
- *10.3. Governance Committee Report 1 - 2021 - January 25, 2021

11. MATTERS PERTAINING TO REGION OF PEEL COUNCIL

12. COUNCILLORS' ENQUIRIES

13. OTHER BUSINESS/ANNOUNCEMENTS

14. CLOSED SESSION

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

- 14.1. The security of the property of the municipality or local board: Peel Regional Police Request Access to City of Mississauga Security Cameras During Active Emergency Events
- *14.2. The security of the property of the municipality or local Board: Enersource Shareholdings (Verbal Update)

15. ADJOURNMENT



Background

Overview

The Cultural Districts were developed based on several City Led master plans and studies including:

- Culture Master Plan
- Visions Cooksville
- My Malton
- Inspiration Lakeview

Culture Master Plan

The 2019-2029 Culture Master Plan prioritizes the enhancement and improvement of cultural spaces and places in Mississauga and recommends focusing cultural development and City services in distinct cultural districts (Culture Master Plan recommendation 2.1.1.).

Ongoing Support

The Cultural Districts initial funding is through the Arts Reserve Fund. Ongoing funding will come through variety of sources including project funding; grants (internal and external); partnerships (internal and external).



What is a Cultural District?

Artful Public Realm



Vibrant Walkable Streets



Anchor Arts Organizations & Entertainment Facilities



Close Proximity to Transit



Mix of Land Uses



Inviting Parks & Public Spaces



Cultural District Criteria

Overview

Mississauga is well-positioned to become an arts-friendly city. Cultural districts are well-recognized, mixed-use geographic areas that attract people because of:

- high concentration of cultural facilities and activities
- vibrant main streets
- rich cultural offerings
- walkable streets
- beautiful public spaces
- local cultural destinations for residents and visitors
- opportunities to engage in creative expression, social gathering and community building

Criteria

Cultural districts in Mississauga were identified based on a set of characteristics shared by the most successful cultural districts world-wide which include:

- Existing cultural assets to build on;
- Increased development activity and City-supported revitalization efforts;
- An engaged established community;
- Dedicated partners such as local Business Improvement Associations (BIAs);
- Strong political support; and
- A budding arts and culture scene

Alignment With City Projects and Plans

Cultural Ecosystem



Cultural Districts Development

Plan Process

- **Discovery & Background Research**
- **Draft Implementation Plan**
- **Plan Implementation**
- **Community Input and Finalize Implementation Plan**

What We Heard



Mississauga's Cultural Districts

Port Credit



The Arts

Cultural Heritage

Exploration

Entertainment



Mississauga's Cultural Districts

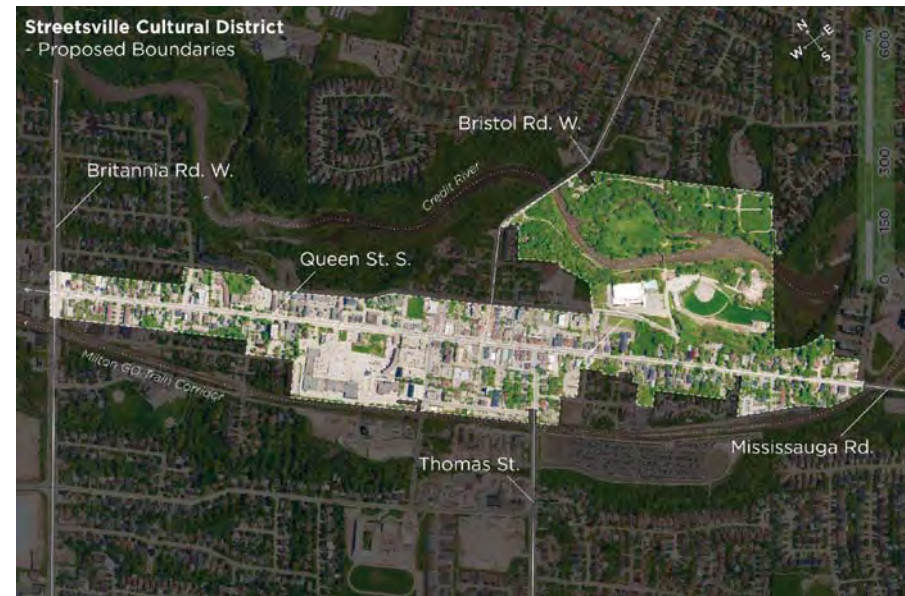
Streetsville



Cultural Heritage

Education

Entertainment



Mississauga's Cultural Districts

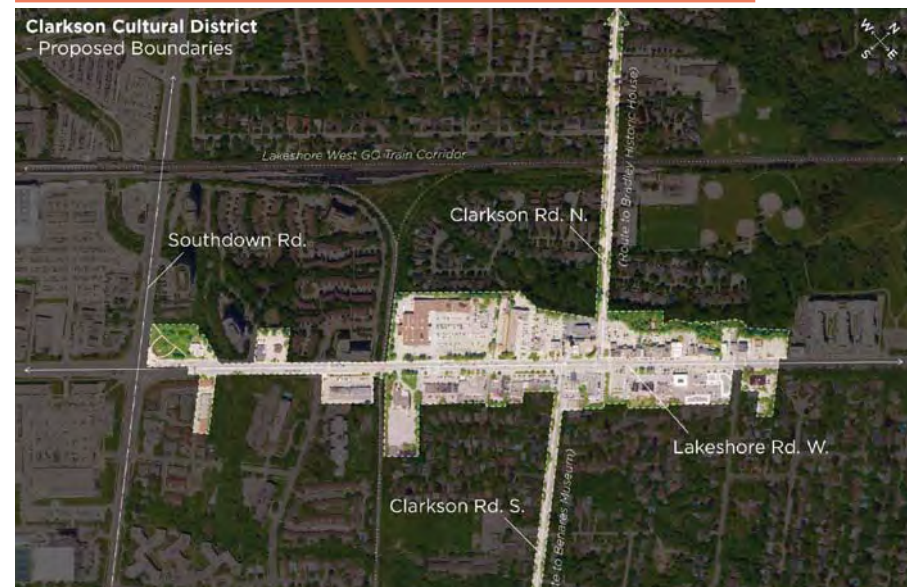
Clarkson



Sustainability

Cultural Heritage

Arts & Entertainment



Mississauga's Cultural Districts

Malton



Cultural Heritage

Exploration

Community

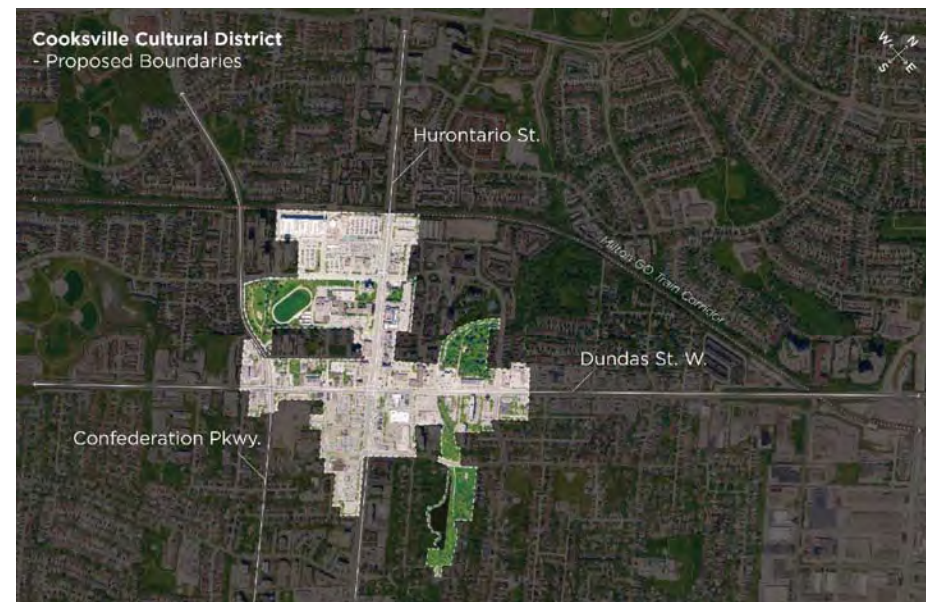


Mississauga's Cultural Districts

Cooksville



Food **Cultural Heritage**
Music & Entertainment



Mississauga's Cultural Districts

Downtown Core



Arts & Innovation

Food

Entertainment



What is next?

Engagement

- Creative, COVID Safe Engagement
- Stakeholder & Public Engagement
- Enhance Community Relationships

Assessment

- Surveys & Other Data Gathering
- Data Analysis
- Refine Ideas and Develop Plan For 2022



Contact: Anthea Foyer
Email: anthea.foyer@mississauga.ca



Enhanced Minister's Zoning Orders (MZOs)

Comments to the Province

January 27, 2021



Background

- The Minister can directly zone lands through an MZO, but in recent decades this power was rarely used.
- The Government has used MZO's more frequently and expanded these powers in July 2020 as part of Bill 197.
- The Minister now has the authority to address site plan matters and require Inclusionary Zoning (IZ).
- The Province is seeking feedback on how to use these enhanced MZO powers.

Key Comments

1) MZOs should not be used routinely

- MZOs can circumvent the Province's planning framework, municipal autonomy and community engagement.
- Staff are receiving an increased number of inquiries about site specific MZOs.

2) MZOs may not provide a more timely response to zoning changes than the regular statutory process

- Mississauga is proud of its service record in issuing permits.
- Staff question if MZOs always provide a more timely response than the regular statutory process.

Key Comments

3) Regional growth amendments benefit from a comprehensive review process

- Staff consider regional planning matters benefit from undergoing a comprehensive review process, as piecemeal decisions can lead to fragmented communities that are more costly to service.
- MZO should not be used when they impact major municipal infrastructure investments.

4) MZOs require province to be involved in highly localized planning matters

- Two MZO have been issued in Mississauga.
- MZO do not align with Zoning By-law or meet some of City engineering requirements. Province should consult with local municipalities prior to issuing an MZO.
- Province should have a lead role in communicating the contents of an MZO to the local community.

Key Comments

5) If the Government decides to frequently use of MZOs, it could use tool where it provides direct public benefits

- The Province could establish clear criteria to guide use of MZOs.
 - Projects that support affordable housing, public health and/or significant job creation
 - Projects that have support from both lower and upper tiers of Council
 - Projects that will not require a municipality to make major infrastructure investment.
 - All MZOs should be reviewed by the local municipal Planning Department, prior to being issued.

Key Comments (Cont)

- Other steps could be taken by the Province to support affordable housing.
 - Use MZOs to mandate IZ on government owned lands before they are sold or developed.
 - Expand IZ powers so they can be applied city-wide and enable conditional zoning for municipalities.
 - Streamline or reduce the role of LPAT in municipal decision making.
- More long-term care beds are clearly needed in Mississauga and the Province could consider locating future facilities on land it owns where conversions are not required.

Next Steps

- Staff are seeking General Committee endorsement of these comments.
- Staff have suggested that the Mayor also be authorized to provide comments in writing to the Province on this matter.
- All comments are due to the Province by January 30, 2021.

City of Mississauga Corporate Report



9.1

Date: January 4, 2021

To: Chair and Members of General Committee

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

Originator's files:
MG.23.REP
RT.10.Z-02

Meeting date:
January 27, 2021

Subject

All-Way Stop – Bexhill Road at Contour Drive (Ward 2)

Recommendation

That an all-way stop control not be implemented at the intersection of Bexhill Road at Contour Drive, as outlined in the report from the Commissioner of Transportation and Works, dated January 4, 2021 and entitled "All-way Stop – Bexhill Road at Contour Drive (Ward 2)".

Background

The Transportation and Works Department has been requested by the Ward Councillor to submit a report to General Committee regarding the implementation of an all-way stop at the intersection of Bexhill Road at Contour Drive.

Currently, the intersection of Bexhill Road at Contour Drive operates as a three-leg intersection with a stop control westbound on Contour Drive. A location map is attached as Appendix 1.

Comments

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

Bexhill Road at Contour Drive

	<u>Warrant Value</u>
Warrant 1: Volume for All Approaches	100%
Warrant 2: Minor Street Volume	73%

In order for an all-way stop control to be warranted based on traffic volumes, both Warrants 1 and 2 must equal 100%. A review of the collision history at this intersection did not reveal any reported collisions within the past three years. For an all-way stop control to be warranted based on collision frequency, at least five collisions must occur in a 12-month period, provided

the collisions are of the type considered correctable by the use of an all-way stop (i.e. turning movement, angle collisions).

Therefore, an all-way stop is not warranted based on the turning movement count results and collision history.

Financial Impact

In the event that an all-way stop is required, costs associated with the sign installations can be accommodated by the 2021 Operating Budget in cost center 23978.

Conclusion

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

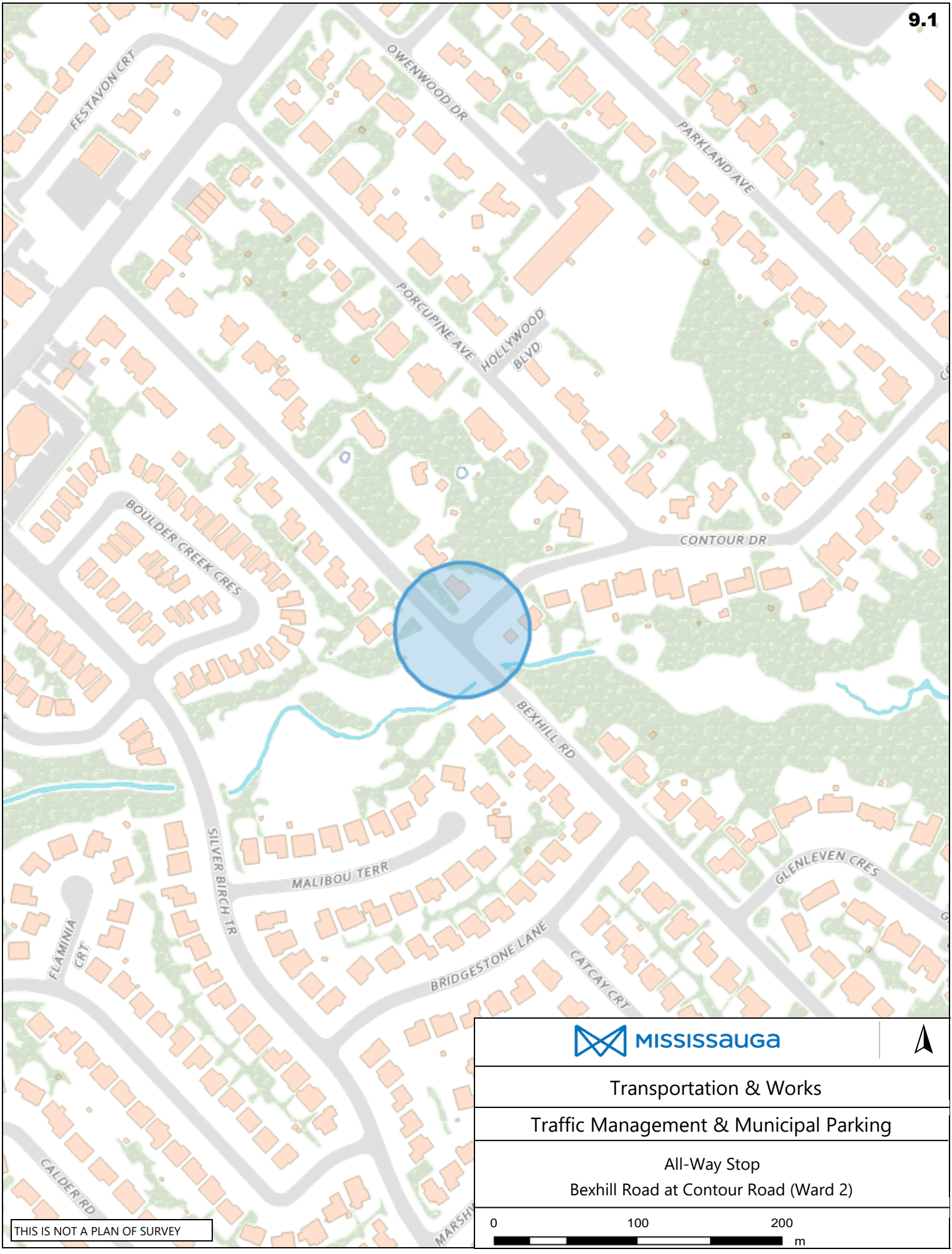
Attachments

Appendix 1: Location Map - All-Way Stop – Bexhill Road at Contour Drive (Ward 2)



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

Prepared by: Milan Pavlovic, Traffic Operations Technician



City of Mississauga Corporate Report



9.2

Date: January 4, 2021

To: Chair and Members of General Committee

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

Originator's files:
MG.23.REP
RT.10.Z-54

Meeting date:
January 27, 2021

Subject

All-Way Stop – Copenhagen Road at Tamar Mews (Ward 9)

Recommendation

That an all-way stop control not be implemented at the intersection of Copenhagen Road at Tamar Mews, as outlined in the report from the Commissioner of Transportation and Works, dated January 4, 2021 and entitled "All-way Stop – Copenhagen Road at Tamar Mews (Ward 9)".

Background

The Transportation and Works Department has been requested by the Ward Councillor to submit a report to General Committee regarding the implementation of an all-way stop at the intersection of Copenhagen Road at Tamar Mews.

Currently, the intersection of Copenhagen Road at Tamar Mews operates as a four-leg intersection with stop controls northbound and southbound on Tamar Mews. A location map is attached as Appendix 1.

Comments

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

Copenhagen Road at Tamar Mews

	<u>Warrant Value</u>
Warrant 1: Volume for All Approaches	100%
Warrant 2: Minor Street Volume	82%

In order for an all-way stop control to be warranted based on traffic volumes, both Warrants 1 and 2 must equal 100%. A review of the collision history at this intersection did not reveal any

reported collisions within the past three years. For an all-way stop control to be warranted based on collision frequency, at least five collisions must occur in a 12-month period, provided the collisions are of the type considered correctable by the use of an all-way stop (i.e. turning movement, angle collisions).

Therefore, an all-way stop is not warranted based on the turning movement count results and collision history.

Financial Impact

In the event that an all-way stop is required, costs associated with the sign installations can be accommodated by the 2021 Operating Budget in cost center 23978.

Conclusion

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

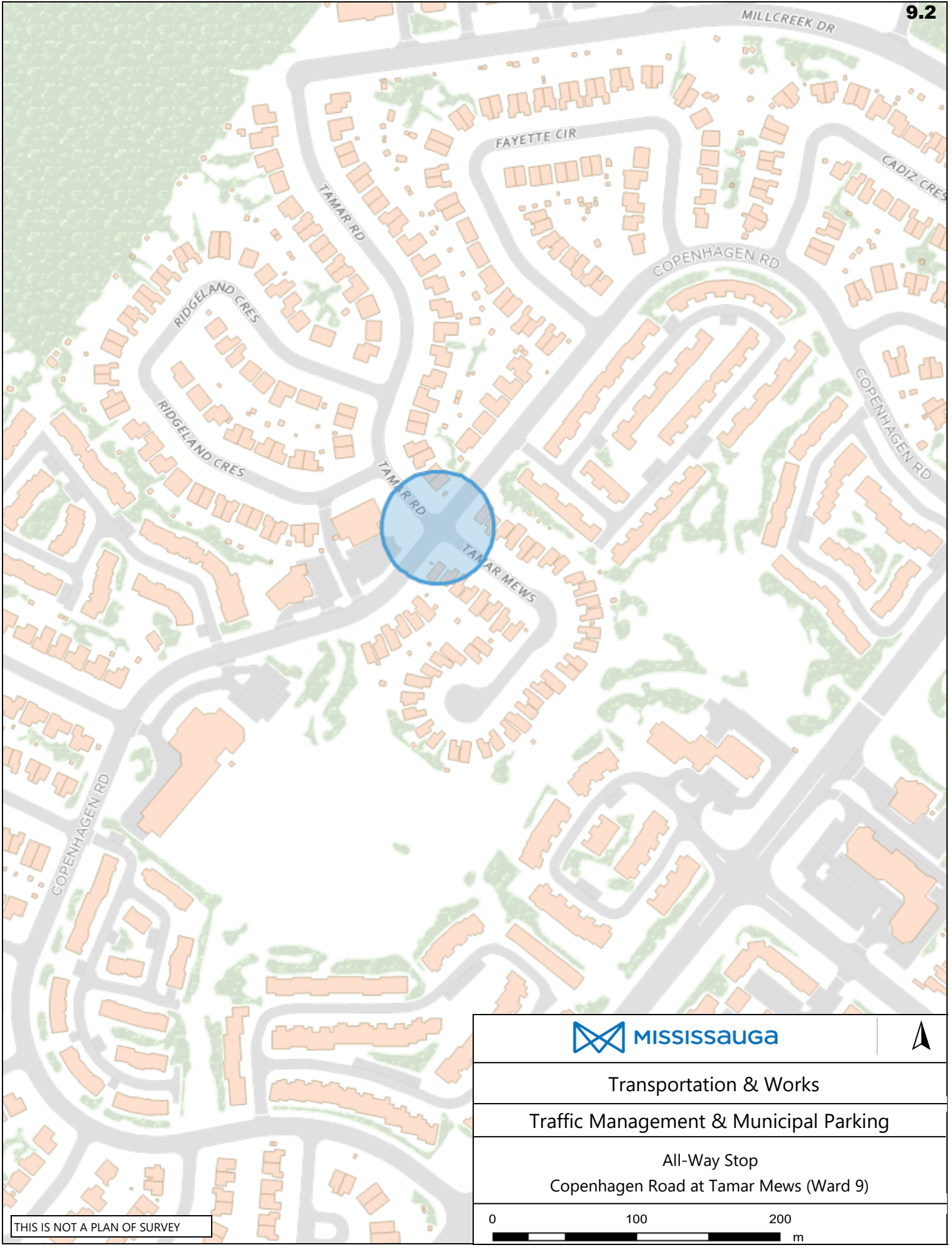
Attachments

Appendix 1: Location Map - All-Way Stop – Copenhagen Road at Tamar Mews (Ward 9)



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

Prepared by: Milan Pavlovic, Traffic Operations Technician



City of Mississauga Corporate Report



Date: January 11, 2021 To: Chair and Members of General Committee	Originator's files: M-2046
From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works	Meeting date: January 27, 2021

Subject

Servicing Agreement Assumption – Residential Subdivision Servicing Agreement - City File M-2046, Cachet Estate Homes (Symphony) Inc. (Ward 11) (Z-38W)

Recommendations

1. That the City of Mississauga assume the municipal works as constructed by Cachet Estate Homes (Symphony) Inc., under the terms of the Residential Subdivision Servicing Agreement for Registered Plan 43M-2046 (Ward 11) (Z-38W) (lands located north of Barbertown Road, east of Mississauga Road, south of Melody Drive and west of Amana Place), known as the Symphony Court Residential Subdivision;
2. That the Letter of Credit in the amount of \$152,998.10 be returned to Cachet Estate Homes (Symphony) Inc.; and
3. That a by-law be enacted to assume the road allowances within the Registered Plan 43M-2046 as Public Highway and part of the municipal system of the City of Mississauga.

Background

To support the creation of a residential development for 43M-2046, Cachet Estate Homes (Symphony) Inc. entered into a Subdivision Servicing Agreement with the City and the Region of Peel on September 27, 2017 to construct Symphony Court. The municipal infrastructure identified in the Agreement included:

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

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

A summary of the subdivision assumption information has been provided in Appendix 2

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 Symphony Court Residential Subdivision (M-2046) 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 2021 operations and general maintenance budgets.

With the assumption of the Symphony Court Subdivision (M-2046), the City will now be required to provide maintenance of 185 metres (607 feet) of roadway and 296 metres (971 feet) of storm sewer.

Conclusion

The developer has completed the construction of the required municipal works and staff are recommending assumption of the municipal works associated with the Symphony Court Residential Subdivision (43M-2046) and a return of the associated Letter of Credit to the developer.

Attachments

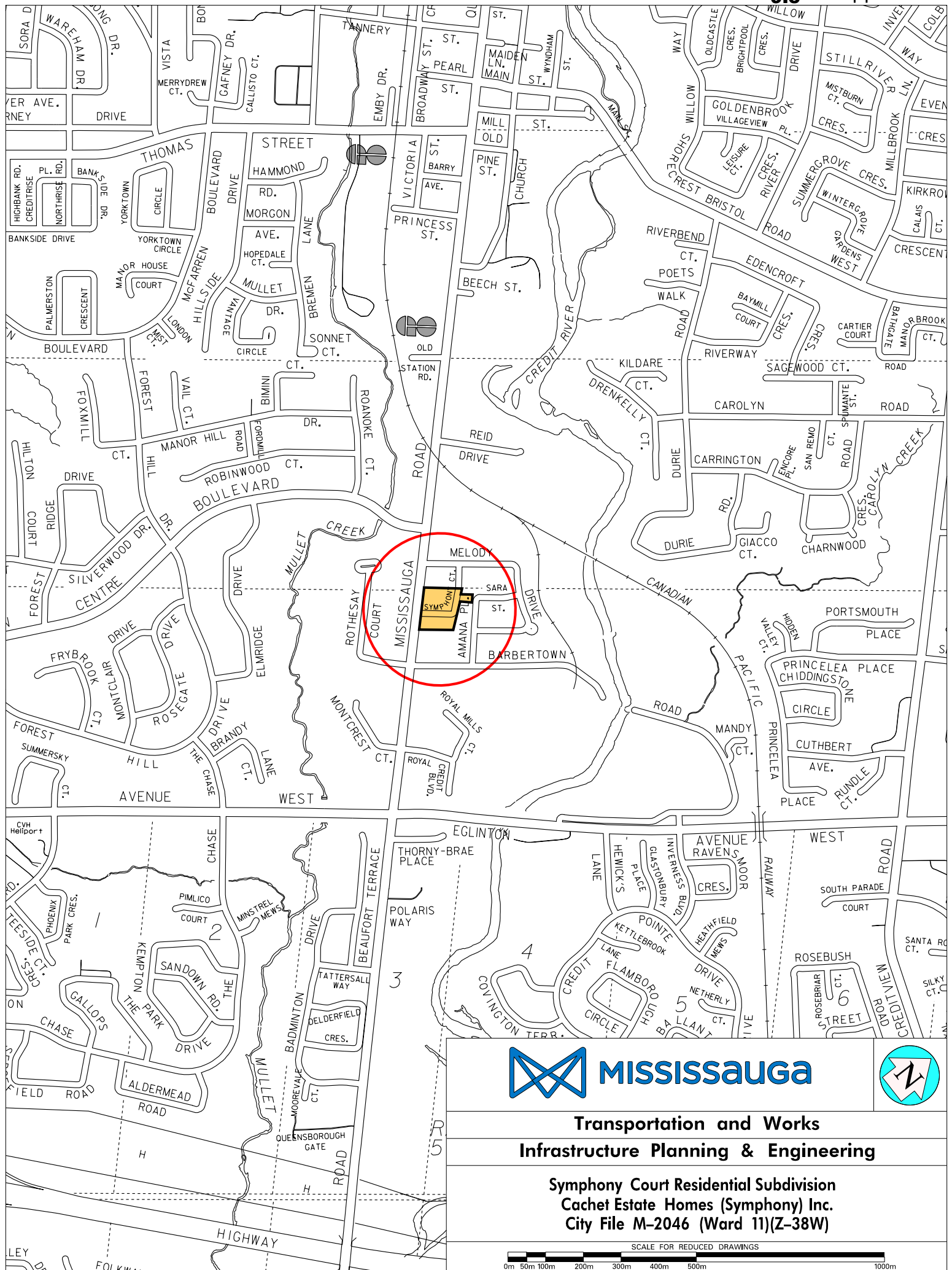
Appendix 1: Approximate location of the Symphony Court Residential Subdivision, M-2046

Appendix 2: Table of Assumption 43M-2046

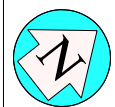
A handwritten signature in black ink, appearing to read 'Geoff Wright', is written over a solid black horizontal line.

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

Prepared by: John King, Development Area Supervisor



MISSISSAUGA



**Transportation and Works
Infrastructure Planning & Engineering**

**Symphony Court Residential Subdivision
Cachet Estate Homes (Symphony) Inc.
City File M-2046 (Ward 11)(Z-38W)**

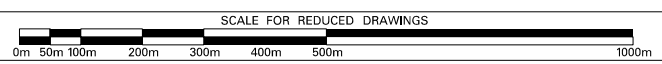


TABLE OF ASSUMPTION				
PLAN/FILE REFERENCE #	LOCATION	DEVELOPER ADDRESS	SERVICING AGREEMENT DATE	SECURITIES TO BE RELEASED
43M-2046	North of Barbertown Road, East of Mississauga Road, South of Melody Drive and West of Amana Place, in Z-38W.	Cachet Estates Homes (Symphony) Inc. 361 Connie Crescent, Suite 200 Concord, ON L4K 5R2 Attn: Mr. Ramsey Shaheen	September 27, 2017	\$152,998.10

Date: January 4, 2021

To: Chair and Members of General Committee

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

Originator's files:
PRC002725

Meeting date:
January 27, 2021

Subject

Single Source Contract Award to Natsco Transit Solutions (Natsco) for the application of AEGIS Microbe Shield to the interior of MiWay transit buses and non-revenue transit support vehicles (#PRC002725)

Recommendation

1. That the report titled "Single Source reapplication of AEGIS" microbe shield from the Commissioner of Transportation and Works dated January 4, 2021 be received.
2. That the purchasing agent be authorized to execute an agreement with Natsco, on a single source basis for an estimated amount of \$251,750.00 in Q1 2021, to reapply AEGIS Microbe Shield to the interior of the MiWay bus fleet and non-revenue support vehicles, with an estimated date of February 2021.

Report Highlights

- MiWay transit fleet had AEGIS Microbe Shield applied by Natsco in March 2020 as an effort to reduce the spread of Covid-19 at the time of the pandemic outbreak. The coated interior surfaces will retain antimicrobial activity for a period of up to 12 months at which time reapplication of AEGIS Microbe Shield is required. MiWay requests Council approval for a single source contract for the reapplication of the AEGIS Microbe Shield product to be executed early February 2021
- AEGIS Microbe Shield has a history of safe, durable, long-lasting antimicrobial efficacy. The patented technology is currently used across North America as well as Europe, Asia, India, South America, the Caribbean and Australia. The surface protection program has been used successfully in the transportation industry including Oakville Transit and GO Transit.
- This report recommends that the City enter into a contract with Natsco for the turn key application of the AEGIS Microbe Shield, on a single source basis, due to the existence of exclusive rights such as patent, copyright or licence.

- Staff recommend that a contract be awarded to Natsco on a single source basis. MiWay staff has negotiated reapplication pricing with Natsco for best value to the City.
- The Purchasing By-law #374-2006, Schedule “A” item 1(a)(iii) allows for single source contract awards with existence of exclusive rights such as patent, copyright or licence.

Background

MiWay currently has 497 active buses (428 forty (40) foot buses, 69 sixty (60) foot buses) and 60 non-revenue support vehicles. It is responsible for on street bus operations and ongoing maintenance of the fleet with a pre Covid annual ridership of over 41 million riders.

Although there was immediate ridership decline at the beginning of the pandemic, MiWay as an essential city service continued to provide reliable transit services to essential front line workers and Mississauga residents in general. In order to reduce the spread of viruses and pathogens from contact with surfaces MiWay researched the market for a solution. AEGIS Microbe Shield was reviewed and applied to the MiWay fleet in March 2020 in an effort, amongst others, to reduce the spread of known viruses and retain confidence in our customers to use public transit.

At the time of product review it was evident that other transit properties such as Oakville Transit and GO Transit were applying the product on the interior of buses and trains. Further research has seen the product used globally not only in transit scenarios but also in other commercial establishments in an effort to reduce the spread of known pathogens, molds and mildews.

Present Status

The first application of AEGIS Microbe Shield was applied to the MiWay fleet in March 2020 on an emergency basis, as provided for in the Purchasing By-law. It has an active antimicrobial life duration of 12 months. As we are still in a pandemic state and at the time of this writing in a “Grey” zone or lock down condition MiWay is proactively seeking to reapply the AEGIS Microbe Shield product to its bus and non-revenue fleet. This reapplication is in an effort to reduce the spread of known viruses and keep our transit vehicles as virus free as possible in aid of our passengers and employees. In addition, as the AEGIS product is a “shield” and adheres to all surfaces, the contact surface remains stain and dirt resistant meaning cleaner appearing buses and support vehicles with easier clean up processes if soiled.

This report seeks authority to award a contract to Natsco on a single source basis for reapplication of AEGIS Microbe Shield to the MiWay fleet of buses and non-revenue support vehicles. As Natsco is a partner company of PROTECT Technologies, the sole distributor for AEGIS Microbe Shield, a single source contract is required.

The product is currently used across North America as well as Europe, Asia, India, South America, the Caribbean and Australia. The surface protection program has been used successfully in the transportation industry and other commercial agencies around the globe.

With other local transit and non transit properties applying AEGIS it is becoming challenging to secure an early schedule in 2021 with the vendor (Natsco). MiWay has negotiated a tentative reapplication date, based on Councils approval of the report, In February 2021 which allows reapplication of AEGIS Microbe Shield at the 12 month antimicrobial activity life span of the product.

Comments

Single Source Contract Award

The antimicrobial properties of AEGIS make it a perfect candidate to protect surfaces from the growth of microorganisms.

AEGIS Microbe Shield is an effective product against bacteria, single cell viruses, molds and mildews.

PROTECT Technologies Inc. is a Canadian owned company with the exclusive Global Distribution rights for AEGIS Microbe Shield and Natsco is a partner company to PROTECT Technologies Inc.

Staff recommend that Natsco Transit Solutions be awarded the contract for the reapplication of AEGIS Microbe Shield to the MiWay fleet on a single source basis due to the existence of exclusive rights.

The single source contract award recommendation in this report is made in accordance with Schedule "A" of the Purchasing By-law #374-2006, item 1(a)(iii) which states that single source procurement method may be applied by reason of the existence of exclusive rights such as patent, copyright or licence. Single source contract awards having a value of \$100,000.00 or more require Council approval.

Strategic Plan

The application of this product to our bus and non-revenue fleet contributes to the Move Pillar where transit will remain a desirable choice to get around the city without an automobile.

Financial Impact

The estimated contract amount is approx. \$ 251,750.00 (inclusive of a \$2,000.00 contingency) and is not a budgeted cost. This cost will be charged to cc 23620/account 715358 and will be claimed through the Federal/Provincial government grants if available, as this cost is related to Covid-19.

Cost for the reapplication of AEGIS Microbe Shield, if approved, equates to an increase of \$7,000 or 4% since March 2020. This was the best price we could obtain during negotiations.

Conclusion

The City needs to react to health and safety challenges such as reducing the spread of known viruses. By reapplication of AEGIS Microbe Shield, which has been widely implemented in other transit properties and commercial establishments, MiWay will be positioned to provide safe and reliable services to many Mississauga riders. Transit staff has obtained favourable pricing, which is estimated to be \$251,750.00. It is recommended that a contract be issued to Natsco on a single source basis, as provided for in the Purchasing By-law #374-2006



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

Prepared by: Darren Ridings. Manager Transit Maintenance.

Date: January 13, 2021

To: Chair and Members of General Committee

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

Originator's files:
TWMR08508

Meeting date:
January 27, 2021

Subject

Single Source Procurement with HDR Corporation for Transportation Consulting Services, File Ref: PRF005162

Recommendation

That the Purchasing Agent or designate be authorized to execute a contract with HDR Corporation to undertake a Transportation Background Study for the update to the Development Charges By-law at an estimated cost of \$150,000.

Report Highlights

- The City of Mississauga is undertaking an interim Development Charges By-law update with the intention to adopt the new by-law by the first quarter of 2022. This is in response to new legislation passed by the Ontario government.
- As part of the Development Charges By-law update, a Transportation Background Study is required. The purpose of this study is to identify the growth-related capital costs for the city-wide major road network from 2022-2041 and the City's transit-related capital cost requirements for a ten-year period from 2022-2031.
- The City of Mississauga retained HDR Corporation in July 2020 to complete the Transit and Road Infrastructure Plan (previously called the Vehicular and Transit Master Plan - PRC002220) which will provide a blueprint for the investment in our road and transit infrastructure over the next 20 years.
- The scope of work for the Transit and Road Infrastructure Plan overlaps with work required to be completed for the 2022 Development Charges Transportation Background Study.
- Transportation and Works staff recommends that HDR be retained, on a single source basis, for the consulting services required to undertake the Transportation Background Study for the 2022 Development Charges By-law update.

Background

Ontario has introduced regulations that expand on how the Community Benefits Charges, which was initially announced in Bill 108 in 2019 and revised by Bill 197 in 2020, will function. Ontario Regulation 509/20 (“Community Benefits Charges and Parkland”) came into force on September 18, 2020 under the *Planning Act*. This regulation was filed to implement the new community benefits charges and parkland regulation and starts the two-year period for municipalities to include these provisions into their plans.

In response to the filing of these regulations, the City of Mississauga is undertaking work to develop a Community Benefits Charges By-law. At the same time, staff will also be working on a full update to the City’s Development Charges By-law in order to keep these two charges aligned moving forward. The expected timeline for adopting these new charges is the first quarter of 2022.

As part of the Development Charges By-law update, a Transportation Background Study is required to be undertaken. The purpose of this study is to identify the growth-related capital costs for the city-wide major road network from 2022-2041 and the City’s transit-related capital cost requirements for a ten-year period from 2022-2031. The study provides details on the capital infrastructure requirements for the Roads and Related Infrastructure Services Plan, including the road infrastructure cost methodology and network service level analysis, as well as a ridership and brief cost of growth analysis (e.g. asset management plan and long-term capital and operating impact analysis) for Transit Services. Appendix 1 provides an overview of the study’s scope of work.

The Roads and Related Infrastructure capital program recovers costs for a wide range of road infrastructure, the largest being the roads themselves which includes both the arterial and major collector road systems. Additional related infrastructure included in the Roads and Related Infrastructure DC capital program are grade separations, intersection improvements, cycling facilities, etc. Historical service level measures as well as the cost and timing of projects included in the Roads and Related Infrastructure capital program will be developed by City staff and the City’s engineering consultant. The Transportation Background Study sets out what capital projects are required to service future population and employment growth in the City to 2041. The benefits of the services are considered to be city-wide for the purposes of calculating the development charge.

Comments

HDR Corporation is a large design firm that has been specializing in engineering, architecture, environmental and construction services for over 100 years. They are recognized as a leader in multi-modal transportation planning and engineering in the Greater Toronto Area, offering a broad array of services. They bring extensive, multi-disciplined experience in developing strategic multi-modal transportation plans based on the principles of integration between

transportation, land use planning and economic development for public sector clients across Canada.

HDR Corporation is providing Transportation Consulting services to the City as of July 2020; the company was selected through a competitive procurement process in order to carry out the Transit and Road Infrastructure Plan. The Transit and Road Infrastructure Plan is a city-wide plan to address pressures and issues faced by travellers using our road and transit infrastructure. This study will identify a long-term transit network plan and a long-term road network plan – infrastructure plans critical to achieving the City's transportation vision. The final deliverable will be a document that will guide actions, policies and transportation investment in Mississauga over the next 20 years.

Contract Award to HDR Corporation

HDR is the Consultant retained to undertake the Transit and Road Infrastructure Plan, which will have results that inform as well as overlap with scope for the Development Charges Transportation Background Study. HDR is exceptionally familiar with the *Development Charges Act* and transportation planning both in the GTA and within Mississauga specifically. They do not need to familiarize themselves with the complex background transportation work having already done so for the Transit and Road Infrastructure Plan and can therefore proceed immediately to commence the Transportation Background Study. As such, it is advantageous to continue with HDR under a new contract for the Transportation Background Study.

Staff recommends that HDR Corporation be retained to provide consulting services for the 2022 Development Charges Transportation Background Study, on a single source basis as it is both cost effective and time effective to do so.

Based on initial discussions with HDR Corporation and adding in a 15% contingency amount, the estimated cost for engineering consulting services in support of this study is approximately \$150,000. Funding is available in the Development Charges Update (Major Roads) Project (PN 21102-TWMR08508).

Purchasing By-law Authorization

Purchasing By-law No. 374-06 Schedule A 1. (b) provides for single sourcing vendors when (iv) the solicitation of competitive Bids would not be economical to the City. The By-law requires Council approval for single source contract awards having a value of \$100,000 or more. Materiel Management and Transportation and Works staff will collaborate to establish the detailed requirements, negotiate the final arrangements and prepare any required documents including the contract.

Financial Impact

The estimated cost of the contract with HDR Corporation for the Development Charges Transportation Background Study is approximately \$130,000. A 15% contingency amount for

the project is also recommended, which would bring the estimated costs to approximately \$150,000. Funding is available in the Development Charges Update (Major Roads) Project (PN 21102-TWMR08508). This project was pre-approved by Council starting January 1, 2021 (November 2020 Budget Committee – Item 7.2 – BC-0026-2020).

Conclusion

In order to deliver a Transportation Background Study to inform the overall 2022 Development Charges Update Study within the proposed time frame and to take advantage of economical efficiencies, it is essential to begin the project as soon as possible with a Consultant who is already conducting similar work for the City.

HDR Corporation has built a clear understanding of this project through their current work on the Transit and Road Infrastructure Plan, which has overlapping scope with the Development Charges Transportation Background Study.

Transportation and Works is recommending that a contract be entered into with HDR Corporation on a single source basis to complete this project.

Attachments

Appendix 1 – Summary Statement of Work



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

Prepared by: Mark VanderSluis, P.Eng., Project Leader, Transportation Planning

APPENDIX 1 – SUMMARY STATEMENT OF WORK (SOW)

1.0 Introduction

- This Transportation Background Study will support the City's update of its current development charge by-law (required every five years as stipulated in the Development Charges Act, 1997, S.O. 1997, C.27). The Transportation Background Study must be completed prior to the passing of the new Development Charge By-law.
- The consultant team will apply the travel demand model to generate projected travel demands (auto, transit, walking and cycling) and will utilize these results as an input into the DC Transportation Background Study (ensuring that the Background Study meets the legislation of the DC Act).

2.0 Project Deliverables

This Project shall provide the following underlying deliverables to the City of Mississauga:

- A detailed Transportation Background Study prepared in accordance with the *Development Charge Act, 1997* and related regulations. This should include the investigation of new and innovative ways to measure service levels in respect to quantity and quality, recognizing the changing nature of service delivery due to urbanization and intensification;
- Develop an appropriate methodology for calculating and measuring levels of service and allowable charges for transportation-related services eligible for development charges funding, based on a City-wide approach;
- Review and provide recommended changes to the existing components currently used in calculating the average service level for all transportation-related categories and within requirements of the Act;
- The integration and collaboration of methodologies and innovation with the City's overall lead consultant, responsible for developing the overall Development Charges Background Study and the draft development charges by-law and schedule of development charge rates;
- The consultant shall prepare a report to document the background assumptions, analysis methodologies, and study recommendations that were used in establishing the transportation component of the City's 2022 Development Charges By-Law;
- An asset management plan will be developed to demonstrate that all the new assets identified in the DC background study are financially sustainable over their lifecycle

3.0 High Level Scope of Work for Consulting Services

Review of previous Development Charges Background Study

The consultant shall review the Development Charges report and transportation analysis that was undertaken for the City's previous Development Charges 2019 Update.

Update Construction Unit Prices

The consultant shall update contract unit prices based on the construction contract unit prices provided by the City's Transportation & Works Department.

Develop and Compare Costs

The consultant shall develop Road Widening, New Construction and Reconstruction costs using the approved construction unit prices.

Identification of Required Improvements

The consultant shall develop 10-year and 20-year travel demand for the City's transportation network. The consultant shall also identify road infrastructure, intersection, and transit improvement requirements over the next 20 years.

Service Level Measures

The consultant shall undertake a road service level analysis.

Road Improvement Infrastructure Cost

The consultant shall develop preliminary road improvement, structures and transit related roadway infrastructure cost spreadsheets.

Growth / Non-growth Cost Sharing

The consultant shall establish the growth / non-growth split through the assessment of benefits to existing road users.

Asset Management Plan

The consultant shall develop an asset management plan to demonstrate that all the new assets identified in the DC background study are financially sustainable over their lifecycle.

Report Preparation

The consultant shall prepare a report to document the background assumptions, analysis methodologies, and study recommendations.

City of Mississauga Corporate Report



<p>Date: November 30, 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: January 27, 2021</p>
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Subject

TXM Tax Manager (Property Tax Management Software) for City of Oshawa

Recommendation

1. That the report from the Commissioner of Corporate Services and Chief Financial Officer, dated November 30, 2020, and entitled, "TXM Tax Manager (Property Tax Management Software) for City of Oshawa", be received.
2. That the Commissioner of Corporate Services and Chief Financial Officer be authorized to execute the necessary agreements and any ancillary documents with the City of Oshawa for implementation services, software licence, and maintenance and support for the TXM Tax Manager (Property Tax Management Software), all in a form satisfactory to Legal Services.

Report Highlights

- The City of Mississauga (The City) licenses its proprietary tax software, TXM Tax Manager to other municipalities, including the City of Brampton, City of Pickering, City of Markham, City of Richmond Hill, Town of Newmarket and most recently, City of Vaughan. License and support fees from these municipalities help to offset the ongoing costs of the TXM system and system support.
- The City of Oshawa has expressed an interest in acquiring the TXM Tax Manager system. We have conducted an assessment through a "Discovery Phase", as provided for under By-law number 0121-2017, to determine the effort and costs for full TXM implementation.
- Delegation of authority to the Commissioner of Corporate Services and Chief Financial Officer is recommended for the City to respond on a timely basis to the City of Oshawa to license, implement and support the TXM Tax Manager.

Background

TXM Tax Manager is a custom in-house City developed and owned software application that is used for the billing and collection of property taxes. The application was first implemented at the City in 1998. Since then, the City has licensed and supported TXM to six (6) municipalities, the City of Brampton, the City of Markham, the City of Richmond Hill, the City of Pickering, the Town of Newmarket, and the City of Vaughan (scheduled to be implemented January 16, 2021). TXM is managed and supported by a dedicated in-house IT TXM Team, which is responsible for application development and support for the City as well as the additional six municipalities. The license and maintenance and support charges to these municipalities are expected to generate revenues of \$1,222,216 (excluding HST) for the year 2021 and included as part of the 2021 budget.

The City of Oshawa (Oshawa) has recently approached the City and expressed an interest in acquiring the TXM Tax Manager system to replace their existing property tax software. In order to assess the scope, effort and costs involved, the City's TXM Team conducted an assessment ("Discovery Phase") in October 2020, as provided for under By-law number 0121-2017. This assessment evaluated Oshawa's existing property tax system and all associated property tax billing and collection processes. The City's TXM Team worked with Oshawa staff and a sub-contractor, DesTech Consulting Services Inc. in order to assess what business and technical changes were required to implement TXM at the City of Oshawa.

Upon completion of the Discovery Phase, the effort and cost required to migrate Oshawa from its existing property tax system to the TXM application, was documented and provided to the City of Oshawa.

The purpose of this report is to obtain delegated authority to execute all necessary agreements and any ancillary documents with Oshawa for the TXM implementation, software licence, and maintenance and support and to update Council on the use of DesTech Consulting Services Inc. as a sub-contractor to the City of Mississauga for this engagement.

Comments

Role of DesTech Consulting Services Inc.

The Council meeting of July 6, 2011 adopted recommendation: (GC-0463-2011), 'that DesTech Consulting Services Inc., be designated as a City Standard Vendor to provide advisory and implementation services, as a sub-contractor to the City of Mississauga for any upgrade or implementation of the TXM Tax Manager Software being undertaken on behalf of a licensed municipality, where the costs are to be reimbursed to the City.'

Subsequently, the October 12, 2016 Council meeting adopted recommendation: (GC-0593-2016). 'That DesTech Consulting Services Inc. be designated as a City Standard Vendor for a ten (10) year term extending up to October 31, 2026 for consulting and professional services and support of the Oracle platform for the TXM and MAX Applications.'

In its advisory role during the Discovery Phase in Oshawa, DesTech staff was primarily responsible for determining the technical state of their existing tax system and identified the effort and costs associated with data conversion and building TXM interfaces with other Oshawa systems.

During the TXM implementation phase, DesTech will develop, test, document, and deploy programs and processes that will convert data from their old tax system to the TXM system. DesTech will also be responsible for building, testing, documenting and deploying the required interfaces between Oshawa's information systems and TXM Tax Manager.

DesTech will further provide consulting expertise for Oracle's WebLogic Middleware deployment and training, and may also provide additional services directly to Oshawa outside of the sub-contractor work provided through the City.

TXM Implementation

The full implementation of the TXM system at the City of Oshawa is estimated to be cost \$541,020 (HST and travel expenses excluded). This estimate represents costs associated with a new installation and configuration of TXM software, data conversion, training, building interfaces and project management.

The TXM Implementation Project is estimated to take approximately eight (8) months. The project will continue beyond its initial installation and configuration, to work on taxation and collection processes as they occur for the full one (1) year taxation cycle.

Implementing the TXM Tax Manager system is a complex process that is dependent on annual municipal taxation and collection business cycles, which provides only one (1) 'window' of opportunity for implementation in a calendar year. This cycle commences with the receipt of the assessment roll in mid-December for the upcoming tax year. For the City of Oshawa, a target go-live timeframe of the end of October 2021 is desirable.

If this 'window' is missed, the project will encounter additional complexity and unanticipated implementation costs for data conversion and post-implementation support provided by the TXM Team.

Council is being asked to delegate authority to the Commissioner of Corporate Services and Chief Financial Officer to respond on a timely basis to the City of Oshawa to license, initiate full implementation and support of the TXM Tax Manager system.

Financial Impact

All costs will be reimbursed by the City of Oshawa for TXM system implementation during the lifecycle of the project. The costs will be reimbursed as the project reaches key milestones.

Upon completion of the full TXM system implementation at Oshawa, projected annual revenue of approximately \$103,170 would be received from Oshawa for TXM Maintenance and Support Services beginning in 2022. The incremental revenue is an included part of the budget forecast for 2022.

Conclusion

The City of Oshawa has expressed an interest in acquiring the TXM Tax Manager system to replace their existing property tax system.

The Discovery Phase has been completed under the authority of By-law number 0121-2017.

It is recommended that Council delegate authority to the Commissioner of Corporate Services and Chief Financial Officer to execute the necessary agreements and any ancillary documents with the City of Oshawa for licensing, implementation and support for a new TXM Tax Manager system.



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

Prepared by: Joan Pace Jakobsen, Acting IT Portfolio Manager, TXM, MAX/P&B

City of Mississauga Corporate Report



9.7

Date: January 4, 2021

To: Chair and Members of General Committee

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

Originator's files:
CA.11.DEL

Meeting date:
January 27, 2021

Subject

Delegation of Authority - Acquisition, Disposal, Administration and Lease of Land and Property- July 1, 2020 to December 31, 2020

Recommendation

That the report dated January 4, 2021 from the Commissioner of Corporate Services and Chief Financial Officer entitled, "Delegation of Authority- Acquisition, Disposal, Administration and Lease of Land and Property – July 1, 2020 to December 31, 2020", be received for information.

Background

The Delegation of Authority By-law 0148-2018, approved by Council on July 4, 2018, provides delegated authority for the approval and execution of real estate agreements. Sections 3 and 4 of the by-law provides delegated authority to approve and conclude real property transactions at four staff levels; Manager, Director, Commissioner and City Manager, depending on the value of the transaction and as detailed below:

<u>Value of Transaction</u>	<u>Designated Approval Authority</u>
\$100,000 or less (including leases)	Manager, Realty Services (the "Manager")
\$100,001 to \$250,000 (including leases)	Director, Facilities and Property Management (the "Director")
\$250,001 to \$500,000 (including leases)	Commissioner of Corporate Services and Chief Financial Officer (the "Commissioner")
\$500,001 to \$1,000,000 (\$2,000,000 for leases where the City is Landlord)	City Manager and Chief Administrative Officer (the "City Manager")

Delegated authority to approve and conclude real estate transactions is subject to the provisions outlined in Corporate Policy No. 05-04-01, Acquisition and Disposal of Real Property. Prior to the completion of any real estate transaction, all criteria of the Policy and Delegation of Authority By-law must be met. Sections 3.5 and 4.6 of the Delegation of Authority By-law 0148-2018, require that the exercise of Delegated Authority be reported to Council on a semi-annual basis. This report covers the real property transactions which were completed under this delegation by-law in the second half of 2020.

Comments

During the period of July 1, 2020 to December 31, 2020, a total of 53 real estate matters were approved under Delegated Authority By-law 0148-2018. A breakdown of these matters is as follows:

- Acquisitions- Land: 2
- Acquisition - Easements: 5
- Disposals- Land: 5
- Disposals - Easements: 1
- Leases, Licenses and Other Agreements (City Use): 11
- Leases, Licenses and Other Agreements (Third Party Use): 29

In addition to the above noted transactions, one (1) easement transaction was completed with the Region of Peel under the Easement Protocol By-law 0296-2007 and five (5) encroachment agreements were executed pursuant to the Encroachment By-law 0057-2004.

Financial Impact

A breakdown of the financial implications of the real estate transactions for the period of July 1, 2020 to December 31, 2020, is identified in Appendices 1-4 of this report.

Prior to transaction approval, where applicable, Realty Services staff has confirmed with Financial Services staff that the appropriate funds are available in the budget. The availability of funds is a condition and requirement for approval under delegated authority.

Conclusion

This report is forwarded for information pursuant to Delegation of Authority By-law 0148-2018. Realty Services confirms that all transactions approved under delegation of Authority for the period of July 1, 2020 to December 31, 2020 are in compliance with the Delegation of Authority By-law 0148-2018, Corporate Policy No. 05-04-01, and the Notice By-law 215-2008, as amended, where applicable.

Attachments

Appendix 1: Acquisition of Land and Easements- July 1, 2020 to December 31, 2020

Appendix 2: Disposition of Land and Easements- July 1, 2020 to December 31, 2020

Appendix 3: Leases, Licenses and other Agreements (City use) – July 1, 2020 to December 31, 2020

Appendix 4: Leases, Licenses and other Agreements (Third Party Use) - July 1, 2020 to December 31, 2020



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

Prepared by: Sheryl Badin, Manager, Realty Services, Facilities & Property Management

Acquisition of Land and Easements ~ July 1, 2020 to December 31 2020				
File Number	Approved By	Date of Approval	Report	Total Consideration
PO.12.TOR	Manager, Realty Services	2020/07/13	Authority to Execute a Temporary Easement Conveyance Agreement between 1554517 Ontario Inc. as the Grantor and The Corporation of the City of Mississauga as the Grantee – Torbram Road Grade Separation Project (Ward 5)	\$41,670.00 for 30 months plus payment of reasonable legal fees
PO.12.TOR	Manager, Realty Services	2020/07/13	Authority to Execute a Temporary Easement Conveyance Agreement between Real Alloy Canada Limited as the Grantor and The Corporation of the City of Mississauga as the Grantee – Torbram Road Grade Separation Project (Ward 5)	\$21,000.00 for the 24 month term plus payment of reasonable legal fees
PO.12.TOR	Director, Facilities and Property Management	2020/07/14	Authority to Execute a Temporary Easement Conveyance Agreement between Mak Realty Inc. as the Grantor and The Corporation of the City of Mississauga as the Grantee – Torbram Road Grade Separation Project (Ward 5)	\$114,912.00 for the 24 month term plus payment of reasonable legal fees
PO.12.LOC	Manager, Realty Services	2020/08/12	Authority to Execute an Easement Conveyance Agreement between Roxana Khoshandish and Behshad Khatambakhsh, collectively the Vendor, and The Corporation of the City of Mississauga, the Purchaser – 1549 Lochlin Trail, part of the Cooksville Creek Erosion Project (Ward 1)	Payment of reasonable legal fees, up to a maximum of \$4,000

Appendix 1
Acquisition
File: CA.11.DEL

PO.10.PRE	Director, Facilities and Property Management	9/30/2020	Agreement of Purchase and Sale between Her Majesty The Queen in Right of Ontario as represented by The Minister of Government and Consumer Services, and The Corporation of the City of Mississauga, to purchase a portion of hydro corridor lands along Premium Way between Stavebank Road and Dickson Road, Mississauga, in Ward 7	\$117,972.31
PO.12.TOR	Manager, Realty Services	2020/10/06	Authority to Execute a Temporary Easement Conveyance Agreement between Detallmani Enterprises Inc. as the Grantor and The Corporation of the City of Mississauga as the Grantee – Torbram Road Grade Separation Project (Ward 5)	\$13,860.00 for the 12 month term
PO.10.STA	City Manager and Chief Administrative Officer	11/11/2020	Agreement of Purchase and Sale between Alectra Utilities Corporation, and The Corporation of the City of Mississauga, to purchase a portion of 395 Stavebank Road, Mississauga, in Ward 1	\$663,680

Appendix 2
Disposals
File: CA.11.DEL

Disposition of Land and Easements ~ July 1 2020 to December 31, 2020				
File Number	Approved By	Date of Approval	Report	Total Consideration
PO.12.HUR	Director, Facilities and Property Management	July 17, 2020	Authority to Execute Temporary and Permanent Easement Conveyance Agreement with Alectra Utilities Corporation located at 2316 Hurontario Street to permit the construction, repair and operation of electrical equipment (Ward 7)	Nominal
PO.11.UTL	City Manager and Chief Administrative Officer	August 4, 2020	Sale of Surplus City-owned lands identified as Part 3 on Reference Plan 43R-38055, south side of Utley Road, portion of former Willow Glen Public School Property (Ward 2)	\$500,000
PO.11.UTL	City Manager and Chief Administrative Officer	August 4, 2020	Sale of Surplus City-owned lands identified as Part 5 on Reference Plan 43R-38055, south side of Utley Road, portion of former Willow Glen Public School Property (Ward 2)	\$500,000
PO.11.UTL	City Manager and Chief Administrative Officer	August 4, 2020	Sale of Surplus City-owned lands identified as Part 7 on Reference Plan 43R-38055, south side of Utley Road, portion of former Willow Glen Public School Property (Ward 2)	\$531,000

PO.11.UTL	City Manager and Chief Administrative Officer	November 18, 2020	Sale of Surplus City-owned lands identified as Part 5 on Reference Plan 43R-38055, south side of Uteley Road, portion of former Willow Glen Public School Property (Ward 2)	\$540,000
PO.11.HUR	Director, Facilities and Property Management	December 18, 2020	Agreement of Purchase and Sale between Metrolinx and The Corporation of the City of Mississauga to dispose of City lands adjacent to 5031-5033 Hurontario Street (Ward 5)	Nominal as per terms of Memorandum of Understanding with Metrolinx

Appendix 3

Leases, Licenses and other Agreements (City Use)

File: CA.11.DEL

Leases, Licenses and Other Agreements, City Use – July 1, 2020 to December 31, 2020				
File Number	Approved By	Date of Approval	Report	Total Consideration
PO.13.LOR	Manager, Realty Services	September 9, 2020	Shared Use and License Agreement with Peel District School Board for a Multi-Use Court at 1324 Lorne Park Road (Lorne Park Secondary School) (Ward 2)	Nominal
PO.13.HYD	Manager, Realty Services	September 25, 2020	License Agreement between the City of Mississauga and Lakeview Community Partners Limited for use of recreational trail lands located at 800 Hydro Road, Mississauga (Ward 1)	Nominal
PO.13.HUR	Manager, Realty Services	October 14, 2020	Consent to Enter Agreement to provide access to a portion of 4557 Hurontario Street owned by The Elia Corporation for the purpose of removing Traffic Signals (Ward 4)	Nominal
PO.13.CLA	Manager, Realty Services	October 20, 2020	Consent to Enter Agreement granting the City of Mississauga permission to temporarily access lands at 880 Clarkson Road South, owned by Wawel Villa Incorporated to carry out Environmental Assessment Study and design for erosion control and restoration of the Sheridan Creek from Lushes Avenue to Clarkson Road South (Ward 2)	Nominal

Appendix 3

Leases, Licenses and other Agreements (City Use)

File: CA.11.DEL

PO.13.CLA	Manager, Realty Services	October 27, 2020	Consent to Enter Agreement granting the City of Mississauga permission to temporarily access lands at 860 Clarkson Road South, jointly owned by Yeung, Columba K. K. and Yeung, Kwok Lin to carry out Environmental Assessment Study and design for erosion control and restoration of Sheridan Creek from Lushes Avenue to Clarkson Road South (Ward 2)	Nominal
PO.13.MIS	Manager, Realty Services	October 29, 2020	License of Land for Temporary use and Access between the City of Mississauga and Her Majesty the Queen in Right of Ontario as represented by the Minister of Government and Consumer Services for rehabilitation of storm sewers within the hydro corridor on the south side of Mississauga Heights Drive	\$22,180
PO.13.LAK	Manager, Realty Services	November 18, 2020	Consent to Enter Agreement granting the City of Mississauga temporary access to replace a floating dock fuel dispenser at Lakefront Promenade Marina (Ward 1)	Nominal
PO.13.SAT	Manager, Realty Services	November 24, 2020	Authority to Register an Application (General) to Delete a Notice of a License Agreement from the Peel Land Registry Records (Ward 5)	N/A

Appendix 3

Leases, Licenses and other Agreements (City Use)

File: CA.11.DEL

PO.13.FRO	Manager, Realty Services	December 10, 2020	Authority to Execute an Application for a minor variance to the Committee of Adjustment for a minor variance to obtain relief from certain parking requirements resulting from the addition of floor space to the existing building located at 31 Front Street North, Mississauga (Ward 1)	Nominal
PO.13.KIN	Manager, Realty Services	December 10, 2020	License Agreement between the City of Mississauga and Peel District School Board to grant use of 3351 King's Masting Crescent (Ward 8)	Nominal
PO.13.MEA	Manager, Realty Services	December 17, 2020	Authority to Execute a License Amending Agreement for the Installation and Operation of a Washroom Trailer at Meadowvale Transit Terminal (Ward 9)	Nominal

Appendix 4

Leases, Licenses and other Agreements (Third Party Use)

File: CA.11.DEL

**Leases, Licenses and Other Agreements, Third Party Use – July 1, 2020
to December 31, 2020**

File Number	Approved By	Date of Approval	Report	Total Consideration
PO.13.BRA	Manager, Realty Services	July 2, 2020	Consent to Enter Agreement with Her Majesty the Queen in Right of the Province of Ontario, as Represented by the Minister of Transportation for the Province of Ontario for temporary access to Fletcher's Flats stormwater ponds at Scott's Brae Park (P-441), 855 Brass Winds Place (Ward 11)	Nominal
PO.13.STA	Manager, Realty Services	July 7, 2020	License Agreement with the Region of Peel for a Temporary Shower Trailer at 40 Stavebank Road (Port Credit Arena) and 300 City Centre (City Hall) in Response to COVID-19 Pandemic, Wards 1 and 4	Nominal
PO.13.NIN	Manager, Realty Services	July 8, 2020	Authority to execute a License Agreement between the City of Mississauga and the Regional Municipality of Peel for Police Dog Training – West side of Ninth Line (Ward 9)	\$65,000.00 over the 5-year term
PO.13.WEL	Manager, Realty Services	July 14, 2020	Consent to Enter Agreement for Enbridge Pipelines Inc. to enter on City Owned lands in order to perform pipeline maintenance work (Ward 6)	One-time fee of \$5,800 plus securities of \$54,120 plus payment of \$859 in legal fees
PO.13.AIR	Director Facilities and Property Management	July 14, 2020	Lease Agreement between the City of Mississauga (City) and Western Logistics Inc. (WLI) for an empty trailer storage/parking on a portion of the City-owned lands municipally identified as 7380 Airport Road, Mississauga (Ward 5)	\$200,975.84 for the initial 3 year period plus \$1,500 in legal fees

Appendix 4

Leases, Licenses and other Agreements (Third Party Use)

File: CA.11.DEL

PO.13.CHU	Manager, Realty Services	July 24, 2020	Subject: Lease Amending Agreement between the City of Mississauga and North Mississauga Soccer Club – Scoreboard at Churchill Meadows Community Centre (Ward 10)	\$33,205.72 for the 5-year term plus payment of \$859 in legal fees
PO.13.MOR	Manager, Realty Services	August 25, 2020	Subject: Authority to execute a Consent to Enter Agreement with the Regional Municipality of Peel to grant the Region access to City lands identified as 3540 Morning Star Drive - PIN 13257-0010 (Ward 5)	Nominal
PO.13.ERI	Manager, Realty Services	August 25, 2020	Authority to execute a Consent to Enter Agreement with the Regional Municipality of Peel to grant the Region access to City lands identified as Dean Henderson Memorial Park and Lincoln Hollow Park (Ward 8)	Nominal
PO.13.CAW	Manager, Realty Services	September 3, 2020	License Agreement between The Corporation of the City of Mississauga and Credit Valley Conservation Authority - Weather Monitoring Equipment at the Carmen Corbasson Community Centre (Ward 1)	Nominal
PO.13.MIS	City Manager and Chief Administrative Officer	October 2, 2020	Lease Amending Agreement with The YMCA of Greater Toronto for the Childcare Centre at 1275 Mississauga Valley Boulevard (Mississauga Valley Community Centre) (Ward 4)	\$734,269.92 for the 5 year term

Appendix 4

Leases, Licenses and other Agreements (Third Party Use)

File: CA.11.DEL

PO.13.PAI	Manager, Realty Services	October 14, 2020	Tennis Club Management and Operations Agreement with Credit Valley Lawn Tennis Club, Tennis Facilities at Huron Park (Ward 7)	Nominal
PO.13.BUR	Manager, Realty Services	October 14, 2020	License Agreement between the City of Mississauga and Rapport Youth and Family Services, Office Space at Central Library (Ward 4)	\$16,242.42 for the term of 5 months and 16 days
PO.13.ELM	Manager, Realty Services	November 11, 2020	Authority to execute a Consent to Enter Agreement with the Regional Municipality of Peel to grant the Region access to City lands identified as Elmwood Avenue South - PIN 13486-0426 (Ward 1)	Nominal
PO.13.GOL	Manager, Realty Services	November 12, 2020	Tennis Club Management and Operations Agreement with Applewood Tennis Club, Tennis Facilities at Kennedy Park (Ward 3)	Nominal
PO.13.GOR	Manager, Realty Services	November 19, 2020	First Supplemental Agreement between the City of Mississauga and Greater Toronto Airport Authority, maintenance of lands on Goreway Drive south of Paul Coffey Park (P-095) (Ward 5)	Nominal

Appendix 4

Leases, Licenses and other Agreements (Third Party Use)

File: CA.11.DEL

PO.13.CEN	Manager, Realty Services	November 23, 2020	Consent to Enter Agreement granting the Region of Peel temporary access to City Lands located at 735 Central Parkway West (Ward 6)	Nominal
PO.13.SHE	Manager, Realty Services	November 23, 2020	Consent to Enter Agreement granting the Region of Peel permission to temporarily access City lands for various preliminary studies required in connection with the Central Mississauga Wastewater System Class EA (Ward 1)	Nominal
PO.13.SUN	Manager, Realty Services	November 23, 2020	Consent to Enter Agreement granting the Region of Peel permission to temporarily access City lands for various preliminary studies required in connection with the Central Mississauga Wastewater System Class EA (Ward 1)	Nominal
PO.13.BUR	Manager, Realty Services	November 23, 2020	Consent to Enter Agreement granting the Region of Peel permission to temporarily access City lands for various preliminary studies required in connection with the Central Mississauga Wastewater System Class EA (Ward 4)	Nominal
PO.13.MCD	Manager, Realty Services	December 7, 2020	Tennis Club Management and Operations Agreement with the Meadowvale West Tennis Club, Tennis Facilities at Churchill Meadows Community Common Park (Ward 10)	Nominal

Appendix 4

Leases, Licenses and other Agreements (Third Party Use)

File: CA.11.DEL

PO.13.EGL	Manager, Realty Services	December 10, 2020	Authority to Execute a Credit Valley Conservation Authority Letter of Authorization to permit Daniels HR Corporation Development Agreement (Rezoning) to make application to undertake work to the storm sewer and municipal box culvert located on the City-owned lands adjacent to 2455 Eglinton Avenue West and 2475 Eglinton Avenue West (Ward 11)	Nominal
PO.13.GOL	Manager, Realty Services	December 16, 2020	Tennis Club Management and Operations Agreement with Whiteoaks Park Tennis Club, Tennis Facilities at Whiteoaks Park (Ward 2)	Nominal
PO.13.SOU	Manager, Realty Services	December 16, 2020	Tennis Club Management and Operations Agreement with the Erin Mills Tennis Club, Tennis Facilities at South Common Community Centre (Ward 8)	Nominal
PO.13.ORB	Manager, Realty Services	December 16, 2020	Tennis Club Management and Operations Agreement with Meadow Wood Tennis Club, Tennis Facilities at Meadow Wood Park (Ward 2)	Nominal

Appendix 4

Leases, Licenses and other Agreements (Third Party Use)

File: CA.11.DEL

PO.13.DER	Manager, Realty Services	December 16, 2020	Tennis Club Management and Operations Agreement with Malton Tennis Club, Tennis Facilities at Paul Coffey Park (Ward 5)	Nominal
PO.13.FAI	Manager, Realty Services	December 16, 2020	Tennis Club Management and Operations Agreement with Fairview Tennis Club, Tennis Facilities at DR. Martin L. Dobkin Community Park (Ward 7)	Nominal
PO.13.ARB	Manager, Realty Services	December 16, 2020	Tennis Club Management and Operations Agreement with Lyndwood Tennis Club, Tennis Facilities at Dellwood Park (Ward 1)	Nominal
PO.13.BUR	Manager, Realty Services	December 17, 2020	Consent to Enter Agreement granting Arcadis permission to temporarily access City lands at 12 Burnhamthorpe Road East to conduct noise and vibration assessments in connection with the Hurontario LRT project (Ward 4)	Nominal pursuant to By- law 0179-2019

Appendix 4

Leases, Licenses and other Agreements (Third Party Use)

File: CA.11.DEL

PO.13.EGL	Manager, Realty Services	December 23, 2020	Consent to Enter Agreement between the City of Mississauga and Daniels HR Corporation Development to undertake work to the storm sewer and municipal box culvert located on the City-owned lands adjacent to 2455-2475 Eglinton Avenue West (Ward 11)	\$2,123 plus legal fee of \$859
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Date: January 8, 2021

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:
January 27, 2021

Subject

Development Charges Interest Rates and Associated Payments Policy

Recommendation

1. That the report entitled "Development Charges Interest Rates and Associated Payments Policy" dated January 8, 2021 from the Commissioner of Corporate Services be received.
2. That the Development Charges Interest Rates and Associated Payments Policy attached as Appendix 1 to this report be approved.
3. That a full time equivalent (FTE) Financial Analyst position (Grade F) be approved to administer the responsibilities being moved to Development Financing, including the calculation and collection of DCs and new administration related to the DC Interest Rates and Associated Payments Policy, and including on behalf of the Region of Peel.
4. That a new reserve fund entitled "Discretionary DC Exemption" Reserve Fund #35600 be created to be used to fund future exemptions related to the DC deferrals.
5. That the Commissioner of Corporate Services and Chief Financial Officer and the City Clerk, or their delegate, be authorized to execute any necessary agreements under the *Development Charges Act, 1997* and Development Charges Interest Rates and Associated Payments Policy.

Report Highlights

- Legislative changes that came into effect January 1, 2020, to the *Development Charges Act, 1997* and *Planning Act* have an impact on how development charges are calculated and collected for certain developments.
 - Development Charges (DCs) can be frozen or "locked in" at an earlier stage in the development process for site plan and zoning amendment applications.

- Certain types of developments (rental housing, institutional development and non-profit housing) are now entitled to a DC deferral over a number of annual instalment payments.
- The legislation allows municipalities to charge interest on DC rates that are frozen, and on deferred DC payments.
- An interest rate of 5.5 per cent per annum is proposed to be applied to DC rates that are frozen, and an interest rate of zero per cent per annum is proposed to be applied to deferred DC payments, retroactive to January 1, 2020 as per the legislation effective date. These interest rates are in line with those charged by the Region of Peel.
- The zero per cent annual interest rate on deferred DC payments is considered a discretionary exemption, and must therefore be made up through non-DC (i.e., tax) sources. The estimated cost to the City for offering a zero per cent interest rate on DC deferral payments is \$2.8M per year.

Background

On May 2, 2019, the Honourable Steve Clark, Minister of Municipal Affairs and Housing presented the “More Homes, More Choice: Ontario’s Housing Supply Action Plan” (the Plan), with the goal of increasing the supply of new ownership and rental housing in Ontario. The Plan is supported by the *More Homes, More Choice Act, 2019*, omnibus Bill 108, that was introduced to the Provincial legislature and carried on the first reading (May 2, 2019).

Bill 108 and the *Plan to Build Ontario Together Act, 2019* (Bill 138) amended the *Development Charges Act, 1997* (DC Act) and *Planning Act, 1990*. Some amendments have been proclaimed and came into effect on January 1, 2020. More recently, the *COVID-19 Economic Recovery Act, 2020* (Bill 197) came into effect on July 21, 2020.

One of the changes that came into effect on January 1, 2020 allows municipalities to apply an interest rate to development charges (DCs) under certain circumstances, and affect when and how DCs are calculated and collected. DC rates are now frozen at the time of site plan or zoning application submission rather than being determined at building permit issuance. Furthermore, a number of development types are eligible for DC deferral instalment payments beginning at occupancy permit. In both of these instances, the legislation allows municipalities to charge an interest rate to a “maximum prescribed rate” although at this time no maximum prescribed interest rate has been identified in the legislation.

Region of Peel Council approved an interest rate policy on July 9, 2020. The policy allows for a DC freeze interest rate of 5.5 per cent per annum (not compounded) and a DC deferral interest rate of zero per cent per annum for developments eligible for the regulated deferral (this includes non-profit and for-profit rental developments). The City collects DCs on behalf of the Region. In an effort to streamline the collection and administrative process, the interest rates proposed in this report align with the Region of Peel rates.

Comments

The intent of the recent legislative changes is two-fold. First, the changes provide greater cost certainty of development charges payable for all development types earlier on in the planning process (DC freeze). Second, the deferrals represent a financial incentive to help certain developments, particularly non-profit developers, by providing cash-flow management assistance.

DC Rate Freeze

Prior to this new legislation, DCs were payable at the time of building permit issuance, based on the DC rates in effect at that time. Under the new legislation, DC rates are “locked-in” or frozen at an earlier stage of the development approval process; at either site plan application date or zoning by-law amendment application date, for those applications made after January 1, 2020. In the event a developer resubmits a site plan or zoning by-law amendment application, DC rates are recalculated based on the new submission date. Building permit issuance must occur within two years of the site plan approval or enactment of the zoning by-law amendment to maintain the frozen DC rate, otherwise DCs are calculated at the DC rates at time of building permit issuance. DCs are still collected at the time of building permit issuance for developments that are not eligible for the DC freeze rate.

Freezing DC rates at an earlier stage in the development application process will lower DC revenues. The frozen DC rates are no longer subject to DC rate indexing which is a semi-annual adjustment for inflation. A more significant loss of revenue is expected when the DC rates are updated through the DC background and by-law updates, as there is no opportunity to adjust the frozen rates. The freezing of rates at an earlier period than when it is collected creates a disconnect between when DCs are payable and when services are expected to be developed.

As such, it is reasonable that the City apply interest to development charges that are frozen to account for adjustments in inflation and expected revenue losses over time.

Interest Rate Proposal for the Freeze Rate:

As permitted under Section 26.2(3) of the *Development Charge Act*, staff recommend a 5.5 per cent annum interest rate (not compounded annually) applicable to DC freeze rates. This aligns with the Region of Peel DC freeze annual interest rate.

DC Deferrals

Bill 108, as amended by Bill 138, provides developers of rental housing, institutional developments, and non-profit housing development the option of deferring DC payments over a defined number of years. Rental housing and institutional developments (including long-term care homes, retirement homes, universities and colleges, and memorial homes) can now defer DC payments over five years in six annual instalments. Non-profit housing developments can defer DC payments over 20 years in 21 annual instalments. These annual instalments begin on the earlier of the date of the issuance of a building permit authorizing occupation of the building

and the date the building is first occupied. This is a change from the existing process where full payment of DCs are due at building permit issuance.

The purpose of DC deferrals is to help certain developments manage cash flow pressures, as the legislation recognizes some of the financial challenges that institutional developers and purpose-built rental housing developers (both market and non-profit) encounter early on in the development process.

This incentive is in line with the City's Housing Strategy – *Making Room for the Middle* – which identifies the need to reassess City charges and taxes and to “make the pro forma work” to ensure that costs and charges are not unintentionally discouraging the development of affordable housing, including rental housing, housing for individuals requiring assistance, and housing developed by non-profits. The Housing Strategy calls on the City to explore ways to support new affordable housing, including consideration of financial support or granting relief from charges for affordable units. The Housing Strategy also speaks to the need to incentivize purpose-built rental housing, which can help to improve the City's current vacancy rate of 1.2%, which is considered “unhealthy.”

Although DC deferrals represent an incentive to specific development types, these deferrals create a significant gap in the period of time between when services are needed to support growth and when DCs are received. This will result in a negative impact on the City's capital spending cash flow. Deferral of DCs also creates a non-collection risk to the City given the extended instalment period. Developments that are deferring DC payments will be asked to enter into a Development Charges Payment Agreement with the City that outlines the payment schedule and terms. The legislation does allow for overdue DC payments to be transferred to the tax roll and collected in the same manner as taxes. Since granting of deferrals is automatic in legislation, the City will also be entering into Development Charges Prepayment Agreements when a developer chooses to not defer their DC payments or agrees to a shorter or different deferral agreement.

Interest Rate Proposal for Deferral Payments:

Staff recommend a zero per cent interest rate on deferred DC payments, to support the City's Housing Strategy and alignment with the Region of Peel DC deferral annual interest rate.

Administrative and Financial Issues Associated with the New Policy

The deferral of DCs with no interest rate applied will further improve the financial viability and sustainability of specific developments, including affordable housing projects. Based on eligible developments currently in the pipeline, and assuming an interest rate of 5.5% (the same interest rate applied to frozen rates), staff estimate the value of the foregone interest to be \$28M over the next 10 years, or \$2.8M annually.

The zero per cent annual interest rate on deferred DC payments is considered a discretionary exemption, and must therefore be made up through non-DC (i.e., tax) sources. This exemption

is similar in nature to the grant approved by Council for Places for Religious Assembly, where the square footage dedicated to new worship space is exempt from DCs, but an equivalent amount is contributed from tax.

In order to minimize the impact on operating expenditures in any one year, the establishment of a “Discretionary DC Exemption” Reserve Fund is proposed. The purpose of this Reserve Fund would be to fund any discretionary DC exemptions approved by Council. The Discretionary DC Exemption Reserve Fund would be funded through tax, and the 2022 operating budget request may include up to \$2.8M to fund this Reserve Fund.

The City collects DCs on behalf of the Region, GO, and the School Boards. Although DC payments will be more forecastable for developers, the introduction of the DC rate freeze and deferral payments have added additional complexity to DC administration:

- Quotes and invoices provided to developers will need to be very detailed and specific, identifying what amount of interest will be charged on the frozen DC rates, depending on when the developer requests a building permit. It is unknown when building permits will be requested, so multiple calculations will be needed based on a variety of scenarios. Developers can then determine how much DCs are payable, depending on the date they plan on pulling their building permit.
- Tracking systems must be established, and data must be monitored, regarding all DC applications based on site plan/zoning application date, building permit issuance date, occupancy date and six-to-21 years of deferral payments. The City does not currently specifically identify occupancy date, since DCs have been payable in full at the time of building permit issuance. Technology solutions to automate the tracking of payments are currently being investigated by staff.
- Processes and notifications will be developed to remind developers of payments due.
- Processing of payments, issuance of electronic fund transfer (EFT) information, processing of refunds for adjusted or cancelled building permits, calculation and processing of letters of credit.
- Responding to developer inquiries and education on new processes and legislation.
- DC adjustments (e.g., change of use) will be increasingly complex depending on the type of development.
- Legal agreements must be entered into for all deferral agreements, and specific legal agreements must be developed in the event a developer chooses to prepay when deferral is an option. The latter is completely at the discretion of the developer.
- DC projections will be much more challenging given the different cashflows based on the different type of developments. Reserve Fund projections will be increasingly complex, taking into account types of developments and potential interest rate deferrals. The Discretionary DC Exemption Reserve Fund will require particular attention to ensure sufficient funding is included in the operating budget.

To date, DC administration has resided within the Building Division. Given the additional complexities related to the new legislative changes, including the calculation of interest rate

charges and tracking of payments, the Finance Division will be taking over the DC administration. The added work will require the addition of one FTE, as the Development Financing section is understaffed and cannot accommodate any additional workload. This complement will also be responsible for administering the Community Benefits Charge (CBC), planned to come into effect in early 2022.

Future Updates to DC Frozen and Deferral Interest Rates

Staff will monitor and review DC revenue impacts from both frozen and deferred DCs. Staff will report back to Council should a change in interest rates be needed.

Financial Impact

The zero per cent annual interest rate on deferred DC payments is considered a discretionary exemption, and must therefore be made up through non-DC (i.e. tax) sources. Based on eligible developments in the pipeline, staff estimate that the approximate value of the interest is \$2.8M each year over 10 years. The new Discretionary DC Exemption Reserve Fund will be used to stabilize the impact of these exemptions on the operating budget. The 2022 operating budget may include a request up to \$2.8M to fund this Reserve Fund on an annual basis.

One additional FTE is required in Finance to administer the new legislative changes as well as the transfer of DC calculations, invoicing and payment collections from the Building Division. This complement will also be responsible for administering the new CBC. Funding for this FTE will be accommodated in 2021 by the Finance and Building Divisions.

Conclusion

Recent legislative changes brought about by *The More Homes, More Choice Act, 2019* (Bill 108) and the *Plan to Build Ontario Together Act, 2019* (Bill 138) have resulted in a number of changes to the City's development charges processes. The legislation allows municipalities to freeze development charge rates at the time of site plan or rezoning application. It further allows DC payment deferrals for developments including rental housing, institutional developments and not-for profit housing.

An interest rate policy has been attached as Appendix 1 for Council approval. Staff recommend an interest rate of 5.5 per cent (not compounded) be applied to the frozen DCs and an interest rate of zero per cent for deferred DC payments, with an equivalent interest rate (based on 5.5%) to be contributed from tax. A full time equivalent (FTE) Financial Analyst position (Grade F) is requested to administer the responsibilities being moved to Development Financing from the Building Division including the calculation and collection of DCs, as well as to administer the new requirements related to the DC Interest Rates and Associated Payments Policy. A new Reserve Fund is also requested to fund future exemptions related to the DC deferrals. The DC interest rates will be reviewed over time and any adjustments will be presented to Council for consideration.

Attachments

Appendix 1: Corporate Policy Development Charges Interest Rates and Associated Payments



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

Prepared by: Shahada Khan, Acting Manager, Development Financing and Reserve
Management

City of Mississauga

Corporate Policy & Procedure

**Policy Title: Development Charges Interest Rates and Associated Payments****Policy Number: [Policy No.]****Draft Only – December 17, 2020**

Section:	Finance	Subsection:	Fees and Other Revenue
Effective Date:	[Effective Date]	Last Review Date:	[Last Review]
Approved by: Click here to enter text.		Owner Division/Contact: Financial Strategies, Finance Division, Corporate Services Department	

Policy Statement

This policy governs how interest will be calculated and applied to frozen development charges (DCs) rates and deferred development charge payments pursuant to Section 26.1 and 26.2 of the *Development Charges Act, 1997, S.O. 1997, c.27 (DCA)*.

Purpose

The purpose of this policy is to establish the rules and practices for charging interest on development charges that are eligible for a freeze and/or deferral under Sections 26.1 and 26.2 of the DCA.

Scope

This policy applies to:

- Developments that are eligible for a DC freeze under Section 26.2 of the DCA, which freezes DC rates for developments requiring site plan application and/or zoning by-law amendment approvals, and
- Developments that qualify for a DC deferral under Section 26.1 of the DCA. Eligible developments include rental housing, institutional development and non-profit housing.

This policy does not apply to developments whose DCs are calculated and paid at building permit issuance.

Definitions

For the purposes of this policy:

Policy Number: [Last Review]	Effective Date: Click here to enter text.	
Policy Title: Development Charges Interest Rates and Associated Payments	Last Review Date:	2 of 5

"Development Charges Payment Agreement" means an agreement between the applicant and the City that sets out the terms and schedule for DC deferral instalments and interest payments, in a form satisfactory to the Commissioner of Corporate Services and City Clerk or their delegates.

"Development Charges Prepayment Agreement" means an agreement between the applicant and the City that formalizes payment of DCs in full at building permit issuance, in a form satisfactory to the Commissioner of Corporate Services and City Clerk or their delegates.

"Enactment of Zoning By-law Amendment" means the date of passage of the zoning by-law affecting the lands that are the subject of the development charge; or, in the event of a Local Planning Appeal Tribunal (LPAT) decision, the date of the final LPAT order.

"Site Plan Application Date" means the date an application for approval of a development in a site plan control area under subsection 41 (4) of the *Planning Act* is accepted.

"Site Plan Approval Date" means the date the Commissioner of Planning and Building or Council approve the site plan application.

"Zoning By-law Amendment Application Date" means the date an application for an amendment to a zoning by-law passed under Section 34 of the *Planning Act* is deemed complete.

General Legislative Framework

On January 1, 2020, changes to the *Development Charges Act, 1997* (DCA) that altered when Development Charges (DCs) are calculated and collected came into effect. This includes "freezing" of DC rates at an earlier stage in the planning process, pursuant under Section 26.2 of the DCA, and "deferral" of DC payments for certain types of developments, pursuant under Section 26.1 of the DCA. The same legislation allows the City to charge interest on these "frozen" (i.e. locked-in) DC rates and "deferred" DC payments. This interest rate is effectively an indexing rate for the period of time the DC rates are frozen.

Interest Rates

The DC freeze interest rate(s) will apply to locked-in DC rates for applicable development applications made on or after January 1, 2020 as permitted by Section 26.2 (3) of the DCA.

The DC deferral interest rate will apply to DCs for eligible rental housing, institutional developments and non-profit housing, as permitted by Section 26.1 (2) of the DCA.

Policy Number: [Last Review]	Effective Date: Click here to enter text.	
Policy Title: Development Charges Interest Rates and Associated Payments	Last Review Date:	3 of 5

Interest Rate Type	Annual Interest Rate Effective January 1, 2020
As pursuant under Section 26.2 of the DCA DC Freeze Interest Rate	5.5%
As pursuant under Section 26.1 of the DCA DC Deferral Interest Rate	0%

Interest rates and this policy will be reviewed annually, or in conjunction with Mississauga's Development Charges By-law review, and may be amended with Council approval.

Development Charges Freeze Rates and Interest Payments

Determination of DC Freeze Rates

For eligible applications made on or after January 1, 2020, DC rates will be locked-in at the DC rates in effect at the time of Site Plan Application Date or, in the absence of a site plan application, the Zoning By-law Amendment Application Date. If the requirement of either of these applications is absent, DCs continue to be determined at DC rates in effect at building permit issuance. In the event that a development has been subject to more than one site plan application or zoning by-law application, the later application date will determine the date at which the DC rates are locked-in.

Building permit issuance must occur within two years of the applicable Site Plan Approval Date or Enactment of Zoning By-law Amendment; otherwise DCs are calculated at the DC rates in effect at the time of building permit issuance.

DC Freeze Interest Payment Calculation

The interest payment on frozen DC rates will be calculated based on the period of time between the date the DC rates are frozen to the DC payable date, at the annual interest rate as outlined in this policy.

For developments that do not qualify for a DC deferral, when both the development charges and associated interest payment are paid in full within two weeks of the DC payable date set out in the development charge invoice, no additional interest charges will accrue. DCs and associated interest payment will continue to be due at building permit issuance.

In the event that the DC freeze interest rate is amended by Council, the new interest rate shall apply to the period of time from the interest rate amendment to the DC payable date, or a subsequent amendment to the interest rate.

Policy Number: [Last Review]	Effective Date: Click here to enter text.	
Policy Title: Development Charges Interest Rates and Associated Payments	Last Review Date:	4 of 5

Other Matters

With respect to a development that has qualified for a DC freeze and is eligible for deferral under Section 26.1 of the DCA, the full DC freeze interest payment will be payable at the same time as the first instalment of a DC deferral payment schedule.

For a development that has qualified for a DC freeze and with DCs payable before the date of Council approval of this policy, an interest rate of zero percent per annum will be applied.

Development Charges Deferral Instalments and Interest Payments

Determination of Deferral Eligibility

Deferral eligibility will be verified as part of building permit application review exercises, in accordance with the criteria outlined under Section 26.1 (2) of the DCA. The applicant shall also enter into a Development Charges Payment Agreement with the City that outlines the payment schedule and terms.

Deferral Period and Number of Instalment Payments

For DC deferral payments, the first instalment payment will begin on the earlier of the date of the issuance of a permit under the *Building Code Act, 1992* authorizing occupancy of the building and the date the building is first occupied, unless an earlier date is agreed to in a Development Charges Payment Agreement. Unless a different payment schedule has been agreed to, the following will apply: for eligible rental housing and institutional developments, DC deferral instalment payments will continue for five subsequent anniversary dates after the initial DC deferral instalment payment (6 instalment payments in total). For non-profit housing, DC deferral instalment payments will continue for 20 subsequent anniversary dates after the initial DC deferral instalment payment (21 instalment payments in total).

DC Deferral Interest Payment

Interest on deferred DCs will be calculated and paid at each instalment payment. Interest will be equal to the outstanding principal balance of DCs owing from the date the development charge would have been payable, calculated at the DC deferral per annum interest rate.

The deferral interest rate in effect at the time of executing the Development Charges Payment Agreement will be the interest rate in effect for the full deferral period, even if the DC deferral interest rate is amended by Council within the deferral period.

Notice of Occupancy

Unless the City issues an occupancy permit under the *Building Code Act, 1992*, the person responsible to pay development charges shall notify the City, in writing, within five business days of the building first being occupied and provide payment of the first DC deferral instalment.

Failure to comply with the occupancy notice requirement will result in full payment of development charges, including any interest, becoming payable immediately.

Policy Number: [Last Review]	Effective Date: Click here to enter text.	
Policy Title: Development Charges Interest Rates and Associated Payments	Last Review Date:	5 of 5

Other Matters

If part of a mixed-use development does not qualify for a deferral under Section 26.1 (2) of the DCA, DCs relating to those uses shall be paid in full at building permit issuance.

Where a development is eligible for DC deferral payments, as permitted under Section 26.1 of the DCA, but the applicant chooses to pay the full amount of the DCs owing at the time of building permit issuance, the applicant will enter into a Development Charges Prepayment Agreement in lieu of a Development Charges Payment Agreement.

Unpaid Development Charges

Any DCs or interest payments, in full or in part, that remain unpaid after their due date, shall be added to the tax roll and collected in the same manner as taxes, in accordance with Section 32 of the DCA. Any unpaid DCs or interest charges collected through tax arrears will be transferred into DC reserves.

Revision History

Reference	Description
Enter previous review - e.g. GC-1234-2015	Click here to enter text.

City of Mississauga Corporate Report



9.9

Date: December 17, 2020

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:
January 27, 2021

Subject

2020 Obsolete Policies and Procedures

Recommendation

That the following Corporate Policy and Procedure be declared obsolete and rescinded from the Corporate Policy and Procedure Manual:

- 10-04-02 – Pedestrian Crosswalks

Report Highlights

- Corporate Policies and Procedures are reviewed on a three year cycle
- Staff responsible for reviewing policies may determine that the policy is no longer required and request that it be rescinded
- A rationale for declaring a policy obsolete is included for each policy

Background

An annual review is undertaken of all Corporate Policies and Procedures on a three (3) year cycle to ensure that the City's policies remain current.

Comments

The policy that is being recommended for obsolescence has been identified by departmental staff as no longer being required. A rationale for rescinding the policy is provided below.

- 10-04-02 – Pedestrian Crosswalks

The policy briefly states that actuated signals may be considered for pedestrian crosswalks. All actuated crosswalks must follow Ontario Traffic Manual (OTM) guidelines, as with any traffic signal controlled device; as such, a policy is not required.

It is therefore recommended that Policy 10-04-02 – Pedestrian Crosswalks be rescinded, as it is no longer required. Agreement to request that the policy be rescinded has been received from the Director, Traffic Management and Municipal Parking, Transportation and Works Department.

Strategic Plan

N/A

Financial Impact

There are no Financial impacts resulting from this report.

Conclusion

For the reasons outlined in this report, the Pedestrian Crosswalks policy, attached as Appendix 1, should be declared obsolete and removed from the Corporate Policies and Procedures manual.

Attachments

Appendix 1: Corporate Policy and Procedure -10-04-02 – Pedestrian Crosswalks



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

Prepared by: Pam Shanks, Corporate Policy Consultant

City of Mississauga

Corporate Policy & Procedure



Policy Title: Appendix 1 - Pedestrian Crosswalks policy - 10-04-02.docx

Policy Number: 10-04-02

Section:	Roads And Traffic	Subsection:	Traffic Signals
Effective Date:	November 4, 1974	Last Review Date:	June, 2016
Approved by: Council		Owner Division/Contact: Traffic Management Section of the Works Operations and Maintenance Division, Transportation and Works Department	

Policy Statement

Pedestrian crosswalks are not instituted in the City of Mississauga; however pedestrian actuated signals may be considered where warrants are met for pedestrian crosswalks.

Revision History

Reference	Description
November 04, 1974	
July 11, 2013/ June 22, 2016	Housekeeping – updated contact information

Date: January 12, 2021

To: Chair and Members of General Committee

From: Andra L. Maxwell B.A., LL.B., CIC.C, City Solicitor

Originator's files:

Meeting date:
January 27, 2021

Subject

Investigator Services Agreement with Local Authorities Services Limited with respect to Closed Meeting Investigation Services

Recommendation

1. That the Investigator Services Agreement, dated December 12, 2007, between The Corporation of the City of Mississauga and Local Authority Services Limited be renewed for the 2021 term in accordance with the automatic renewal provisions contained therein.
2. That the City Solicitor be authorized to approve further renewal terms as well as changes to the retainer (administrative) fee or investigation fee amounts under the Investigator Services Agreement, dated December 12, 2007, between The Corporation of the City of Mississauga and Local Authority Services Limited between now and December 31, 2023, after which the City Solicitor shall report to Council and obtain authorization for any further renewals.
3. That the City Solicitor be authorized to execute any amendments or addendums to the Investigator Services Agreement, dated December 12, 2007, between The Corporation of the City of Mississauga and Local Authority Services Limited, in a form satisfactory to Legal Services.
4. That all necessary by-laws be enacted.

Report Highlights

- Under the *Municipal Act, 2001*, a municipality must appoint a closed meeting investigator, or the provincial Ombudsman will be the default appointed investigator.
- By By-law 0438-2007, Council appointed Local Authority Services ("LAS"), owned by the Association of Municipalities of Ontario ("AMO"), to act as the City's closed meeting investigator.
- In 2020, Council approved a change in LAS' retainer (administrative) fee from \$330 per year to \$200 plus applicable taxes and an increase in its hourly investigation fee from

\$225 per year to vary between \$325 - \$725 per hour (excluding expenses) for the 2020 term.

- For the 2021 term, LAS has slightly increased its hourly investigation fee to vary between \$325 - \$775 per hour (excluding expenses) in the event of a closed meeting investigation.
- Currently, even small changes to the LAS fee structure from year to year require a report to General Committee and Council authorization to renew.
- The purpose of this report is to recommend that the City renew its agreement with LAS for the 2021 term and that the City Solicitor be delegated authority to approve further renewals and changes to fee amounts for the next 3 years, after which the City Solicitor must report to Council regarding any further renewals.

Background

Section 239.1 of the *Municipal Act, 2001*, provides that a person may request an investigation into whether a municipality, a local board, or a committee of either has complied with the closed meeting provisions of the *Municipal Act, 2001*. Such an investigation may be undertaken by:

- (a) an investigator appointed by the municipality, who has the function to investigate in an independent manner and report on the investigation; or
- (b) the Provincial Ombudsman appointed under the *Ombudsman Act*, if the municipality has not appointed an investigator.

In 2007, Council appointed LAS as the City's closed meeting investigator, should an investigation be requested. LAS was created in 1992 by the AMO and it supports municipalities and the broader public sector by delivering programs and services that takes advantage of economies of scale and cooperative procurement efforts.

The City entered into the Investigator Services Agreement (the "Agreement") with LAS in 2007. The Agreement allows for LAS to delegate its closed meeting investigation services, while LAS remains ultimately responsible for the services rendered as a contracting party. In 2020, LAS' service provider for the Closed Meeting Investigator Program (the "Program") changed from Amberley Gavel Ltd. to Aird & Berlis LLP. The Agreement automatically renews at the start of each year unless terminated by either Party by giving 90 days prior written notice.

LAS charges 2 fees as part of the Program: 1) an annual retainer (administrative) fee and; 2) an hourly investigation fee for each investigation. In 2020, the City paid LAS an administrative fee of \$200 plus applicable taxes and in the event of a closed meeting investigation, an hourly investigation fee of \$325-\$725 per hour plus applicable taxes would have been payable. The City is also responsible for reasonable actual expenses incurred in the course of conducting an investigation.

Present Status

LAS advised the City that commencing January 1, 2021, its hourly investigation fee rate will slightly increase from \$325-\$725 per hour (excluding expenses) to \$325-\$775 per hour (excluding expenses). This fee varies dependent upon the staff leading and are only payable in the event of a closed meeting investigation. The 2021 retainer (administrative fee) remains unchanged at \$200 plus applicable taxes.

Comments

To date, the City has not received any request for a closed meeting investigation. Given the cost effective, defined and confidential process in handling closed meeting investigations offered by LAS, Legal Services recommends that the City renews its Agreement with LAS for the 2021 term to provide for closed meeting investigations. The other options available to the City are to appoint an individual to be the City's closed meeting investigator or to not appoint any person but default to the Provincial Ombudsman as the investigator for closed meeting complaints.

Staff's evaluation of the options and recommendation to renew the City's agreement with LAS to provide closed meeting investigations remains unchanged from those outlined in the January 22, 2020 corporate report from the City Solicitor to General Committee, entitled "Renewal of the Investigator Services Agreement with Local Authorities Services Limited with respect to closed meeting investigation services."

Since the City entered into the Agreement with LAS in 2007, the retainer (administrative) and investigator fee amounts have not significantly increased. Rather than reporting to the General Committee each time the fees increase, Legal Services recommends that the City Solicitor be authorized to approve further renewals and fee changes made pursuant to the Agreement and also to execute any amendments or addendums that may be required for a period of three (3) years, after which she must bring a report and obtain authorization from Council for any further renewals.

Financial Impact

If the City continues to utilize the services of LAS, the retainer (administrative fee) will be \$200 plus applicable taxes and the hourly investigation fee will vary between \$325 - \$775 per hour. The City will also be responsible for reasonable out of pocket expenses. All proposed costs can be accommodated in the proposed 2021 Operating Budget in cost center 22705.

Conclusion

The City has appointed LAS as the City's closed meeting investigator since January 1, 2008. For reasons of cost effectiveness, and its timely, confidential and professional investigative process, Legal Services recommends that the Agreement be renewed for 2021 term. It is also recommended that the City Solicitor be authorized for a period of three years to approve further renewal terms, any changes to the fee amounts under the Agreement and also to execute any addendums or amendments under the Agreement, after which she shall report to Council.



Andra L. Maxwell B.A., LL.B., CIC.C, City Solicitor

Prepared by: Nupur Kotecha, Legal Counsel

Date: December 10, 2020

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:
January 27, 2021

Subject

Emergency Management Program By-Law

Recommendation

1. That a by-law be enacted to amend the Emergency Management Program and Committee By-Law 0221-2016 to appoint the Commissioner of Transportation & Works as the Chair of the Emergency Management Program Committee.
2. That a by-law be enacted to amend the Emergency Management Program and Committee By-Law 0221-2016 to appoint the City Solicitor, or designate a Region of Peel Community Emergency Management Coordinator (non-voting member) to the Emergency Management Program Committee and to confirm the composition and membership of the Emergency Management Program Committee and Municipal Emergency Control Group.

Report Highlights

- Pursuant to section 11 of Ontario Reg. 380/04, the City must have an Emergency Management Program Committee (the "EMPC") as outlined in Appendix 1. The committee shall advise council on the development and implementation of the municipality's emergency management program.
- Members of the Emergency Management Program Committee and the Municipal Emergency Control Group are appointed by Council and adopted by by-law.
- To ensure the City's EMPC continues to have representation from the necessary key stakeholders, decision makers, and subject matter experts, the Office of Emergency Management conducted a review of the composition of the Emergency Management Program Committee. The outcome of the review recommends changes to the composition of the EMPC as outlined below.

- The Commissioner of Transportation & Works is recommended to be appointed as the new Chair of the Emergency Management Program Committee.
- The City Solicitor, or designate is recommended to be appointed to the Emergency Management Program Committee.
- The Regional Community Emergency Management Coordinator (Region of Peel) is recommended to be appointed to the Emergency Management Program Committee in a non-voting capacity.

Background

In accordance with the *Emergency Management and Civil Protection Act*, each municipality shall develop and implement an Emergency Management Program which includes a hazard and risk assessment, an emergency plan, public education and training & exercises. The council of a municipality is required to enact a by-law to adopt this Program.

Pursuant to section 11 of Ontario Reg. 380/04, the City must have an Emergency Management Program Committee (the “EMPC”) as outlined in Appendix 1. The committee shall advise council on the development and implementation of the municipality’s emergency management program.

The committee shall be composed of (a) the municipality’s Emergency Management Program Coordinator also referred to as the Community Emergency Management Coordinator (CEMC), (b) senior municipal officials, (c) member of council, (d) municipal employees responsible for emergency management functions and (e) such other persons who are involved in emergency management. The committee members must be appointed by Council and adopted by by-law.

Section 12 of Ontario Reg. 380/04 also lays out the requirement for the municipality to have a Municipal Emergency Control Group (MECG) as outlined in Appendix 2. The MECG shall direct the municipality’s response in an emergency, including implementation of the municipality’s emergency response plan.

Present Status

The Municipal Emergency Management Program Committee’s main responsibility is to oversee the development, implementation, and maintenance of the municipal emergency management program, including the municipal emergency plan, hazard identification and risk assessment, critical infrastructure list, public education, training & exercises, and business continuity. The committee is accountable for the annual review of the municipality’s emergency management program including the review and evaluation of municipal activities, such as emergency exercises, actual emergencies, and changes in municipal resources, based on the current goals and objectives of the emergency management program. The committee is also responsible for making revisions as necessary for the upcoming year.

To ensure the City's EMPC continues to have representation from the necessary key stakeholders, decision makers, and subject matter experts, the Office of Emergency Management conducted a review of the composition of the Emergency Management Program Committee. Through this review it was identified that representation should be added from both the City's Legal Services division, as well as from the Region of Peel as the upper tier level of government and key stakeholder in the City's Emergency Management Program. The City and Region have worked hard to build complimentary emergency management programs and due to the nature of the services delivered by the Region, the City relies on the Region for a number of services such as public health, water & wastewater services, and emergency social services (Human Services).

As described in the City of Mississauga Disaster Management Plan, the Municipal Emergency Control Group is comprised of the members of the City's Emergency Management Program Committee in addition to the City Manager and Director of Legal Services & City Solicitor. Since the City has adopted the Incident Management System (IMS) the duties and responsibilities of the Municipal Emergency Control Group may be delegated to the Incident Management Team (IMT), as deemed appropriate.

Comments

The current By-Law 0221-2016 designated the Commissioner of Community Services as the Chair of the EMPC. The recommendation is to amend By-Law 0221-2016 to:

- Appoint the Commissioner of Transportation & Works as the new Committee Chair.
- Appoint the City Solicitor, or designate and the Region of Peel Community Emergency Management Coordinator (non-voting member) to the Committee.
- Confirm the composition and membership of the Emergency Management Program Committee and Municipal Emergency Control Group.

The proposed by-law amendment will also ensure that membership of the Emergency Management Program Committee and the Municipality Emergency Control Group remain compliant with Ontario Reg. 380/04.

Financial Impact

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

Conclusion

The proposed amendment to the Emergency Management Program By-Law will appoint the Commissioner of Transportation & Works as the Committee Chair, appoints the City Solicitor, or designate and the Region of Peel Community Emergency Management Coordinator (non-voting member) to the Committee, and confirms the structure and membership of the Emergency Management Program Committee and the Municipal Emergency Control Group.

Attachments

Appendix 1: Emergency Management Program Committee Composition

Appendix 2: Municipal Emergency Control Group Composition



Shari Lichterman, CPA, CMA, Commissioner of Community Services

Prepared by: Tim Lindsay, CEMC, Manager, Office of Emergency Management

**Emergency Management Program Committee
November 25, 2020**

1. Commissioner, Community Services
2. Commissioner, Corporate Services and Chief Financial Officer
3. Commissioner, Planning & Building
4. Commissioner, Transportation & Works
5. Director, Building Division & Chief Building Official
6. Director, Information Technology Division and Chief Information Officer
7. Director, Strategic Communications Division
8. Director, Legal Services & City Solicitor
9. Fire Chief & Director of Emergency Management
10. Manager, Office of Emergency Management & Community Emergency Management Coordinator
11. Mayor
12. Regional Community Emergency Management Coordinator (Region of Peel) – Non-voting

**Municipal Emergency Control Group Composition
November 25, 2020**

1. City Manager & Chief Administrative Officer
2. Commissioner, Community Services
3. Commissioner, Corporate Services and Chief Financial Officer
4. Commissioner, Planning & Building
5. Commissioner, Transportation & Works
6. Director, Building Division & Chief Building Official
7. Director, Information Technology Division and Chief Information Officer
8. Director, Legal Services & City Solicitor
9. Director, Strategic Communications Division
10. Fire Chief & Director of Emergency Management
11. Manager, Office of Emergency Management & Community Emergency Management
Coordinator
12. Mayor

Date: December 17, 2020

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:
January 27, 2021

Subject

Cultural Districts Implementation Plan (Wards 1, 2, 4, 5, 7, 11)

Recommendation

That the Culture Districts Implementation Plan be approved, as outlined in the Corporate Report dated December 17, 2020 from the Commissioner of Community Services entitled "Cultural Districts Implementation Plan".

Report Highlights

- The Cultural Districts Implementation Plan identifies a three-year strategy (2021-2023) to strategically focus cultural development, public realm activations and expansion of programming in six areas of Mississauga: Port Credit, Streetsville, Downtown Core, Cooksville, Clarkson and Malton. A future plan will be developed for the Lakeview district.
- The implementation of Cultural Districts is a key recommendation within the 2019 - 2029 Future Directions: Culture Master Plan and it supports the key objectives within the City's Strategic Plan. It also supports the City of Mississauga Economic Recovery Plan for Creative Industries.
- The resource requirements for delivering the actions within this plan will be managed through the Cultural Districts Feasibility Study budget (PN 19490 \$70,000), from Culture Divisions existing and proposed 2021-2023 budgets, and through identified partnerships.
- Following approval of the Cultural Districts Implementation Plan, Culture Planning staff will conduct public consultation to validate and inform implementation tactics.

Background

2019-2029 Future Directions: Culture Master Plan

The Culture Master Plan recommends focusing cultural development and City services in distinct cultural districts in order to enhance and improve cultural spaces and places in

Mississauga. By designating and developing Cultural Districts in Mississauga, the City will create a network of activated urban spaces that contribute to improving the quality of life and economic success of the city. The implementation of Cultural Districts is a key recommendation within the 2019 - 2029 Future Directions: Culture Master Plan and it supports the key objectives within the City's Strategic Plan.

The Culture Master Plan recommends establishing Cultural Districts in Port Credit, Lakeview, Streetsville, Downtown Core, Cooksville, Clarkson and Malton. The Cultural Districts Implementation Plan includes six of the seven proposed areas, with a plan for Lakeview created separately in alignment with the Lakeview Village planning process.

Development of the Cultural Districts Implementation Plan

In September 2019, Culture Planning began developing the Cultural Districts Implementation Plan with support from an Interdepartmental Working Group. Comprehensive background research and review of the six proposed areas was undertaken to identify strengths, opportunities and constraints. Working collaboratively across all City departments, Culture Planning identified aligning priorities, projects and plans to ensure cost and resource sharing where possible. High level themes and geographic boundaries were identified to focus arts and cultural development over a three-year period (2021 – 2023).

In January 2020, internal consultation was conducted with City staff, Councillors (Wards 1, 2, 4, 5, 7, 11) and externally with BIAs (Port Credit, Streetsville, Malton, Clarkson and Cooksville) to discuss area priorities, potential area improvements and opportunities for alignment with other Council endorsed strategies.

A review was conducted with Tourism Mississauga to ensure alignment of cultural districts and areas of high tourism potential in Mississauga. Public realm activations, storytelling and placemaking initiatives implemented in the cultural districts will support the local cultural tourism of each area. It is proposed that the Cultural Districts boundaries will have relevance to the Peel Retail Business Closings By-law, however a separate report and recommendation will be required to formally designate tourist districts and address grandfathering and exemptions as it relates to retail shopping holidays.

The Cultural Districts Implementation Plan supports the City of Mississauga Economic Recovery Plan for Creative Industries by creating opportunities for artists and creatives; identifying areas to support businesses, BIAs and local community partners; and by exploring new ways to creatively animate, and activate public spaces during COVID-19 recovery.

Comments

Objectives of the Implementation Plan

Over the next three years, the Cultural Districts Implementation Plan intends to strategically focus arts and cultural development in the six identified areas to: enhance and improve cultural

spaces and places, focus City services, animate public spaces to build vibrant, welcome and healthy communities, provide economic and formal mentorship opportunities for artists.

This plan focuses on low cost, high impact actions that are achievable over 2021-2023 to enhance the six proposed Cultural Districts as vibrant, local cultural destinations. Following 2023, longer term projects and actions will be identified, which may be subject to additional funding, and would follow the regular business planning process.

Themes

Cultural District themes provide context for marketing efforts, public art and public realm activations, and are the backbone of the Cultural District's identity and storytelling. Themes help to frame the narrative and unique identity of each Cultural District. The themes emerged from a scan of the history and heritage of each neighbourhood, local stories, figures, sites, contemporary trends, internal stakeholder consultation and changing community interests.

Port Credit – exploration, entertainment, the arts, cultural heritage

Streetsville – cultural heritage, entertainment, exploration

Downtown Core – arts and innovation, entertainment, food

Cooksville – food, cultural heritage, music and entertainment

Clarkson – sustainability, cultural heritage, arts and entertainment

Malton – cultural heritage, community, exploration

Framework for Recommendations

The implementation plan includes two sets of recommendations:

1. Cultural Districts-Wide Recommendations includes recommendations that apply to all six cultural districts.
2. District-Specific recommendations include recommendations identified specifically for each cultural district.

The recommendations have been categorized into the following:

- Policies, Studies and Guidelines – includes actions to review and/or update City policies and permitting processes to support arts and cultural uses and activities in the Cultural Districts.
- Programs and Initiatives – includes actions to develop new programs or initiatives and expand existing culture and public art programming to create vibrant public spaces and opportunities for artists, youth and performers.
- Community and Business Support – includes actions to support community organizations, businesses and BIAs to activate the Cultural Districts.
- Partnerships – includes opportunities to collaborate with City, community and external partners on on-going projects and event programming.
- Public Realm Activations – includes site-specific cultural district activations which animate and activate spaces using tactics such as temporary public art, pop-ups and programming.

Key Recommendations for the Cultural Districts (see attached Cultural Districts Implementation Plan for details)	
Policies, Studies and Guidelines	
1.1	Incorporate Cultural Districts in the 2019-2021 Official Plan review
1.3	Co-lead a review, with Tourism Mississauga, of cultural districts and tourism areas within Mississauga to identify areas of synergy
Programs and Initiatives	
1.4	Establish a program to permit outdoor patios (Post Covid-19)
1.7	Implement a program to require developers to install public art on construction hoarding
Community and Business Support	
1.11	Encourage BIAs and local businesses to use storefronts for art and marketing displays
1.14.	Work with BIAs to coordinate events and activities
1.14.1.	Build capacity in local community partners to host events
Partnerships	
1.16	Collaborate with Smart Cities on programming in the Cultural Districts
1.17	Collaborate with the City's existing public art programs
Overview of District-Specific Recommendations	
Port Credit	
2.2	Collaborate with local partners to activate and animate St. Lawrence Square
2.3	Identify creative placemaking and cultural programming opportunities within the Brightwater Development and at 1 Port Street East
Streetsville	
3.1.	Improve access to the park located behind Streetsville Village Hall by incorporating wayfinding signage and temporary public art
3.3.	Identify opportunities to interpret and highlight the heritage of Streetsville through public art and creative programming
Downtown Core	
4.1	Animate Living Arts Drive during the Complete Streets Pilot
4.5.	Activate underused green spaces in the Downtown Core
Cooksville	
5.1.1.	Enhance the identity of Cooksville by engaging its diverse local communities and youth
Clarkson	
6.1.	Identify creative placemaking opportunities in Clarkson's public realm
6.6.	Participate in the Clarkson Road and Lakeshore Road Environmental Assessment
Malton	
7.1	Engage Malton community residents, commuters, youth and students to increase vibrancy in Malton's public spaces and trails
7.2	Explore the feasibility and demand for expanding the Sauga Buses program

Partnerships and Funding

The implementation of the plan will be highly collaborative and involve public, private sector and community efforts. The plan includes actions led by the Culture division, actions led by other City divisions and opportunities to partner with local organizations to execute projects.

Suggested lead and supporting partners have been identified and confirmed in consultation with City units. Supporting partners may provide technical expertise or provide support on a project team.

Existing funding sources will be utilized to execute projects including the previously approved Cultural Districts Feasibility Study budget (PN 19490 \$70,000) and from Culture Division's existing and proposed 2021-2023 budgets. Larger placemaking projects, involving multiple sites and numerous opportunities for artists that are suitable for funding from the Arts Reserve have also been identified. The Cultural Districts Implementation Plan is supported by existing City projects and strategies where opportunities for collaboration have been identified.

Third party partnerships will be identified with local arts, culture and community organizations to execute projects where objectives and goals align and will help to further the City's capacity while providing economic opportunities for artists.

Next Steps

Following approval of the Cultural Districts Implementation Plan, Culture Planning staff will conduct public consultation to validate and inform implementation tactics.

Below is the proposed timeline for next steps:

- February- July 2021 – Public Consultation: Public consultation will be conducted with guidance from the Community Engagement Guiding Principles, which have been approved for public engagement during COVID-19 and will be coordinated with Ward Councillors. Public consultation will be conducted on the implementation plan to:
 - Understand community needs, concerns, interests regarding the plan
 - Identify specific improvements, initiatives and public realm activations
 - Consult with BIAs, local businesses and landowners on aligning priorities and projects identified for collaboration
 - Identify third party partnerships to execute projects, where applicable
- July – September 2021 – Revise Implementation Plan: The Implementation Plan will be revised based on public consultation.
- 2021 – 2023 – Cultural Districts Implementation
- Mid 2022 – Update Council on the status of the Cultural Districts Implementation

Strategic Plan

The Mississauga Cultural Districts Implementation Plan aligns with the Connect, Belong and Prosper pillars of the Strategic Plan.

Financial Impact

The 2019 Culture Division Capital Budget included \$70,000 for a “Cultural Districts Feasibility Study” (PN 19490). This budget will fund temporary public art, placemaking, marketing and engagement initiatives within the approved Cultural Districts over three years (2021 - 2023). Additionally, the Cultural Districts Implementation Plan aligns in scope with various ongoing and planned capital projects with approved budgets. Financial details for the Lakeview Village Cultural District Plan will be brought forward within a separate report. Following 2023, longer term projects and actions will be identified and will be subject to additional funding through the business planning process.

Conclusion

The Culture Master Plan recommends focusing cultural development and City services in distinct cultural districts in order to enhance and improve cultural spaces and places in Mississauga. By designating and developing Cultural Districts in Mississauga, the City will create a network of activated urban spaces that contribute to improving the quality of life and economic success of the city. The implementation of Cultural Districts is a key recommendation within the 2019 - 2029 Future Directions: Culture Master Plan and supports the City of Mississauga Economic Recovery Plan for Creative Industries.

Attachments

Appendix 1: Cultural Districts Implementation Plan



Shari Lichterman, CPA, CMA, Commissioner of Community Services

Prepared by: Michael Tunney, Manager, Culture Planning

Cultural Districts

Implementation Plan 2021- 2023

Acknowledgements

We would like to thank:

The City Manager, Paul Mitcham, and Commissioners Shari Lichterman, Andrew Whittemore, Gary Kent and Geoff Wright for their guidance. Project Steering Committee

Paul Damaso, Director, Culture Division; Jason Bevan, Director, City Planning Strategies; Lesley Pavan, Director, Development and Design (retired); Shari Lichterman, Director, Recreation; Jodi Robillos, Director, Parks, Forestry & Environment; Shawn Slack, Director, Information Technology.

Project Core Team

Zainab Abbasi (Project Lead), Planner, Culture Planning; Michael Tunney, Manager, Culture Planning; Amy Calder, Planner, Culture Planning; Anthea Foyer, Planner, Culture Planning; Rachel Pennington, Public Art Curator, Culture Planning; Corey Poole, Music Office Coordinator, Creative Industries; Alex Legrain, Planner, Transportation Planning; Matthew Sweet, Manager, Active Transportation; Mojan Jianfar, Planner, City Planning Strategies; Jane Darragh, Planner, Park Planning; Sharleen Bayovo, Planner, Official Plan Review; David Breveglieri, Planner, Development South; Sue Ann Laking, Strategic Leader, Urban Design; Behnaz Djabarouti, Urban Designer, Urban Design; Tej Kainth, Manager, Tourism Mississauga; Steve Czajka, Program Manager, Smart City; Jennifer Cowie Bonne, Manager, Recreation – Community Development, Sharlene Murray, Sports Community Development, Recreation – Community Development, Shelley Tsolakis, Community Development Coordinator, Recreation – Community Development.

We would like to thank all City staff who contributed to the completion of the Cultural Districts Implementation Plan.

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Executive Summary

Culture Master Plan

The 2019-2029 Culture Master Plan prioritizes the enhancement and improvement of cultural spaces and places in Mississauga and recommends focusing cultural development and City services in distinct cultural districts (Culture Master Plan recommendation 2.1.1.).

Cultural Districts

Cultural districts are well-recognized, mixed-use geographic areas that attract people because of their high concentration of cultural facilities and activities. Many great neighbourhoods all over the world are known for their vibrant main streets, rich cultural offerings, walkable streets and beautiful public spaces. These neighbourhoods act as local cultural destinations that invite residents and visitors to engage in creative expression, social gathering and community building.

Mississauga's Cultural Districts

Mississauga is well-positioned to become an arts-friendly city.

With the launch of the 2019 Culture Master Plan which builds on Mississauga's budding arts, culture and creative industry scene, Mississauga is well-positioned to become an arts-friendly city. Mississauga has a mix of historical neighbourhoods which originated as villages and many new neighbourhoods that are emerging as popular hubs of creativity and innovation. Many of these neighbourhoods are intensifying, and witnessing a growing cluster of arts and cultural facilities, entertainment and a rich offering of retail options. The waterfront is more vibrant than ever and teeming with boating enthusiasts, cyclists, art lovers and foodies.

Cultural districts in Mississauga were identified based on a set of characteristics shared by the most successful cultural districts world-wide which include:

- Existing cultural assets to build on;
- Increased development activity and City-supported revitalization efforts;
- An engaged established community;
- Dedicated partners such as local Business Improvement Associations (BIAs);
- Strong political support; and
- A budding arts and culture scene.

Port Credit, Downtown Core, Streetsville, Cooksville, Clarkson, Malton and Lakeview have been identified for the establishment of Cultural Districts. Exciting things are already happening in these areas of the City. These seven areas include a mix of land uses, arts and cultural activities, good access to transit, lots of retail, entertainment and food options, and enhanced parks and public spaces. The establishment of Cultural Districts will build on these existing assets, with an aim to strategically focus arts and cultural development within the seven areas, and improve cultural spaces and places within them.

Executive Summary

Continued.

Cultural Districts Implementation Plan

Port Credit, Downtown Core, Streetsville, Cooksville, Clarkson and Malton will be the focus of the Cultural Districts Implementation Plan. A cultural plan for Lakeview will be developed concurrently to the Cultural Districts Implementation, given the longer timeframe for the master planned community. The purpose of the Cultural Districts Implementation Plan is to create an action plan to strategically focus arts and cultural development and the improvement of cultural spaces and places in the six identified areas of Mississauga. This plan focuses on low cost, high impact actions that are achievable between 2021-2023, ranging from public space activations to policies, community and business support to program development. These projects will be funded through the existing Council-approved Cultural Districts budget of \$70,000 and through other existing budget sources and partnerships.

Implementation & Partnerships

The establishment of a cultural district requires a strong coordination of public, private sector and community efforts. This plan strategically focuses on:

- Aligning efforts across all sectors, and coordinating ongoing and future municipal projects and plans to ensure cost and resource sharing.
- Aligning efforts with the Tourism Master Plan and Smart City Master Plan.
- Opportunities to support economic recovery initiatives during the COVID-19 recovery.
- Actions to support and empower BIAs in their role, with an aim to help develop their capacity so that they can continue to do this work.
- Identifying emerging arts and community organizations in Mississauga to partner on projects to further the City's capacity and create opportunities.
- Utilizing existing budget sources for 2021-2023 implementation.

Current Status

This Implementation Plan is an evolving document that will change to reflect feedback, community and business interests. Next steps include public consultation to discuss community interests and concerns from February - June 2021.



Framework for Recommendations

1. Cultural Districts-Wide Recommendations includes recommendations that apply to all six Cultural Districts.
2. District-Specific Recommendations includes a set of recommendations identified for each Cultural District.

The recommendations have been categorized into the following:

Policies, Studies, Guidelines

- Actions to update City policies and permitting processes to support arts and cultural uses and activities in the Cultural Districts.

Programs and Initiatives

- Actions to develop new programs or initiatives and expand existing culture and public art programming to create vibrant public spaces and create opportunities for artists, youth and performers.

Community and Business Support

- Actions to support community organizations, businesses and BIAs to activate the Cultural Districts.

Partnerships

- Opportunities to collaborate with City, community and external partners on on-going projects and event programming.

Public Realm Activations

- Site-specific Cultural District activations which animate and activate spaces using tactics such as temporary public art, pop-ups and programming.



Introduction

What are Cultural Districts?

Cultural districts are well-recognized, mixed-use geographic areas that attract people because of their high concentration of cultural facilities and activities. Cultural districts are areas with concentrated cultural activities, arts venues and studios, galleries, museums and events. They are supported by retail, restaurants and cafes, entertainment venues, parks, community spaces and offices which enrich them as cultural destinations. Animated parks and open spaces and an artful public realm encourage the spill out of activity onto the streets and encourage people to linger, stay a while and interact with others.

Each cultural district is unique in its development and cultural offerings, which are a reflection of the unique identity of the community and neighbourhood character. Cultural districts evolve to reflect the local area and needs of the creative community. The most successful cultural districts world-wide share a similar foundation which includes existing cultural assets to build on, increased development activity and city-supported revitalization efforts, an engaged established community, dedicated partners such as local Business Improvement Associations (BIAs), strong political support and a budding arts and culture scene that attracts the community and spurs local tourism.

Cultural districts may develop organically through the efforts of local artists and non-profit art organizations, or be initiated through for-profit private investments and entrepreneurial efforts. They can also be initiated by governmental efforts that seek to attract and promote arts and cultural activities in the district. Successful cultural districts require support from a combination of governmental and quasi-governmental organizations, private businesses, non-profit arts organizations, educational institutes, in addition to philanthropic individuals and foundations. This diversity in support offers an opportunity for collective participation in the planning and successful development of the district.

In this report, Cultural Districts are also referred to as 'districts' for short.

Cultural Districts: Neighbourhood Physical Features

Close Proximity to Transit



Mix of Land Uses



Inviting Parks & Public Spaces



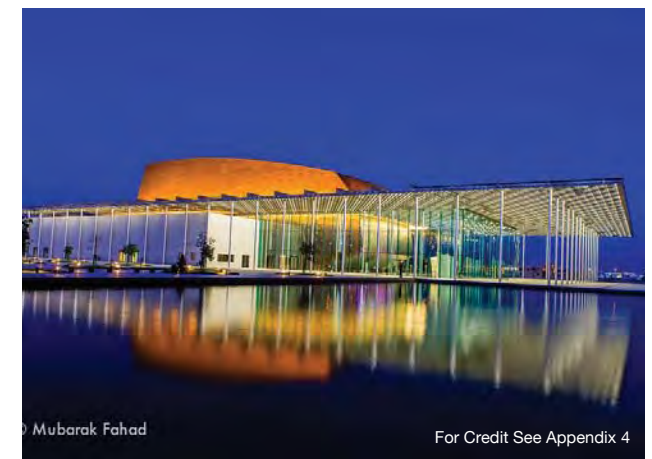
Artful Public Realm



Vibrant Walkable Streets



Anchor Arts Organizations & Entertainment Facilities



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For Credit See Appendix 4

Introduction

Continued.

Benefits of Cultural Districts

Cultural districts aim to provide a more livable city and an enriched neighbourhood experience that reflects the unique local character and heritage. Cultural districts have been successful in connecting arts and cultural activities more intimately with local communities by creating opportunities for local residents to participate in creative placemaking, storytelling and cultural programming.

The positive social impact of cultural districts can strengthen civic pride and foster a sense of belonging for the community. Improvements associated with the establishment of a cultural district can enhance and beautify public spaces and streets, increase public safety and encourage spill out of activity onto the streets.

Cultural districts have been shown to support urban growth and entice development. The mix of creative enterprises and cultural facilities with entertainment and retail establishments leads to increased spending in the district and boosts local economic growth. Events, performances and creative programming encourage people to stay longer which promotes local tourism and supports the creation of an evening economy. In many cities, cultural districts have fostered the development of creative industry clusters which increases production, business networking opportunities in the creative industry and event ticket sales. Cultural districts have been successful in creating environments that are friendly and economically beneficial to artists, not-for-profit arts organizations and cultural institutions.

Cultural Activities – Production, Consumption, Supporting Uses

Activities within cultural districts may be geared towards inviting visitors and tourists to the district to enjoy a host of activities, or may focus more on the production of arts and culture. Most successful districts include a balanced mix of cultural production, cultural consumption and supportive activities and spaces that together form complete neighbourhoods sustained by an animated public realm and open space, in addition to transit services.

Cultural Production
(i.e. studios, workshops, live/work space)



Cultural Consumption
(i.e. museum, gallery, festival, restaurant, café, retail, entertainment)



Supportive Uses & Spaces
(residential and office building, art-supply shop, printing shop)



Plan Purpose

The purpose of the Cultural Districts Implementation Plan is to create an action plan to strategically focus arts and cultural development and the improvement of cultural spaces and places in the six identified areas of Mississauga. This plan focuses on low cost, high impact actions that are achievable between 2021-2023, ranging from public space activations to policies, community and business support to program development.

Culture Master Plan

The 2019 - 2029 Culture Master Plan sets the vision, and provides priorities and direction for arts, culture and heritage in Mississauga over the next 10 years. The Culture Master Plan prioritizes the enhancement and improvement of cultural spaces and places in Mississauga and recommends focusing cultural development and City services in distinct cultural districts (Culture Master Plan recommendation 2.1.1.).

Throughout the Culture Master Plan public engagement, it was established that residents are seeking better quality, more affordable and accessible places to experience a localized scene of arts and culture on a daily basis. Residents expressed the desire to engage with a city-wide network of culturally activated areas, where each area would reflect the local identity and organically grow. To enable this, one of the key recommendations of the Culture Master Plan is to focus development and City services in distinct cultural districts. The Cultural Districts Implementation Plan identifies six areas of Mississauga with characteristics that will contribute to creating successful cultural districts. These include: Downtown Core, Port Credit, Streetsville, Cooksville, Malton and Clarkson.

Culture Master Plan - Highlights

Priority #2: Enhance and improve cultural spaces and places
Cultural spaces play an important role in bringing people together to create more connected and vibrant communities. It is important to ensure creatives have access to a variety of spaces where they can create their work and where residents can access arts and culture throughout the city. Opportunities exist to identify unique locations and spaces for cultural uses and experiences in Mississauga.

Goals and Recommendations:

Goal 2.1. – Improve City-owned cultural spaces and culture in the public realm.
2.1.1. – Focus cultural development and City services in distinct cultural districts.

Throughout the Culture Master Plan public engagement, it was established that residents are seeking better quality, more affordable and accessible places to experience a localized scene of arts and culture on a daily basis.

Plan Purpose

Continued.

Port Credit Culture Node

In 2011, the Culture Division, with support from late Councillor Jim Tovey, initiated the Port Credit Culture Node (PCCN) pilot project to test various planning tools in the public realm. Planning tools included permitting patios, art installations and retail sales in the municipal right-of-way, live acoustic music on patios, and extended hours of operation for businesses through a blanket minor variance in the Port Credit BIA area.

The pilot project has been successful in increasing economic growth, sales, employment and bringing foot traffic to the area by allowing continued use of the municipal right-of-way within the Port Credit BIA area. A 2016 survey with business owners demonstrated that 100% of those who had installed patios hired additional staff, 75% expanded programming and increased business hours, and 50% accessed services from local businesses in the community.

The 2016 PCCN project update recommended expanding the tools to support businesses, organizations and community members in the development of future 'cultural districts' throughout Mississauga. The Port Credit Culture Node is an excellent example of how to reduce barriers for local businesses and organizations to creative placemaking through policy changes. The Cultural Districts Implementation Plan expands the use of these planning tools in the six Cultural Districts.



For Credit See Appendix 4

The Planning Process

The development of the Cultural Districts Implementation Plan was divided into six key tasks. Culture Planning worked closely with the Core Working Team and a Steering Committee comprised of Planning directors to advise on the development of the implementation plan.

In Task 1: **Background Research**, Culture Planning conducted extensive research on Cultural Districts which included typologies and themes; a review of international best practices and benchmarking; phone interviews with eight stakeholders from cultural districts across North America; research on the economic, social and cultural impact of cultural districts; an assessment of potential locations in Mississauga, and; a review of local cultural assets and partnership opportunities.

In Task 2: **Discovery**, the team conducted a robust review of the six proposed districts to identify strengths, opportunities and constraints and review existing conditions. The team reviewed current and future City projects to identify opportunities that aligned with the Cultural Districts Implementation and offered opportunities for cost and resource sharing.

In Task 3: **Project Direction**, the team identified high level themes based on the history and heritage, contemporary trends and changing community interests of each district. Geographic boundaries were identified for each Cultural District to strategically focus actions during implementation for greater impact. The geographic boundaries primarily align with current BIA boundaries with modifications such as including parkland in the area. A review was also conducted to align Cultural Districts with potential Tourism area boundaries. The team conducted site visits and consultations with City staff and reviewed existing boundaries in the Official Plan to inform the Cultural District boundaries.

In Task 4: **Refine Ideas and Develop Strategy**, the team conducted consultations with City staff, City Councillors and local stakeholders such as BIAs to discuss area priorities, potential implementation tactics and projects for collaborations to inform the implementation plan. Aligning projects, new ideas and feedback was collected to refine the actions for the implementation plan.

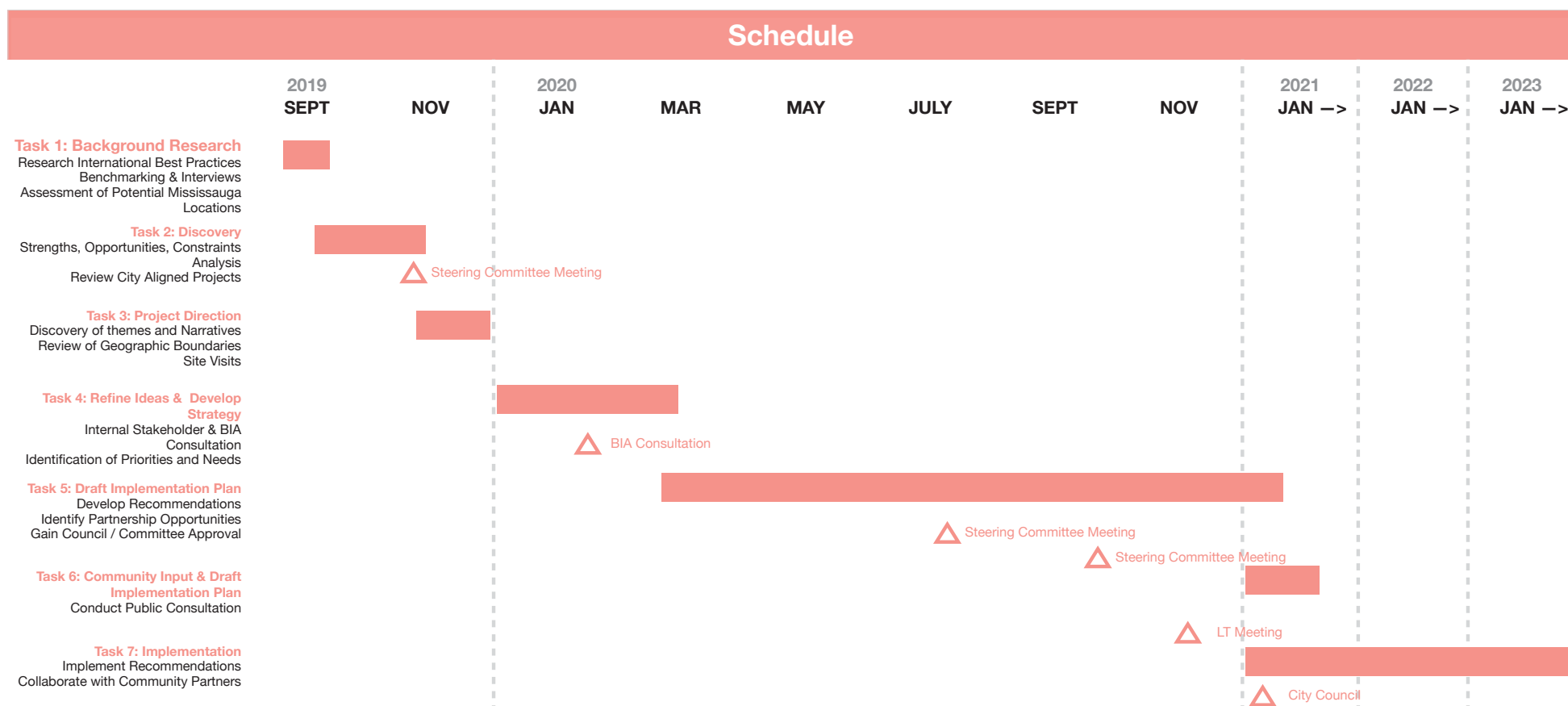
In Task 5: **Draft Implementation Plan**, the high level themes, geographic boundaries and actions were refined to provide direction for the next three years and to inform this document. The Implementation Plan includes recommendations and actions led by City staff, BIAs and community organizations who will work together to enhance the Cultural Districts as vibrant, local destinations for arts, culture, creative expression and entertainment.

In Task 6: **Community Input and Finalize Implementation Plan**, the team will seek community input on the draft Implementation Plan, revise the plan and seek City Council approval to implement the plan.

Upon receiving City Council approval, the team will initiate Task 7: **Plan Implementation**. The Cultural Districts Implementation Plan recommendations will be executed over a three-year period between 2021-2023 by team members working in collaboration with various City departments and the community.

The Planning Process

Continued.



The Planning Process

Continued.

Aligned Planning Efforts

The establishment of a cultural district requires strong coordination of public and private sector, and community efforts. This plan strategically focuses on aligning efforts across all sectors, and coordinating ongoing and future municipal projects and plans. Various ongoing and future City projects planned within the six districts will include policy changes, creative placemaking efforts, programming and activation of public spaces that will create a favourable environment for each district. This plan explores the potential for cost and resource sharing by identifying opportunities to align projects and specific actions. To ensure future success of the Cultural Districts, Culture Planning has created a practice of actively participating in ongoing City planning projects and providing input from a culture lens to identify new opportunities and leverage future development opportunities.

External organizations such as the local BIAs, anchor businesses and community organizations play an important role in the Cultural Districts as driving forces, change makers and trusted community resources. Partnerships and working groups with community stakeholders are encouraged to ensure the Cultural District is reflective of the local residents and responsive to the community's needs. BIAs play an important role in beautifying, branding and programming the area. This plan identifies actions to support and empower BIAs in their role, with an aim to help develop their capacity so they can continue to do this work. This plan documents actions and initiatives by the City and BIAs which support the establishment of cultural districts and enhance the districts as destinations.



Smart City Master Plan

Mississauga's Smart City initiatives are about transformational city building and will focus on creating vibrant, inclusive communities with a high quality of life. Mississauga will serve as a model of government-led smart city urban development. People-centred, neighbourhood focused and forward-ready, we will use technology to address urban opportunities and challenges in order to create a city where people choose to live, work and play.

The Smart Cities Living Lab neighbourhoods are the same as the Cultural District neighbourhoods. The Smart Cities *Living Labs*, *Innovation Challenges* and the *Centre for Civic Curiosity* programming will contribute to the Cultural Districts.



Tourism Master Plan

The Tourism Master Plan builds on opportunities for cultural tourism, destination development and creative communities. Three strategic focus areas of the Tourism Master Plan strongly support the establishment of cultural districts: Tourism Product Clusters - Develop new tourism product clusters recognized by visitors and residents alike.

Celebrate Community Diversity - Continue to invest in festival programming with an emphasis on festivals that attract visitors to the community.
Creative Communities - Focus municipal planning on developing creative communities to attract visitors.

The Planning Process

Continued.

Alignment with Tourism Master Plan

The following Strategic Focus Areas and actions of the Tourism Master Plan will support the establishment of Cultural Districts in Mississauga. Tourism Mississauga will be a key implementation partner for the Cultural Districts.

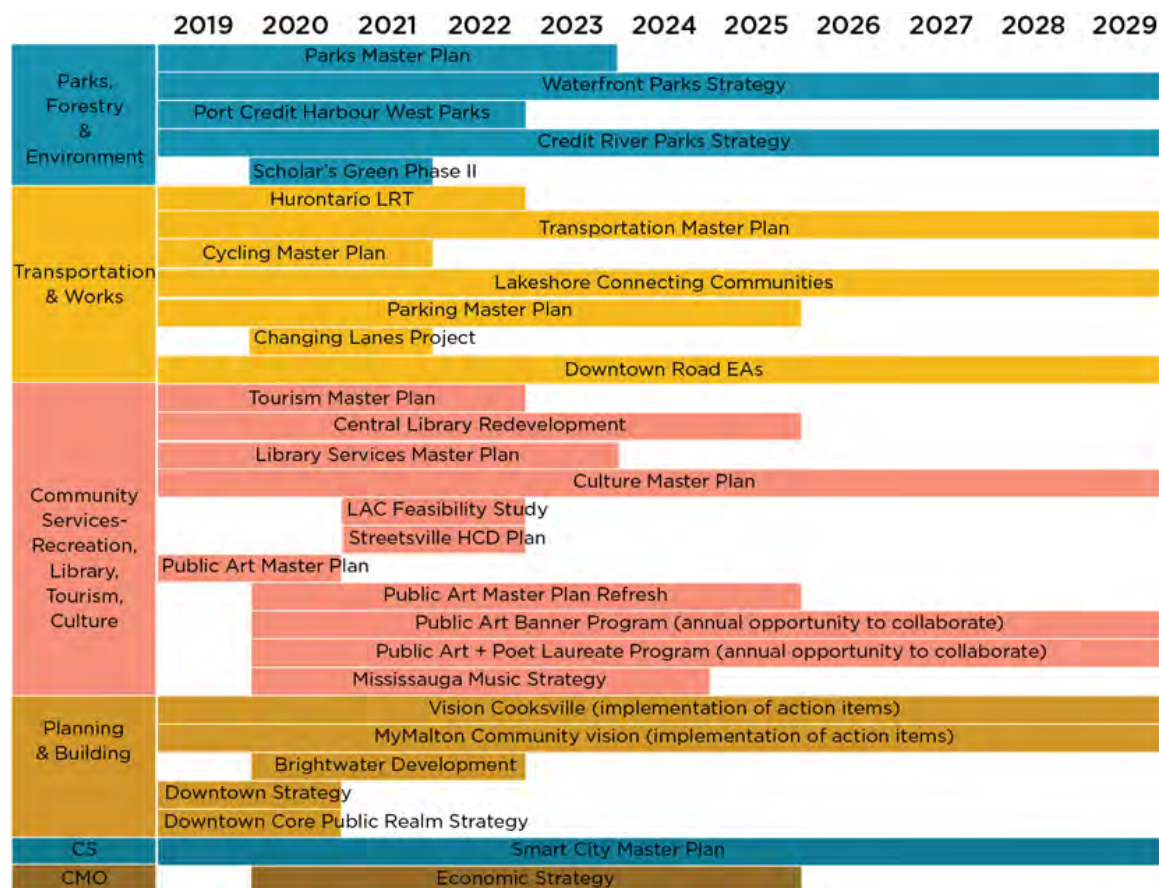
4.2. Tourism Product Clusters <i>Goal: Develop tourism product clusters recognized by visitors and residents alike.</i>	4.3. Celebrate Community Diversity <i>Goal: Continue to invest in festival programming with an emphasis on festivals that attract visitors to the community.</i>	4.9. Partnerships and Alliances <i>Goal: Assess and develop strategic partnerships to support tourism initiatives.</i>	4.4. Creative Communities <i>Goal: Focus municipal planning on developing creative communities to attract visitors.</i>	4.5. Tourism Funding and Product Investment <i>Goal: Develop and implement a program for funding tourism activity and infrastructure, building the City's reputation as an event host.</i>	4.6. Tourism Brand Development <i>Goal: Position the Mississauga brand to target tourism opportunities and develop a tourism campaign.</i>
Strategic Requirements and Actions Identify tourism clusters to market and promote tourism initiative to target audiences	Strategic Requirements and Actions Align festival financial support to evaluation process that furthers awareness of Mississauga's diversity	Strategic Requirements and Actions Continue to maintain and expand partnerships with agencies and municipalities where feasible to advance tourism initiatives	Strategic Requirements and Actions Develop a strategy to encourage and attract the tourism sector, providing the City a plan for tourism development throughout the municipal planning process	Strategic Requirements and Actions Evaluate opportunities for tourism infrastructure in the Port Credit/ Waterfront area	Strategic Requirements and Actions Leverage messaging such as 'Discover Mississauga' to promote tourism to target markets in alignment with the City brand
Leverage the visions of Inspiration Lakeview, Inspiration Port Credit and 1 Port Street, identify opportunities for tourism clusters as these waterfront developments advance	Standardize post-event metrics and share festival successes through multiple channels		Develop additional support for BIA's, as they undertake an expanded role in developing tourism opportunities		Develop tourism campaigns that are aligned to the target markets
	Invest in target funding support of 'best growth' cultural events				Develop a common tourism 'key assets' awareness plan to ensure that a consistent message is provided to residents, businesses and business travellers with respect to the tourism assets and visitor experiences available in Mississauga
	Initiate festival incubator program to identify 'early development' community cultural groups, providing support including access to resources including networking opportunities with established festival operators and online databases of best practices				

The Planning Process

Continued.

Aligned City Projects & Plans

City projects and plans which align with the Cultural Districts Implementation and offer opportunities to collaborate and support the objectives of the Cultural Districts are included below. Over the next few years, the aligned City projects and plans offer an opportunity to work together to ensure cost and resource sharing where appropriate.



What We Heard

Internal Stakeholder Engagement

City Staff Engagement

City staff across the Corporation were engaged to develop new ideas, and identify opportunity sites and projects for collaboration. Brainstorming sessions, site visits and workshops were conducted. City units engaged included:

Smart Cities, Tourism Mississauga, Park Planning, City Planning Strategies, Urban Design, Planning Programs, Official Plan Review, Transportation Planning, Active Transportation Office, MiWay, By-Law Enforcement Office, Public Art, Creative Industries, Heritage Planning, Culture Marketing, Mississauga Celebration Square, IT, Museums of Mississauga, Recreation Community Development.

City Council Engagement

City Councillors with Cultural Districts identified in their respective wards were engaged to discuss area priorities and site-specific opportunities. A review of themes, proposed boundaries and areas of active programming was conducted to help refine the plans.

Area priorities included highlighting the cultural heritage and identity of the neighbourhood; addressing safety and vandalism; beautification efforts in underused spaces and blank walls; leveraging private sector opportunities and reducing barriers to engaging in arts, cultural and entertainment activities for the community.



External Stakeholder Engagement

BIA Engagement

The BIAs were engaged to understand BIA priorities for the area, collect feedback on the project and identify capacity to collaborate on projects. A review of themes, proposed boundaries and areas of active programming were conducted to verify that the findings resonated with the BIAs. We asked BIAs to identify what were the bright lights in their neighbourhood in terms of culture and vibrancy, and to identify which spaces could use more attention.

Port Credit, Streetsville, Cooksville, Clarkson and Malton BIAs were engaged. The BIAs shared a similar vision for the areas where infusing arts, cultural and community building activities would encourage spillover from the stores onto the streets. It would encourage people to linger, and conversely the vibrant streets would invite visitors to the retail businesses in the area. The BIAs have many beautification projects lined up and measures to improve safety and security.

Public Engagement

Public engagement is planned for February - June 2021 and will include various online engagement methods.

Themes

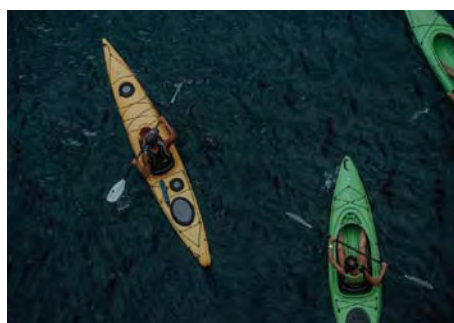
Cultural District themes provide context for marketing efforts, public art and public space activations, and are the backbone of the Cultural District's identity and storytelling. Themes help to frame the narrative and unique identity of each Cultural District. The themes contextualize each district and will be used to describe the district in all relevant placemaking, marketing and outreach efforts. The themes may be used to inform requests for proposals for public art or special projects, funding applications, community benefit agreements for developments, and branding and marketing campaigns. The themes also helped shape the recommendations for each Cultural District. Through the internal engagement phase, it was identified that most of the Cultural Districts could benefit from opportunities to strengthen neighbourhood identity. The development of themes unique to each neighbourhood will help to highlight and strengthen their identity. The themes emerged from a scan of the history and heritage of each neighbourhood, local stories, figures, sites, contemporary trends and changing community interests.



Port Credit is a Place For....

Exploration

Waterfront Parks, Marina, Waterfront Trail, local kayaking & canoe clubs, rowing, boat launches, fishing cycling



Entertainment

Festivals, Restaurants, Outdoor Patios, Summer Concert Series, Sauga Busks



The Arts

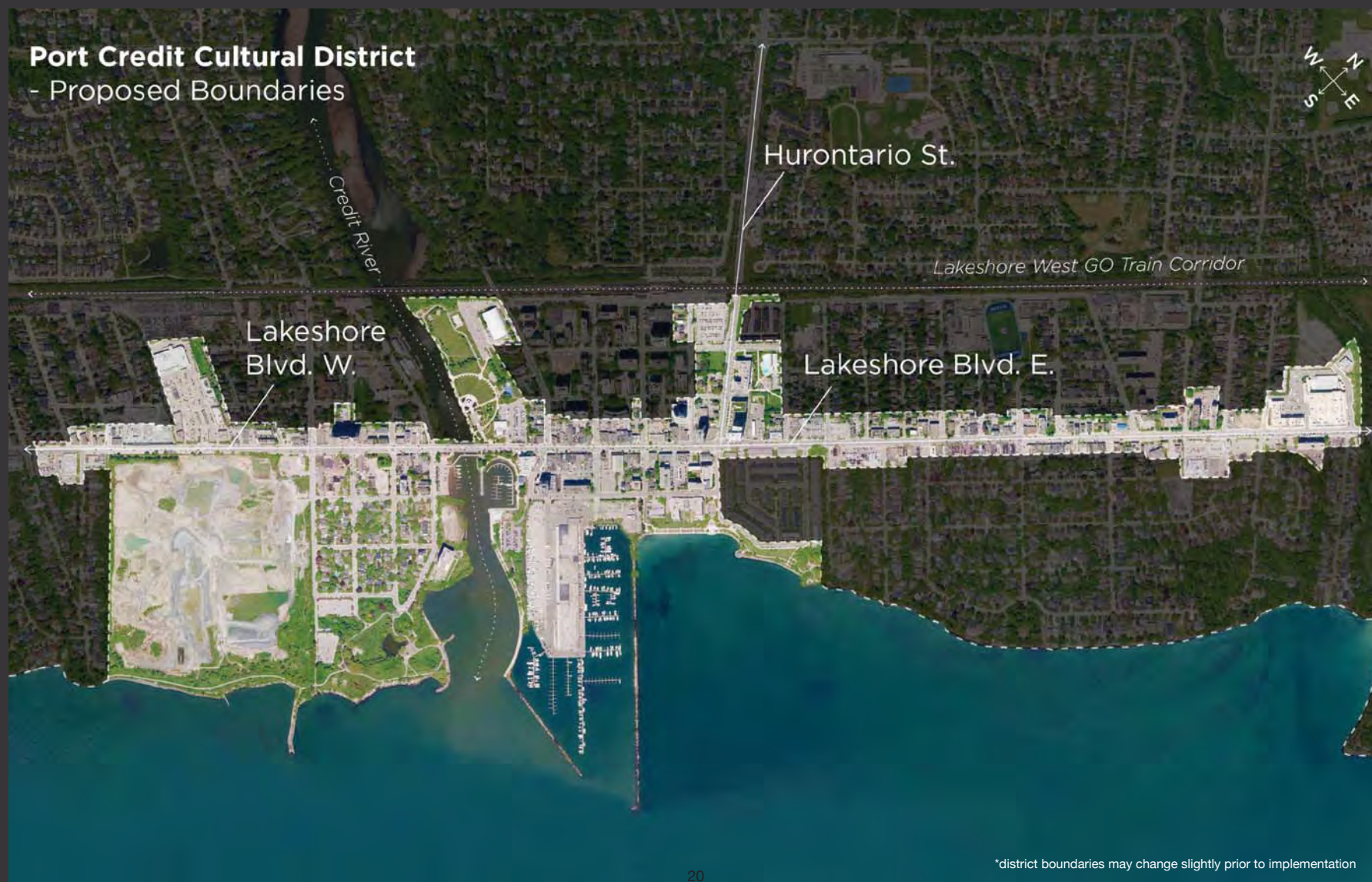
Art Galleries, Studios, Public Art, Arts on the Credit Programming



Cultural Heritage

Indigenous Heritage - Mouth of the Credit River, Marina Industry, Port Credit HCD, brisk manufacturing & oil refinery legacy





Streetsville is a Place For....

Cultural Heritage

Heritage Buildings, Queen Street heritage, Streetsville Cemetery, Streetsville Memorial Park



Entertainment

Festivals, Restaurants, Village Town Square, Summer Concert Series, Sauga Buses



Education

Credit River trail and bridge, Streetsville Memorial Park, Vic Johnson Community Centre, cycling, walking





Downtown is a Place For....

Arts & Innovation

Living Arts Centre, Art Gallery of Mississauga, Sheridan College, Central Library, Mississauga Arts Council, Smart City Centre for Civic Curiosity



Entertainment

Mississauga Celebration Square, Living Arts Centre, Rec Room, Square One Shopping Centre, Experiential Programming

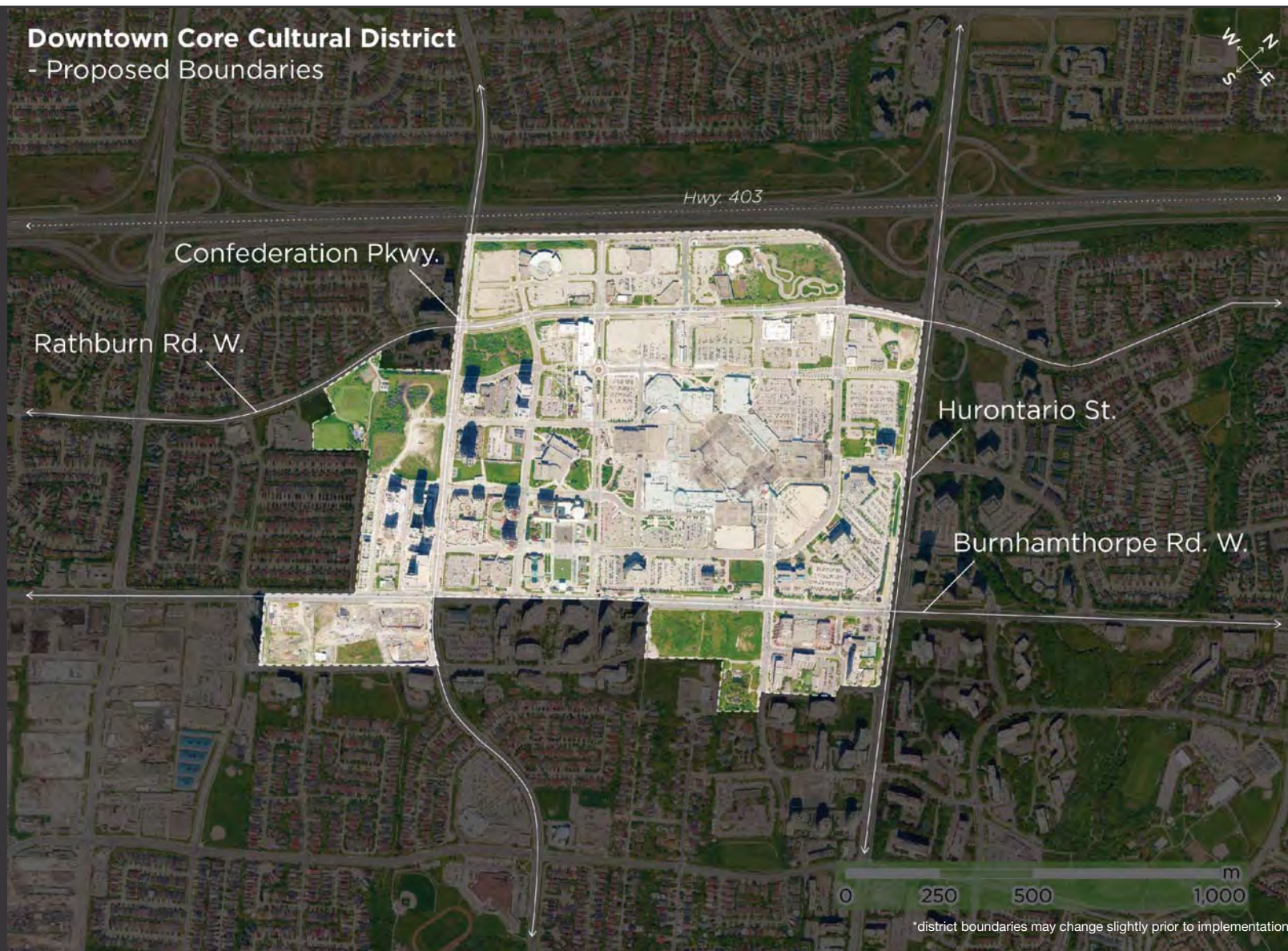


Food

Festival Food Vendors, Square One Shopping Centre Food District, small local food businesses



For Credit See Appendix 4



Cooksville is a Place For....

Food

Ethnic food businesses, food fusion, culinary art, Mom and Pop Shops, Taste of Cooksville Festival



Cultural Heritage

5 & 10, Dundas Street heritage, Cooksville brickyard, first winemaking capital of Canada, diverse community



Music & Entertainment

Music and entertainment history, Cooksville Festival of Cultures, Paisley Boulevard, restaurants and cafes, Four Corners Square



For Credit See Appendix 4



Clarkson is a Place For....

Sustainability

Agriculture & farming history, urban farming potential, green technology



Cultural Heritage

Heritage buildings, former strawberry farming capital of Ontario, Industrial Heritage, Museums of Mississauga



Arts & Entertainment

Restaurants, cafes, bars, growing culinary scene, unique retailers and antique shops, Clarkson Village Shopping Plaza





Malton is a Place For....

Cultural Heritage

Aviation Heritage, Avro Canada monument, ethnic cultural-heritage dances, performances, diverse community, Places of Worship



Community

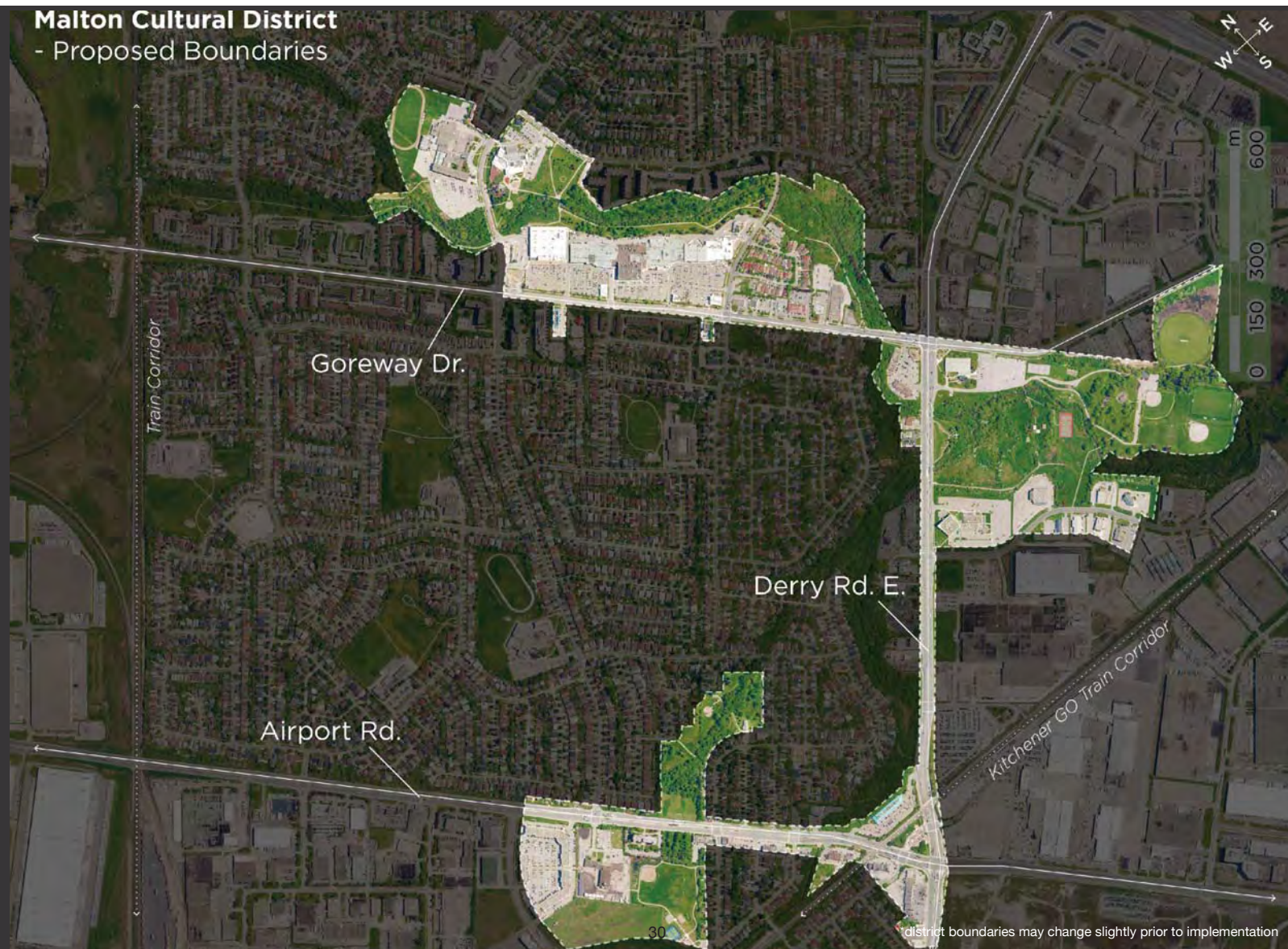
Malton Community Centre, Malton Community Hub, Westwood Square Mall, active local community



Exploration

Paul Coffee Park, Malton Greenway, parks and trails, cycling, Malton Community Centre, Malton Sign





Implementing The Plan

The implementation of Cultural Districts in Mississauga requires a coordinated effort among all stakeholders in each area.

Great places and neighbourhoods are created when all partners within them work closely together. Local businesses, community organizations, residents and the City all play a role in shaping the neighbourhood and attracting local residents and visitors to the area.

Forging partnerships across all sectors is integral to making this work. The Cultural Districts Implementation requires an ongoing framework for collaboration among local partners to ensure greater impact by working together on initiatives, and building a strong distinct identity in each neighbourhood by coordinating communication, messaging and marketing.

A Resource-Based Approach

The Cultural Districts Implementation will adopt a resource-based strategy focused on culture and creativity. A resource-based strategy aims to investigate and uncover assets already found within a community. Working together with community, the implementation team will build on identified assets and capitalize on the unique capabilities of local community members. This approach is rooted in the idea that communities need to build from the 'inside out' and respond creatively with a focus on resources, capacities, strengths and aspirations.

The Cultural Districts Implementation will approach identified districts from the lens of what is already there. The strategy will build upon this base and identify where arts, culture and creativity can be infused and used as tools to strengthen the identity of places. Through the recommendations, local community members will be encouraged to identify community needs and interests, co-create solutions to problems and actively participate in their implementation.



Implementing the Program

Continued.

Funding

The City is investing funds in the Cultural Districts through this Implementation Plan in the early years to catalyze activity and encourage private investment. In addition, other City projects offer an opportunity to address cultural needs which results in cost and resource sharing. Culture Planning will actively identify opportunities through other City projects to ensure a culture lens is applied. Local organizations and BIAs may be eligible for grants to implement various projects in the Cultural Districts, depending on grant streams. Private sector funding is encouraged and expected to carry on the momentum and continue to program and market the Cultural Districts as vibrant, local destinations.

Existing Cultural Districts Budget	Funded through the Council-approved budget of \$70,000 (2019) for the Cultural Districts implementation. This budget will support low cost, high impact, temporary public space activations.
Existing Public Art Program Budget	Funded through the City's existing Public Art program. Where appropriate, the Public Art program will strategically focus existing public art programs to be located in the Cultural Districts.
Existing Culture Operating Budget	Funded through the Culture Division's existing annual operating budget.
Arts Reserve	Potentially funded through the City of Mississauga's Arts Reserve funds, subject to approval process.
Partnerships	Funding will be secured through partnerships with other City units.
Third Party Partnerships	Funding to be secured through partnerships with third parties that will support project implementation. Examples of potential partners include Artscape Atelier, STEPS, Mississauga Arts Council and developers/ landowners.
Sponsorships	Culture Division to actively seek sponsorship funding to support projects.

City of Mississauga

To initiate the implementation of Cultural Districts, the City of Mississauga's role has aimed at bringing all partners to the table. Through the implementation of this plan, the City will set the tone for on-going and future collaboration and communication. The City will help to break down traditional silos and will support the BIAs in capacity building and the elimination of barriers. The City will invest funding in the Cultural Districts through this implementation plan in the early years to help kick start and spur activity in the Cultural Districts. This will help attract buy-in from the private sector and the general public. The long term operation of the Cultural Districts will continue to be a coordinated effort, with greater participation of local partners and the community. Hosting workshops, brainstorming sessions and walkabouts with local partners are effective short-term interventions which can help educate local partners and begin to identify opportunities for collaboration.

Implementing the Program

Continued.

On-going City initiatives that support Cultural Districts

Digital Main Street Initiative

The Digital Main Street initiative provides businesses with a competitive edge by assisting them with adopting digital tools and technology to grow their business. In Mississauga, the Economic Development Office's Digital Service Square has been supporting main street business owners to increase their digital footprint, set up an online store or develop a social media campaign. The Digital Main Street Initiative is a great example of the City and Province supporting small main street businesses.

Mississauga Made

Mississauga Made is a free online marketplace where local businesses, artists and vendors can promote their projects and services. The initiative inspires residents to support and promote local products, businesses, artists and experiences within our communities.

Sauga Celebrates

The Sauga Celebrates initiative aimed to simplify the event applications and approval process for community groups and local residents. The initiative delivered an easy to use website, including an event checklist, steps to follow and a listing of all necessary applications and processes which need to be followed. Sauga Celebrates is a great example of an initiative that reduces barriers for community groups and local residents to organize events in the City.

Parks Beautification Program

The Parks Beautification Program, established in 2006, provides the community with opportunities to paint murals in park settings, by the Community for the Community. Under the guidance and mentorship of a mural artist, volunteers contribute their talent to painting a pre-designed mural. The program allows the community to express themselves and address problems, promote community values and identity, and beautify their neighbourhoods through the creative process.



For Credit See Appendix 4

Implementing the Program

Continued.

Local Arts, Cultural and Community Organizations

The Cultural Districts Implementation Plan includes actions to activate public spaces, remove barriers for local partners and create opportunities for artists. These actions serve as opportunities for local arts, cultural and community organizations to forge partnerships and take a lead on implementation. It is recommended to form service agreements with or provide grants to arts, cultural and community organizations to implement these actions where applicable. Partnerships with organizations will be explored for the implementation of the Cultural Districts.

Examples of organizations in the Greater Toronto Area that are undertaking creative projects with the local community and developers include:

STEPS Initiative

The STEPS Initiative is a Canada-based public art organization that develops one-of-a-kind art initiatives and engagement strategies that transform public spaces. Working with private landowners, developers and planners, STEPS transforms urban areas into vibrant public spaces, helping artists, community organizations, BIAs and developers push creative and technical boundaries to breathe new artistic energy into public spaces. STEPS' projects include mural works, permanent installations, space activations, artist residencies and engagement events. STEPS has collaborated on artworks in Mississauga such as Rainworks (2017) at Celebration Square, a 140ft stenciled ground mural created out of super-hydrophobic rainworks material and the Burnhamthorpe Water Project (2018), which features a mural titled The City Builders by Wenting Li on construction hoarding surrounding the Burnhamthorpe water project. STEPS is currently expanding their work in the City of Mississauga, partnering with BIAs including Port Credit and Malton as part of the I HeART Main Street Challenge.



For Credit See Appendix 4



For Credit See Appendix 4

Implementing the Program

Continued.

Mississauga Arts Council (MAC)

The Mississauga Arts Council (MAC) is a non-profit registered charity that engages, promotes and helps develop opportunities for artists of all disciplines, ages and abilities from diverse communities to help grow the arts and culture sector in Mississauga. MAC provides artists with many opportunities to create and display their work in Mississauga through various programs such as Boxes and Banners, Culture Lab and Micro grants.



Artscape Atelier

Artscape Atelier is a social enterprise that seeks to bring together art, people and place. Lakeview Community Partners Ltd. and Artscape Atelier recently partnered on an arts-based initiative to animate the development site at Lakeview Village in Mississauga and provide \$100,000 in paid work for artists during the COVID-19 pandemic. The artwork forms part of the construction hoarding at Lakeview Village and reimagines the relationship between art and urban development.



For Credit See Appendix 4

Implementing the Program

Continued.

BIAs and Local Business Stakeholders

Business Improvement Associations (BIAs) continue to be key drivers of local change. To support BIAs in addressing the local issues and opportunities within the Cultural Districts, a continued coordinated approach and open communication is important. The City of Mississauga has appointed a liaison to the BIAs who acts as the first touch point for the BIAs and follows the appropriate communication channels within the city to connect the BIAs to the most appropriate City staff. The BIAs are encouraged to become champions of the Cultural Districts and support local cultural initiatives.

Marketing and creative placemaking efforts will be coordinated with local business stakeholders to activate public and private spaces within the Cultural Districts. Local businesses know their community and the market well, and are strategically positioned to leverage opportunities to attract people to their business.

Port Credit BIA - Port Credit Arts Collective

The Port Credit Arts Collective is a collective of the arts-based businesses, artists and makers with a growing commitment to arts in Port Credit. The collective aims to create a dynamic local art and culture scene.

Clarkson BIA Branding

Through a renewed vision for Lakeshore Road in Clarkson, the Clarkson BIA identified sustainability as a key theme for branding and focusing efforts in the Clarkson area. In 2020, the Clarkson BIA will be replacing regular planters with self-watering planters which will significantly reduce the need to water plants from 2-3 days to every 2 weeks. The BIA is also exploring opportunities to install solar benches and programming around locally grown food which will add to sustainability in Clarkson.



Implementing the Program

Continued.

Malton BIA – Avro Arrow

The Malton BIA is coordinating the fabrication of a life-size model of the AVRO arrow, a jet interceptor aircraft that was designed and built in Malton in the late 1950s. The life size model will be located in Paul Coffey Park to pay tribute to the Malton community who were employed in the manufacturing of the interceptor and will highlight the aviation heritage of Malton.



For Credit See Appendix 4

Streetsville BIA Marketing

Streetsville BIA is ramping up their marketing efforts with a goal to grow its digital online presence and highlight Streetsville's historic roots and businesses. To support their marketing efforts, the Streetsville BIA uses the Canada Summer Jobs grant to hire students to assist with marketing. In the future, the BIA is exploring the feasibility of having a full-time marketing staff person. Current tools used include social media, website, sponsored ads and blogs.



For Credit See Appendix 4

Implementing the Program

Continued.

Evaluation Framework

Regular evaluation will be a key part of the Cultural Districts implementation to measure the impacts of the program. The results will be used to determine the success of the program in terms of its effect on the identified cultural districts. This information will inform changes to the program to improve its impact or potential program expansion to additional areas around the City in subsequent years.

A framework that looks at the Cultural Districts as a whole, as well as at specific initiatives, will be created to guide the evaluation process. The evaluation framework will be structured into a set of indicators with metrics to inform each one. The indicators and metrics will be designed to evaluate improvement in relation to the principles and objectives of the Cultural Districts Implementation Plan. All metrics will be measured annually to yield results that are comparable year-after-year.

An indicator provides a specific description of an action or change that can be observed and measured. A metric is the specific information or data collected to inform an indicator. Metrics can be measured using quantitative or qualitative methods. For example:

Indicator	Metrics
The proportion of creative businesses working in a Cultural District, as compared to other types of businesses	<ul style="list-style-type: none"> • Estimated number of businesses • Estimated number of creative businesses

Overall Cultural District Evaluation

A baseline will be created for each cultural district using comparable information and data that the City already collects, or that is readily available and accessible. After the first year of Cultural Districts implementation, the baseline will be measured and compared with the prior year to identify any noticeable or significant changes.

Baseline information and data within each Cultural District may include:

- Number of creative professionals living and/or working in an area.
- Estimate of total area of commercial, retail, residential and community access spaces, including square footage of City-owned facilities (which is currently collected by the City), and the incidence and estimate of how much space is being used creatively.
- The number of creative spaces present, such as arts or dance studios, book stores, galleries, etc.
- Types, number and location of festivals, events or programs occurring in each District.
- Number of returning events to each District.
- The number of business applications for signage.
- Annual website traffic to the Tourism website.
- Number of overnight stays in Mississauga
- Number of restaurants/venues/ businesses and attractions listed on the Tourism website, and retention of venues on the site.

Implementing the Program

Continued.

This list provides examples of the type of information and data that may be useful for determining impacts of the program. Any indicators or metrics used in the Evaluation Framework would be grounded in the objectives of the Cultural Districts Implementation Plan.

Initiative-specific Evaluation

Each initiative undertaken as a part of the Cultural Districts Implementation Plan should also be evaluated to determine its impacts and identify improvements for future years. Examples of initiatives may include public art installations, arts and culture granting programs, and public realm activations. These evaluations will be tailored to each initiative, but with the same goal of understanding the success of an initiative and drawing correlations about its impact on the cultural district overall.

Initiative-specific evaluations will be tailored to each initiative, but will likely use evaluation methods including attitudinal, qualitative and quantitative surveys, observation, primary and secondary resources. Metrics to be measured may include:

- Pedestrian or participant counts.
- Social media impressions.
- Traditional media impressions across local, regional and national sources.
- Number and type of artists, registered groups, collectives or not-for-profit organizations involved.
- Whether or not those participants are new or existing.
- Type of art form, and number or type of new art form brought to Mississauga.

Implementation

2021 - 2023

This plan will implement flexible, seasonal demonstration projects to test ideas within each Cultural District and stimulate community and stakeholder interest between 2021-2023. These may include area marketing initiatives, wayfinding signage and maps, temporary public art and public realm enhancements. This plan identifies opportunities to pilot policy changes to create more art, culture and music-friendly neighbourhoods. Mechanisms to permit outdoor seating, live music, arts and cultural uses in public spaces will be explored. Programmatic interventions may include busking locations, community placemaking events and focused grant investments to stimulate cultural activities. Activities that are proven to be successful will then be formalized as part of the long-term plan for the Districts.



Implementation

Continued.

Suggested Lead & Supporting Partners

Suggested Lead	Suggested lead is the City unit responsible for implementing the recommendation. In some cases, the suggested lead is listed because they are working on an existing, aligning project or the recommendation pertains largely to their area of expertise.
Supporting Partners	Supporting partner is the City unit that will provide support to implement the recommendation. This may include providing technical expertise or providing support on a project team. Supporting partners have been identified through consultation with City staff and have confirmed their capacity to provide support.
Potential Partners	Potential partners have been identified through internal consultation and their participation requires further discussion. In the public engagement phase, potential partners will be engaged to determine their interest and capacity to participate, where appropriate.

New Recommendations & Existing Projects

New Recommendations – New recommendations have been formed through the development of the Cultural Districts Implementation Plan and are not captured on previous City projects or work plans.

Existing Projects – Existing projects have been captured within previous City projects or work plans, and are included in the recommendations because of their strong alignment with Cultural Districts. Existing projects offer an opportunity to collaborate and provide input to support the Cultural Districts Implementation. This also includes expansion of existing projects or programs.

Funding Sources

Existing Cultural Districts Budget	Funded through the Council-approved budget of \$70,000 (2019) for the Cultural Districts implementation. This budget will support low cost, high impact, temporary public space activations.
Existing Public Art Program Budget	Funded through the City's existing Public Art program. Where appropriate, the Public Art program will strategically focus existing public art programs to be located in the Cultural Districts.
Existing Culture Operating Budget	Funded through the Culture Division's existing annual operating budget.
Arts Reserve	Potentially funded through the City of Mississauga's Arts Reserve funds, subject to approval process.
Partnerships	Funding will be secured through partnerships with other City units.
Third Party Partnerships	Funding to be secured through partnerships with third parties that will support with implementation of the project. Examples of potential partners include Artscape Atelier, STEPS, Mississauga Arts Council and developers/ landowners.
Sponsorships	Culture Division to actively seek sponsorship funding to support projects.

Implementation

Continued.

Framework for Recommendations

Policies, Studies and Guidelines

Policies, studies and guidelines will seek to update City policies and permitting processes to support arts and cultural uses and activities in the Cultural Districts. These actions include research, best practices, benchmarking reviews and public consultation to inform direction and policy changes.

Programs and Initiatives

Programs and initiatives includes the development of new programs or initiatives, and the expansion of existing culture and public art programming to create vibrant public spaces, parks, streets and public realm. Programs and initiatives are strategically focused on animating and activating the Cultural Districts in addition to creating opportunities for artists, youth and performers.

Community and Business Support

Community and business support includes actions to support community partners such as community organizations, businesses and BIAs to activate the Cultural Districts. This plan recognizes the important role local community partners play as trusted community resources that are leaders in marketing, activating and programming the Cultural Districts. These actions rely on close collaboration with local community partners.

Partnerships

Partnerships include opportunities to collaborate with City, community and external partners on on-going projects and event programming. These actions are highly collaborative and may include multiple partners leading and contributing.

Public Realm Activations

Public realm activations include site-specific Cultural District activations which animate and activate sites using tactics such as temporary public art, pop ups and programming.

Recommendations

Cultural Districts - Citywide

Policies, Studies, Guidelines

1.1. Incorporate high level direction on the establishment of Cultural Districts in the Official Plan through the 2019-2021 Official Plan Review.

The Official Plan review cycle provides an opportunity to build in support for the Cultural Districts, which may reduce administrative barriers during the implementation of actions. This will provide direction for future arts and cultural development to be strategically concentrated in the seven Cultural Districts. The Official Plan includes Community Node Character Areas in Mississauga, which include specific policies that aim to maintain the character of the area, while enabling new development that helps to achieve residential and employment density targets and provides for a transition in heights that respects the surrounding context. Each of the Cultural Districts identified is characterized as a Community Node in the Official Plan, with the exception of the Downtown Core and Downtown Cooksville, which are identified as Downtown Character Areas.

The Cultural Districts will be areas where the provision of arts and cultural facilities will be encouraged, and various planning tools will be applied to enhance their public realm and contribute to their vibrancy and sense of place. Concentrated arts and cultural development in these neighbourhoods will provide positive social, health and economic outcomes for their communities. The creation of vibrant complete communities provides an opportunity for social and community gathering, self-expression and support for local businesses.

Mississauga's forthcoming new road classification system, which will also be incorporated into the Official Plan, will also provide an opportunity to rationalize where public art and enhanced boulevard treatments should be located to support pedestrian-oriented main streets. Implemented in 2021 – 2023, Cultural Districts can be reviewed in future Official Plan review cycles to provide more detail and long term direction.

This recommendation is consistent with benchmarking results from 12 cities across North America and England with arts and cultural districts, which have included supportive language in their Official Plan (or equivalent) for continued support for and development of Cultural Districts.

1.2. Undertake a study to review and analyze opportunities, gaps and barriers in the Official Plan, Zoning By-Law and licensing and permitting processes to better support arts and cultural uses within the Cultural Districts. Contribute study results as part of Culture Planning's feedback to future Official Plan and Zoning By-law review processes.

Engage community groups, users and BIAs in the review to understand their arts and culture needs and interests to help recognize potential changes needed in the Official Plan, and zoning and licensing and permitting processes. This study will include benchmarking, best practices, a comparative analysis of other municipalities and a review of options to improve and increase opportunities for arts and cultural uses in spaces across the City. Many different strategies could potentially be used to achieve this purpose, such as clarifying or adding use definitions, clarifying types of arts and cultural activities and their permitted locations, and streamlining processes.

1.3. Co-lead a review with Tourism Mississauga of cultural districts and tourism areas within Mississauga to identify areas of synergy. Conduct stakeholder engagement to identify business interests and where cultural districts may be recommended as potential exemption areas under the Retail Business Closures By-law.

The Tourism Master Plan recommends establishing tourism districts or clusters to focus tourism marketing efforts and initiatives. In June 2018, the Region of Peel introduced a new by-law, the Retail Business Closures By-law no. 34-2018, that exempted Region of Peel from the Province's Retail Business Holiday Act. Under Peel's new by-law, the City of Mississauga may identify tourism district areas to be exempt and permitted to open on public holidays. Places in Mississauga which have been currently grandfathered in under the new by-law include Square One Shopping Centre, Port Credit BIA, Mississauga Chinese Centre and a few ethnic supermarkets. While the City of Mississauga has not yet defined tourism districts or clusters for the purposes of the by-law, cultural districts have been identified as areas of high tourism activity potential and may align with some tourism areas. The cultural districts include historic and cultural attractions, entertainment, retail and unique features such as the waterfront which attract local and regional tourism. Undertake a review with the Tourism Mississauga of cultural districts and tourism areas within Mississauga to identify areas of synergy and where cultural districts may be recommended as potential exemption areas under the Retail Business Closures By-law. Conduct business stakeholder engagement to determine business interest to be included in an exemption area. This may include developing criteria for tourism areas for consideration as an exemption area under the by-law, with characteristics such as a main street, an area specializing in ethnic products or services or selling antiques.

¹. City of Ottawa, City of Montreal, City of Hamilton, City of Toronto, City of Vancouver, City of Surrey, City of Kelowna, City of Port Coquitlam, City of Winnipeg, Canada. City of Berkley, City of Providence, City of Lakewood, USA. City of London, City of Birmingham, UK

Implementing the Program

Cultural Districts - Citywide **Continued.**

1.4. Establish a program to permit outdoor patios on public lands and on private property in existing, established Cultural Districts where the current built environment does not support this use.

Outdoor patios, which include sidewalk patios or sidewalk cafés, help create vibrant, inviting streets that encourage residents and visitors to stay and explore. They contribute to a sense of place, encourage spillover of activity onto the streets and contribute to the local evening economy. During the COVID-19 recovery phase, temporary measures were put in place to permit outdoor seating areas on public property and private property. Currently, zoning in the City does not permit patios as of right on public lands. Outdoor patios are permitted in Port Credit through a multi-year blanket minor variance that allows patios to encroach onto the public sidewalk seasonally from April to October, with an end date in 2022. Patios are permitted as of right on private property in the Downtown Core through the Zoning By-Law.

Identify local business interest for outdoor patios in the Cultural Districts, on public lands and on private property in existing, established Cultural Districts where the current built environment does not support this use. A districts-wide patio program may run seasonally each year, and include requirements from businesses such as an application process, fees, guidelines and standards for patios to ensure compliance and safe operation.

1.5. Align the Cultural Districts with the forthcoming Thematic Framework for Mississauga.

The Thematic Framework for Mississauga is a forthcoming document that will identify and explain major themes, factors and processes that influence the history and culture of areas across the City. These themes will be used to investigate and identify cultural heritage values, heritage resources, and to inform heritage interpretation. Review the Cultural District themes to ensure they complement and align with the Thematic Framework to leverage opportunities for heritage interpretation through plaques, placemaking opportunities and/or programming.

1.6. Ensure Culture Planning representation on strategic planning and policy initiatives that impact Cultural Districts to ensure that a culture lens is applied.

Participate in strategic planning and policy initiatives that impact the Cultural Districts to identify future aligning opportunities and initiatives.



Recommendations

Cultural Districts - Citywide **Continued.**

Programs and Initiatives

1.7. Implement a program to require developers to install public art on construction hoarding.

Identify options within the development and construction permitting process to implement a requirement from developers to install public art on construction hoarding. Under the City's Sign By-law, advertising or marketing on construction hoarding is not permitted by a developer.

Develop a framework to allow developers to install public art on construction hoarding, selecting from a curated collection of artworks juried by community members and arts professionals. This collection would be managed by the Public Art Program to ensure artwork is responsive of local community values and interests, and relevant to the local context.

Investigate additional options for developers to commission new artworks or their own site-specific artwork, working with the local community and arts organizations, and in consultation with the City's Public Art team.

During the stakeholder engagement phase, construction hoarding was identified as a key opportunity for beautification. Public art on construction hoarding is a common sight in many cities all over the world.

Beautifying construction hoarding with public art, community art, wayfinding or creative messaging is an effective tool to divert attention from the inconvenience of construction and improve the experience at the pedestrian scale. Construction hoarding can also become a canvas for creative experimentation and expression, and can provide more and highly visible opportunities for emerging and mid-career artists to display their work in the public realm.

Where construction limits visibility to local businesses and places, visuals and wayfinding signage on construction hoarding may help increase accessibility to those places. The Cultural Districts have active main streets, good access to transit, are walkable neighbourhoods where pedestrians and visitors can benefit from and enjoy public art on construction hoarding. Many of the Cultural Districts have upcoming construction projects which provide the ideal canvas for public art.

1.8. Pilot a micro grant program in the Cultural Districts aimed at encouraging local residents, youth, artists and art collectives, and unregistered local groups and not-for-profit organizations to participate in creative placemaking efforts.

The purpose of the micro grant pilot program will be to encourage the re-imagination of neighbourhood spaces into places for gathering, interactive temporary public art and creative placemaking.

Applicants will be encouraged to design and implement small-scale placemaking projects in the Cultural Districts to increase vibrancy and opportunities for community gathering; bring value and vibrancy to underused spaces through whimsical, innovative and engaging projects; advance participation, knowledge and appreciation for the arts, culture and heritage amongst residents of Mississauga.

The micro grant pilot program supports the goals of the 2019 Culture Master Plan to explore granting opportunities for cultural projects that support not-for-profit organizations, groups and collectives. It also supports the 2019 Culture Master Plan objective to expand resident and visitor experiences through placemaking, atmospheric programming and self-directed creative exploration.

A plan to operationalize the micro grants pilot program will need to be put in place. To do so, a micro-grant review committee will be established including various City units, community partners and local business owners.

If successful, a permanent micro grant pilot program would build on the success of the 2021 Culture Projects Grant cycle and ensure a continued focus on placemaking initiatives within the Culture and Community Grants program. The micro grant program would also address an identified gap by enabling local residents, youth, artists, and local groups and collectives without legal or registered status to apply for small grants independently to grow their capacity for larger grant opportunities.

Appendix 1

9.12



For Credit See Appendix 4

Recommendations

Cultural Districts - Citywide **Continued.**

Programs and Initiatives

1.9. Create an Idea Bank to collect creative, whimsical ideas and suggestions for the Cultural Districts.

The Idea Bank will be a living repository of ideas and suggestions that local communities and partner organizations, as well as City units, will be encouraged to contribute to and draw ideas from for implementation in future years. Where alignment opportunities with other City projects occur, these ideas may be implemented.

The Idea Bank will provide the Cultural Districts with a constant flow of new ideas that reflect the community's needs and interest, regional, national and international trends, and innovative solutions. The Idea Bank is intended to serve as an on-going tool to engage the community and encourage creative ideation. Where ideas align with City projects, upgrades to infrastructure and when new construction projects arise, implementation of these ideas will be encouraged. Criteria for selection of ideas, and funding sources will be determined. The Idea Bank may be hosted online on the Culture Website.

1.10. Develop a marketing strategy for each Cultural District that builds on the City's destination marketing campaign through a coordinated approach working with Tourism Mississauga, Culture Marketing, Economic Development, local BIAs and business stakeholders.

A marketing strategy can help highlight and strengthen the identity of the area and market the Cultural Districts as local destinations. It can help support local creative industries and the local economy by increasing the visibility of arts, cultural and music assets in the City.

Tourism Mississauga is leading the development of a destination marketing campaign for Mississauga. The development of the destination marketing campaign will include market research, stakeholder engagement and strategic planning. The city-wide destination marketing campaign will inform the marketing strategy for each Cultural District. Coordinating existing marketing efforts with all partners will be central to the marketing strategy to ensure a strong, cohesive approach to marketing the Cultural Districts. The marketing strategy will include specific roles and responsibilities for all partners, key messaging, branded signage and a visual brand identity.

1.10.1. Appoint a Culture representative to participate in the Tourism Mississauga working group to inform the destination marketing campaign.

This will help to strategically coordinate destination marketing, branding and activities of the Cultural Districts with local partners such as BIAs and organizations. Explore opportunities to integrate the cultural district themes and Creative City brand into the look and feel of the cultural districts, to align with the overall destination marketing brand. Consider a range of joint marketing efforts and cross-promotion of events in the districts.

1.10.2. Develop a communications strategy to utilize existing Culture Marketing communication channels to align with the City's destination marketing campaign and the Visit Mississauga website landing page.

Curate information on community, arts, cultural and music events across Mississauga that take place within the Cultural Districts. Identify potential platforms for the Idea Bank to be hosted on existing communication channels. The existing communication channels may include the Culture website, newsletters and social media accounts.

1.10.3. Identify areas for providing support to BIAs and local businesses affected by the Hurontario LRT construction.

Identify opportunities for beautification, creative placemaking and programming options to mitigate the impact of construction at the pedestrian scale and maintain good access to local businesses. Work with Tourism Mississauga and Economic Development to provide support through marketing and communication actions, placemaking and temporary activations.

Recommendations

Cultural Districts - Citywide **Continued.**

Community and Business Support

1.11. Encourage BIAs and local businesses to actively identify empty storefronts which can be used as temporary displays for art and local events marketing.

Beautify empty storefronts and display art in windows to animate underused spaces, welcome art into new places and encourage rental of those sites. This action will create a consistent beautified main street, help maintain public safety and would welcome art into places it previously would not have been featured.

1.12. Establish a set of guidelines for BIAs, cultural organizations and other private businesses to create and install murals in the public realm.

In collaboration with Parks' Beautification Program, Public Art will develop a mural toolkit to provide best practices and commissioning guidelines for others across the City. This mural toolkit will equip private property owners, BIAs, businesses, local organizations, and developers with the necessary knowledge and resources to install murals by artists or community members on their building or storefront in the public realm. *Potential funding opportunities and grants will also be identified which property owners can apply to for assistance.*

1.13. Expand the Public Art Banner Program to the Cultural Districts.

1.13.1 Provide support to BIAs where there is interest in installing public art banners in the Cultural Districts.

This may include support to set up an artists' call for submissions, themes or areas of focus for the banners.

1.13.2 Collaborate with the Tourism Mississauga to identify destination marketing opportunities and support for local business campaigns through banners in the Cultural Districts.



Recommendations

Cultural Districts - Citywide Continued.

Community and Business Support

1.14. Continue to work strategically with BIAs to coordinate annual event programming and opportunities to work together.

Work together with the BIAs to strategically align annual event programming and beautification projects with City planned improvements and event programming. By being strategic about planned initiatives, new opportunities may arise between City and BIA run programs to provide support, identify grant opportunities or access resources. Through this process, identify any barriers BIAs and community groups may face and help to re-direct resources and tools the City offers such as Sauga Buses for Special Event permits and available grants for beautification and community initiatives.

1.14.1. Build capacity in local community partners to host events, such as through training and sharing best practices.

The Canadian Live Music Association hosts local workshops on safe spaces training for businesses, how to be a leader in event safety and other practices to follow when organizing large community events that draw large crowds of visitors.

1.15. Identify areas within Cultural Districts where the City can provide support to places of worship that host and support non-denominational programming to encourage sharing of space for community, culture and creative uses.

Places of worship play an essential role in the social, spiritual and community life of residents. They provide important services, childcare, open space, educational programs and venues for performances and weddings. Many studies aim to quantify the economic impact of places of worship on local economies, known as the halo effect. It is estimated that places of worship bring more than four times the value to the community compared to what they spend.

Connect with places of worship in the Cultural Districts to understand their role in the community. Identify gaps and the ways in which support is needed to tap into their potential for sharing space with non-denominational community programming and creative uses. Examples include marketing support for non-denominational programming, or connecting places of worship with creative and cultural organizations to leverage opportunities to share space.

Historically, places of worship have been the heart of the city. In recent years, dwindling congregations have created an excess of underutilized space causing places of worship to struggle to remain open and keep up with maintenance obligations for deteriorating buildings. To address this gap, some places of worship in Mississauga have opened their doors to share their space with community and cultural organizations. They host a multitude of programs ranging from afterschool programs and seniors gatherings to concerts, music rehearsal and recording space. They have begun to undertake renovations, such as installing movable pews, to create a flexible multiuse space that can accommodate a diverse range of community groups. These places of worship bring incredible value to the community by providing low cost rental space and it is important to understand how the City can support them in the work that they do.



Recommendations

Cultural Districts - Citywide Continued.

Partnerships

1.16. Collaborate with Smart Cities on programming in the Cultural Districts to explore potential technology-driven solutions to community needs and create opportunities for the public and local entrepreneurs to engage in discussions to explore, learn and contribute to the future of Mississauga.

The Smart Cities Master Plan provides opportunities for city building through the use of smart technology in our everyday lives. The Smart Cities' programming such as the Centre for Civic Curiosity, Wireless Mississauga and Innovation Challenges offer many opportunities to host programs in partnership within Smart Cities Living Lab neighbourhoods. Activities may include testing new technologies, providing opportunities for local entrepreneurs to test out new ideas and engaging the public in discussions on exploring, learning and contributing to the future of Mississauga. Explore opportunities to create awareness of access to Wi-Fi in the Cultural Districts to further encourage sharing of ideas, collaboration and engagement. The designated Living Lab neighbourhoods are the same as the Cultural District neighbourhoods. Potential local partners include Economic Development Office, Mississauga Libraries, local institutions such as University of Toronto Mississauga and Sheridan College, and organizations such as YMCA and Art Gallery of Mississauga.

1.17. Collaborate with the City's existing public art programs, such as the annual Poet Laureate collaboration, to explore and commission opportunities for temporary public art.

The Poet Laureate Program recognizes two local poet laureates every two years. The role of the Poet Laureate is to elevate the status of poetry, literary arts and writers within their communities and beyond^{iv}. This honorary position recognizes a poet who writes excellent poetry or spoken word and has written about themes that are relevant to the citizens of Mississauga.

The annual collaboration between the Poet Laureate and Public Art programs offers an opportunity to create temporary public art, informed and inspired by the work of the Poet Laureate.

1.18 Collaborate with Public Art and LRT Office to identify potential public art locations and beautification opportunities within the Cultural Districts along the Hurontario LRT route.

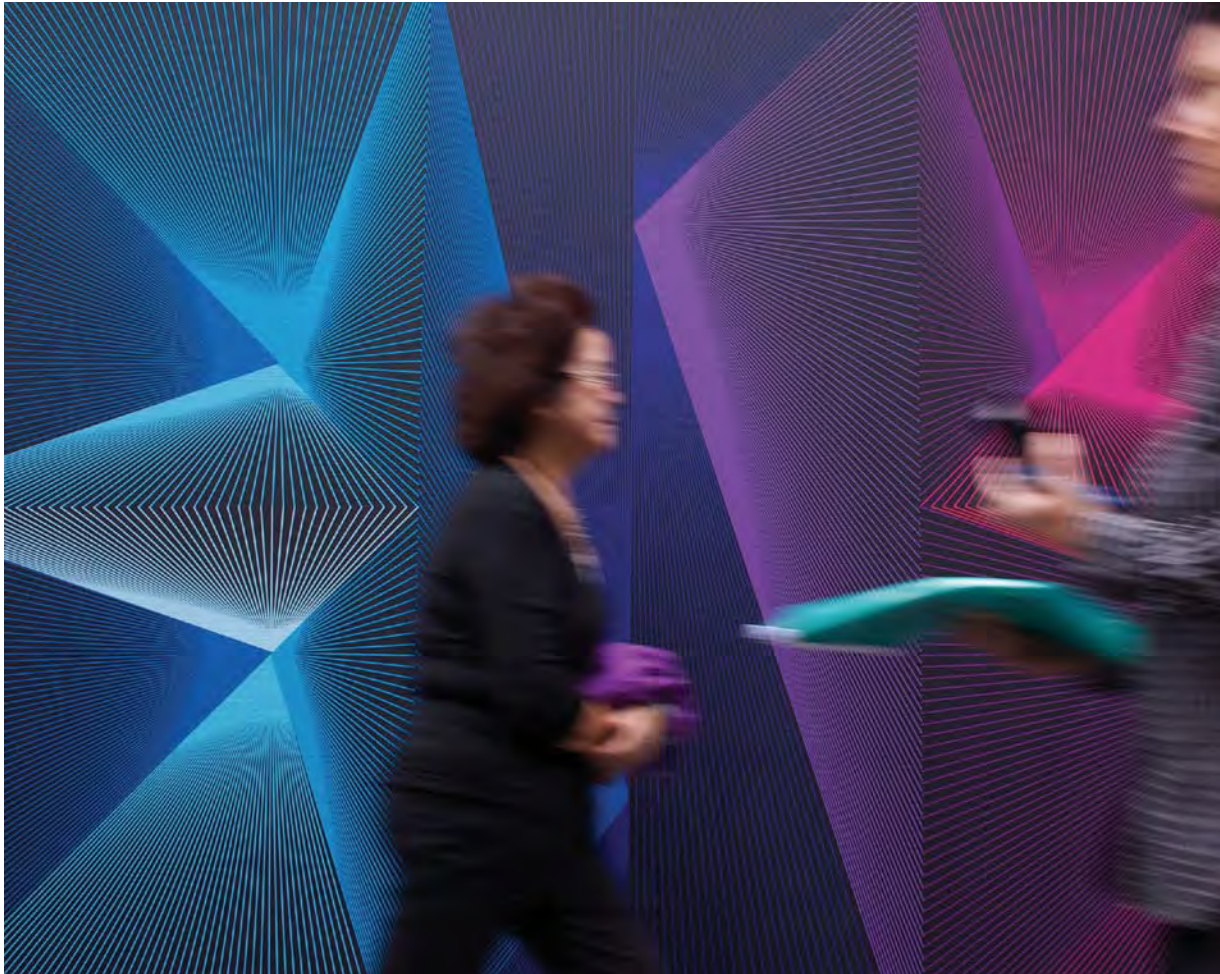
Following the completion of construction of the Hurontario LRT, City funding may be available for public art projects along Hurontario Street. Work with Public Art, LRT Office and Transportation and Works to identify locations for public art within the Cultural Districts. Encourage public art on construction hoarding to enhance the experience at the pedestrian level and create expressions of arrival in the districts through creative placemaking. Examples of arrival can include visual cues, distinct use of colour and design used to inform users that they are entering a defined area, such as a Cultural District. Examples of creative placemaking may include installing signage that highlights the local identity and nearby attractions such as the waterfront and local shops. Engage the LRT office to identify infrastructure requirements for public art and technical specifications for installation.

1.19. Expand the Summer Concert Series to all of the Cultural Districts on a rotating basis. (2023+)

The Summer Concert Series features free outdoor live music in Mississauga's parks such as Port Credit Memorial Park and Streetsville Village Square featuring local and regional acts. Hosted by Mississauga's Creative Industries Office, the Summer Concert Series takes place on weekend evenings in the summer and draws locals and visitors alike. Identify current barriers to the expansion of the Summer Concert Series, such as infrastructure needs. Identify potential locations, staff capacity, financial resources, and potential local community partnerships to host events in the Cultural Districts to expand programming.

1.20. Expand the Sauga Busks program to all Cultural Districts.

Busking involves a group or person performing in a public place, providing entertainment and enjoyment for the public. The Sauga Busks program allows artists to practice their craft in public places and collect voluntary donations from the public. The presence of buskers adds to the vibrancy of Mississauga's neighbourhoods and brings energy and excitement to the street. Expand the Sauga Busks program in Cultural Districts. Engage the community to understand local interest in expansion of the program, identify potential locations and pilot these locations.



Appendix 1

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	New/ Existing Project	Cultural Districts- City Wide Recommendations	Timeframe	Suggested Lead & Supporting Partners	Funding Opportunities
1.1.	New	Incorporate high level direction on the establishment of Cultural Districts in the Official Plan through the 2019-2021 Official Plan Review.	2020 - 2021	Culture Planning Supporting Partners: Planning & Building -Official Plan Review	N/A
1.2.	New	Undertake a study to review and analyze opportunities, gaps and barriers in the Official Plan, Zoning By-Law and licensing and permitting processes to better support arts and cultural uses within the Cultural Districts. Contribute study results as part of Culture Planning's feedback to future Official Plan and Zoning By-law review processes.	2022	Culture Planning Supporting Partners: Planning & Building – City Planning Strategies, Development & Design	N/A
1.3.	New	Co-lead a review with Tourism Mississauga of cultural districts and tourism areas within Mississauga to identify areas of synergy. Conduct stakeholder engagement to identify business interests and where cultural districts may be recommended as potential exemption areas under the Retail Business Closures By-law.	2021	Culture Planning, Tourism Mississauga Supporting Partners: Economic Development, By-Law Enforcement	N/A
1.4.	New	Establish a program to permit outdoor patios on public lands and on private property in existing, established Cultural Districts where the current built environment does not support this use.	2021	Culture Planning, Planning & Building Supporting Partners: Planning & Building, Realty Services, Transportation & Works – Works, Operations & Maintenance, Parking Planning, TBC	Existing Cultural Districts Budget
1.5.	<i>Existing</i>	Align the Cultural Districts with the forthcoming Thematic Framework for Mississauga.	2021	Heritage Planning Supporting Partners: Culture Planning	N/A
1.6.	New	Ensure Culture Planning representation on strategic planning and policy initiatives that impact Cultural Districts to ensure that a culture lens is applied.	Ongoing	Culture Planning Supporting Partners: Culture Division	N/A
1.7.	<i>Existing</i>	Implement a program to require developers to install public art on construction hoarding.	2021 - 2022	Public Art Supporting Partners: Culture Planning, Transportation & Works – units TBC, Legal, City Planning Strategies	N/A
1.8.	New	Pilot a micro grant program in the Cultural Districts aimed at encouraging local residents, youth, artists and art collectives, and unregistered local groups and not-for-profit organizations to participate in creative placemaking efforts.	2022 - 2023	Culture Planning, Culture Grants Supporting Partners: Public Art, TBC	Existing Cultural Operating Budget

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	New/ Existing Project	Cultural Districts- City Wide Recommendations	Timeframe	Suggested Lead & Supporting Partners	Funding Opportunities
1.9.	New	Create an Idea Bank to collect creative, whimsical ideas and suggestions for the Cultural Districts.	2021	Culture Marketing Supporting Partners: Culture Planning	N/A
1.10.	New	Develop a marketing strategy for each Cultural District that builds on the City's destination marketing campaign through a coordinated approach with Tourism Mississauga, Culture Marketing, Economic Development, local BIAs and business stakeholders.	2021- 2022	Tourism Mississauga Supporting Partners: Culture Marketing, Economic Development	Refer to Tourism Master Plan
1.10.1.	New	Appoint a Culture representative to participate in the Tourism Mississauga working group to inform the destination marketing campaign. This will help to strategically coordinate destination marketing, branding and activities of the Cultural Districts with local partners such as BIAs and organizations. Explore opportunities to integrate the Cultural District themes and Creative City brand into the look and feel of the Cultural Districts to align with the overall destination marketing brand. Consider a range of joint marketing efforts and cross-promotion of events in the districts.	2021	Culture Marketing	N/A
1.10.2	New	Develop a communications strategy to utilize existing Culture Marketing communication channels to align with the City's destination marketing campaign and the <i>Visit Mississauga</i> website landing page. Curate information on community, arts, cultural and music events across Mississauga that take place within the Cultural Districts. Identify potential platforms for the Idea Bank to be hosted on existing communication channels. The existing communication channels may include the Culture website, newsletters and social media accounts.	2021- 2022	Culture Marketing Supporting Partner: Tourism Mississauga	N/A
1.10.3	New	Identify areas for providing support to BIAs and local businesses affected by the Hurontario LRT construction. Identify beautification, creative placemaking and programming options to mitigate the impact of construction at the pedestrian scale and maintain good access to local businesses. Work with Tourism Mississauga and Economic Development to provide support through marketing and communication actions, placemaking and temporary activations.	2021	Culture Planning, Economic Development, Tourism Mississauga Supporting Partners: Recreation - Community Development	Partnerships, Existing Cultural Districts Budget

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	New/ Existing Project	Cultural Districts- City Wide Recommendations	Timeframe	Suggested Lead & Supporting Partners	Funding Opportunities
1.11.	New	Encourage BIAs and local businesses to actively identify empty storefronts which can be used as temporary displays for art and local events marketing. Beautify empty storefronts and display art in windows to animate underused spaces, welcome art into new places and encourage rental of those sites.	2021- 2023	BIAs Supporting Partners: Recreation - Community Development, Public Art, Realty	Arts Reserve
1.12.	<i>Existing</i>	Establish a set of guidelines for BIAs, cultural organizations and other private businesses to create and install murals on private property, visible to the public realm.	2021	Public Art	N/A
1.13.	<i>Existing</i>	Expand the Public Art Banner Program to the Cultural Districts.	2021	Public Art Supporting Partners: BIAs	Partnerships
1.13.1.	New	Provide support to BIAs where there is interest in installing public art banners in the Cultural Districts. This may include support to set up an artists' call for submissions, themes or areas of focus for the banners.	2021 - 2023	Public Art	N/A
1.13.2.	<i>Existing</i>	Collaborate with the Tourism Mississauga to identify destination marketing opportunities and support for local business campaigns through banners in the Cultural Districts.	2020 - 2021	Tourism Mississauga Supporting Partners: Public Art, Economic Development	Refer to Tourism Master Plan
1.14.	<i>Existing</i>	Continue to work strategically with BIAs to coordinate annual event programming and opportunities to work together.	2021 - 2023	Culture Planning Supporting Partners: Recreation - Community Development, Culture – Community Development, Music Office	N/A
1.14.1.	New	Build capacity in local community partners to host events, such as through training and sharing best practices.	2021 - 2023	Creative Industries, Recreation - Community Development	N/A
1.15.	New	Identify areas within Cultural Districts where the City can provide support to places of worship that host and support non-denominational programming to encourage sharing of space for community, culture and creative uses.	2022	Culture Planning	N/A

	New/ Existing Project	Cultural Districts- City Wide Recommendations	Timeframe	Suggested Lead & Supporting Partners	Funding Opportunities
1.16.	Existing	Collaborate with Smart Cities on programming in the Cultural Districts to explore potential technology-driven solutions to community needs and create opportunities for the public and local entrepreneurs to engage in discussions to explore, learn and contribute to the future of Mississauga. Examples of Smart City programming include Wireless Mississauga, Centre for Civic Curiosity and Innovation Challenges.	2021 - 2023	Information Technology Supporting Partners: Culture Planning, Economic Development	Smart City
1.17.	Existing	Collaborate with the City's existing public art programs, such as the annual Poet Laureate collaboration, to explore and commission opportunities for temporary public art.	2021 - 2023	Public Art, Culture Programs	Existing Public Art Program Budget, Existing Cultural Districts Budget
1.18.	Existing	Collaborate with Public Art and LRT Office to identify potential public art locations and beautification opportunities within the Cultural Districts along the Hurontario LRT route.	2023+ (2021 pre-planning)	Public Art, Culture Planning	Existing City approved public realm budget, Third Party Partnerships
1.19.	Existing	Expand the Summer Concert Series to all of the Cultural Districts on a rotating basis.	2021 - 2023	Creative Industries Office	Existing Culture Operating Budget, Sponsorships
1.20.	Existing	Expand the Sauga Busks program to all of the Cultural Districts.	2021- 2023	Creative Industries Office	Existing Culture Operating Budget

Recommendations

Cultural Districts - Port Credit

Public Realm Activations

2.1. Animate the triangular public space at the south east corner of Stavebank Road and Lakeshore Road East with public art, seating or live entertainment.

Collaborate with City units to identify placemaking and animation of the public space. Coordinate programming with the BIA which is programming the adjacent wall with projections, to ensure activations are complimentary. Examples include interactive public art, flexible seating, small planter boxes and a busking stop.

2.2. Collaborate with local partners to activate and animate St. Lawrence Park through programming such as pop-ups and festivals to attract visitors to the park.

St. Lawrence Park is nestled behind Lakeshore Road East and offers beautiful views of Lake Ontario. During the stakeholder engagement phase, we heard that St. Lawrence Park is underused, but has potential for programming. While most events and festivals tend to be anchored in the Port Credit Memorial Park and marina area, St. Lawrence Park offers an opportunity for smaller-scale, alternative programming. Explore opportunities through tactics such as wayfinding signage and temporary public art to draw more visitors to the area.

2.3. Identify creative placemaking and cultural programming opportunities within the Brightwater Development in Port Credit and the future development at 1 Port Street East.

The Brightwater Development is a mixed-use development that will frame the west-end of Port Credit, located on a former brownfield site. The 72-acre development includes 18 acres of parks and outdoor amenities. Gateway public art has been identified for the development. Identify cultural infrastructure needs and opportunities to partner on animating parks and open spaces such as the West Village Square. Coordinate with landowners and the BIA to explore programming options.

2.4. Identify opportunities to interpret and highlight the heritage of Port Credit through public art and creative programming.

Port Credit is a neighbourhood of great heritage significance. The mouth of the Credit River at Lake Ontario was a critical site for the Indigenous settlement in the area. Today, the Credit River valley runs as a major spine through Mississauga, providing abundant natural landscape and wildlife habitat in an urbanized city. Port Credit remains an important site for the Mississaugas of the Credit. Participate in the creation of the Indigenous Art Walk proposed along Port Credit's waterfront and actively identify opportunities to enhance Indigenous interpretation through placemaking and temporary and permanent public art.

Port Credit has many heritage designated properties. The Old Port Credit Heritage Conservation District plan was enacted in 2004, recently updated in 2018, to preserve and enhance the heritage value of the properties. Heritage Conservation Districts are areas defined by the City as being of unique character to be conserved through a designation by-law pursuant to the Ontario Heritage Act. A Heritage Conservation District Plan defines the cultural heritage value of the area and heritage attributes that contribute to its value or interest.

Actively identify opportunities for heritage interpretation in Port Credit through creative measures such as community events, storytelling and public art.

What is heritage value?

Heritage value means the aesthetic, historic, scientific, cultural, social or spiritual importance or significance for past, present or future generations. The heritage value of Old Port Credit Village Heritage Conservation District Plan as a historic place is embodied in its character-defining materials, forms, location, spatial configurations, uses and cultural associations or meanings.

Implementing the Program

Cultural Districts - Port Credit **Continued.**

Programs and Initiatives

2.5. Explore opportunities for the Port Credit Lighthouse and adjacent lot to become a greater cultural amenity in the community with event programming, recreational uses and community gatherings. (2023+)

The Port Credit Lighthouse wastewater pumping station is to be de-commissioned by 2027. With consideration of City and Regional agreements to operate this space, explore options to program the adjacent lot such as with event programming, festivals and temporary public art.

The outdoor patios in Port Credit, initiated through the Port Credit Culture Node, have been successful in bringing foot traffic, animating the public realm and contributing to a vibrant night life in Port Credit. There is strong business support for continuation of the outdoor patios, and a policy or program needs to be developed to ensure ongoing operation. Participate in the Lakeshore Road Environmental Assessment, which includes a re-design of Lakeshore Road, to ensure outdoor patios in the right-of-way are accommodated in the plans.

Policies, Studies and Guidelines

2.6. Ensure future right-of-way and public realm plans for Lakeshore Road account for outdoor patios in the Port Credit BIA area.

The outdoor patios in Port Credit, initiated through the Port Credit Culture Node, have been successful in bringing foot traffic, animating the public realm and contributing to a vibrant night life in Port Credit. There is strong business support for continuation of the outdoor patios, and a policy or program needs to be developed to ensure ongoing operation. Participate in the Lakeshore Road Environmental Assessment, which includes a re-design of Lakeshore Road, to ensure outdoor patios in the right-of-way are accommodated in the plans.

2.7. Provide support to the Port Credit Arts Collective to bring more awareness to arts and culture in Port Credit's east end through placemaking, policy and marketing initiatives.

Identify additional areas to support artists and arts-based businesses in Port Credit.

The Port Credit Arts Collective is a collective of artists and arts-based businesses in Port Credit working together to support and spearhead a vibrant arts and culture scene in Port Credit. The collective was formed in 2018 and includes more than ten local artists and arts-based businesses based in Port Credit. The mandate of the collective is to support arts-based businesses and local talent, spearhead artistic opportunities in Port Credit, and leave a legacy to engage the local community through the richness of arts and culture. Work with the artists and arts-based businesses in Port Credit to identify areas for support. Ensure they have access to resources and can succeed in Port Credit's creative cluster, and provide opportunities for artists to participate in creative expression throughout Port Credit.

In the stakeholder engagement phase, we heard that many of Port Credit's arts-based businesses are located in its east end (Lakeshore Road, east of Hurontario Street). While the area has a budding arts industry, it requires public realm enhancements and activations to create a more welcoming, attractive environment. Placemaking, activating underused spaces and adding seating were some of the ideas discussed to create a more welcoming environment that encourages visitors to frequent arts businesses and enjoy other local activities.

Partnerships

2.8. Collaborate with Smart Cities on the Augmented Reality event in Port Credit.

Smart Cities in collaboration with Creative Industries is organizing an augmented reality digital art and music experience created by artist Iskwe and Albedo Informatics in Port Credit. The event will take place on Port Credit's waterfront in summer 2021 and will include a digital art and music experience that can be viewed on the water through augmented reality technology. Identify any aligning programming in Port Credit with the event, and opportunities for marketing the event with Tourism and the local BIA.

2.9. Identify opportunities for collaboration on the creation of a waterfront parks identity and development of interpretive installations, which is one of the recommendations of the Waterfront Parks Strategy Refresh. (2023+)

	New/ Existing Project	Cultural Districts- Port Credit Recommendations	Timeframe	Suggested Lead & Supporting Partners	Funding Opportunities
2.1.	New	Animate the triangular public space at the south east corner of Stavebank Road and Lakeshore Road East with public art, seating or live entertainment.	2021	Public Art, Culture Planning, Creative Industries Supporting Partners: Port Credit BIA, Urban Design, Parks - Community Development, Recreation – Community Development	Existing Public Art Program Budget
2.2.	New	Collaborate with local partners to activate and animate St. Lawrence Square through programming such as pop-ups and festivals to attract visitors to the park.	2022 -2023	Culture Planning, Public Art Supporting Partners: Recreation - Community Development, Parks Forestry & Recreation, Park Planning	Existing Cultural Districts Budget
2.3.	Existing	Identify creative placemaking and cultural programming opportunities within the Brightwater Development in Port Credit and the future development at 1 Port Street East.	2021	<i>Culture Planning to participate in discussions with developers and City units.</i>	N/A
2.4.	New	Identify opportunities to interpret and highlight the heritage of Port Credit through public art and creative programming.	2021 - 2023	Heritage Planning Supporting Partners: Public Art, Culture Planning	Partnerships
2.5.	New	Explore opportunities for the Port Credit Lighthouse and adjacent lot to become a greater cultural amenity in the community with event programming, recreational uses and community gatherings.	2023	<i>Culture Planning to participate in discussions with City units.</i>	N/A
2.6.	Existing	Ensure future right-of-way and public realm plans for Lakeshore Road account for outdoor patios in the Port Credit BIA area.	2021 - 2022	<i>Culture Planning to participate in T&W's EA study.</i>	N/A
2.7.	New	Provide support to the Port Credit Arts Collective to bring more awareness to arts and culture in Port Credit's east end through placemaking, policy and marketing initiatives. Identify additional areas to support artists and arts-based businesses in Port Credit.	2022	Culture Planning Supporting Partners: Culture - Community Development	Third Party Partnerships, Existing Cultural Districts Budget/ Arts Reserve
2.8.	Existing	Collaborate with Smart Cities on the Augmented Reality event in Port Credit.	2021	Creative Industries, Information & Technology Supporting Partners: Culture Planning, Culture Marketing	Funding secured through Canada Council for the Arts
2.9.	Existing	Identify opportunities for collaboration on the creation of a waterfront parks identity and development of interpretive installations, which is one of the recommendations of the Waterfront Parks Strategy Refresh.	2023	Culture Planning, Park Planning, Park Development Supporting Partners: Public Art	Refer to Waterfront Parks Strategy Refresh

Recommendations

Cultural Districts - Streetsville

Public Realm Activations

3.1. Improve access to the park located behind Streetsville Village Hall by incorporating wayfinding signage and temporary public art.

The park located on the Streetsville Village Hall property is a beautiful sunken park on Queen Street South with pollinator garden beds. The park is wheelchair accessible from Barry Street, however the entrance is hidden. The park fronting Queen Street South is fenced except for stairs stepping down into the park, which gives the impression that it is a private park. Access to the park can be improved through visual changes such as directional and park identification signage, temporary public art and highlighting the park in marketing materials.

3.2. Continue the Summer Concert Series in Streetsville featuring local artists.

The Creative Industries Office piloted a Summer Concert Series in Streetsville Village Square on Friday evenings in July and August 2019. The

lineup of talented performers drew a crowd of 200 to 800 people on Friday nights and overall brought more than 4,000 visitors to the area. The Summer Concert Series was well attended by the targeted older demographic (55+) who lived within 3km of the square and were looking for an interactive show with added activities to spend leisure time with their friends and companions. The Summer Concert Series is an excellent example of creative programming that engages local talent and creates a vibrant, inviting environment for local residents to engage with arts, culture and entertainment within their everyday spaces (See #1.19 for more details).

3.3. Identify opportunities to interpret and highlight the heritage of Streetsville through public art and creative programming.

Streetsville has one of the highest concentrations of heritage designated properties in the city. To preserve and enhance the heritage value of these properties, a Heritage Conservation District is proposed for Streetsville. Heritage Conservation Districts are areas defined by the City as being of unique character to be conserved through a designation by-law pursuant to the Ontario Heritage Act. A Heritage Conservation District Plan defines the cultural heritage value of the area and heritage attributes that contribute to its value or interest. Heritage will be a defining characteristic of the Streetsville Cultural District.



For Credit See Appendix 4

Implementing the Program

Cultural Districts - Streetsville **Continued.**

Policies, Studies and Guidelines

3.4. Identify local business interest in outdoor patios and art installations in the public right-of-way, and clarify permitting options.

Conduct a review of properties to determine the feasibility for outdoor patios and art installations. Depending on the property, some businesses may be able to install outdoor patios within their property boundary. (See #1.4 for more details).

3.5. Incorporate Streetsville's cultural attractions into cycling wayfinding signage to attract cyclists and promote local things to do in Streetsville.

Cycling wayfinding signage will be installed along Britannia Road to attract cyclists riding by to Streetsville. This is an opportunity to highlight the cultural attractions Streetsville offers to encourage cyclists to explore the neighbourhood. Wayfinding signage may tie into Streetsville's themes of heritage, entertainment and explore.



For Credit See Appendix 4

	New/ Existing Project	Cultural Districts - Streetsville Recommendations	Timeframe	Suggested Lead & Supporting Partners	Funding Opportunities
3.1.	New	Improve access to the park located behind Streetsville Village Hall by incorporating wayfinding signage and temporary public art.	2021	Culture Planning Supporting Partners: Parks – Community Development, Park Planning, Park Operations, Public Art, TBC	Existing Public Art Program Budget
3.2.	Existing	Continue the Summer Concert Series in Streetsville featuring local artists.	Ongoing	Creative Industries Office	Existing Culture Operating Budget, Sponsorships
3.3.	New	Identify opportunities to interpret and highlight the heritage of Streetsville through public art and creative programming.	2021 - 2022	Culture Planning, Heritage Planning, Public Art	Culture Grants Program – Placemaking Grant
3.4.	New	Identify local business interest in outdoor patios and art installations in the public right-of-way, and clarify permitting options.	2021	Culture Planning Supporting Partners: Realty Services, Transportation & Works – Works, Operations & Maintenance, Planning & Building – Development & Design, TBC	N/A
3.5.	Existing	Incorporate Streetsville's cultural attractions into cycling wayfinding signage to attract cyclists to local things to do in Streetsville.	2020 - 2021	Active Transportation Supporting Partners: Public Art, Culture Planning	Refer to Cycling Master Plan

Recommendations

Cultural Districts - Downtown

Public Realm Activations

4.1. Animate Living Arts Drive with temporary vibrant murals, crosswalks and flexible seating during the Complete Streets Pilot, a component of T&W's *Changing Lanes Complete Streets Guidelines* project.

Living Arts Drive is located west of Celebration Square, adjacent to the Queen Jubilee Gardens. It is a street with wide sidewalks and roadways, and many blank walls. A tactical urbanism event was held on Living Arts Drive in June 2019. The event reimagined the street into a pedestrian-friendly, inviting area through small scale, high impact tactics such as flexible seating, benches, sand boxes, colourful crosswalks and sidewalks, planters and a temporary bike lane. Building on the tactical urbanism event on Living Arts Drive, a further pilot is being planned for all of Living Arts Drive to showcase a 'Complete Street' as part of the development of Complete Streets Guidelines for the City of Mississauga. As part of the Active Transportation COVID-19 Recovery Framework, a 0.8km separated bike lane was approved for Living Arts Drive from Rathburn Road to Burnhamthorpe Road. To demonstrate a 'complete street', install temporary enhancements such as public art, flexible seating, colourful public realm enhancements such as crosswalks or painted sidewalks and create opportunities for community building and storytelling.

4.2. Tell the story of the Downtown Core community through public art, signage and culture programming.

Collaborate on the *Art on the Screens* Public Art Program to display digital public art that is engaging, culturally relevant and encourages community building.

Enhance the identity of the Downtown Core by engaging its diverse local communities in storytelling to establish a sense of place, foster community building and a sense of belonging. Ensure public art in the Downtown Core is culturally relevant to local communities and provides opportunities to interact by sharing a stories, memories and ideas for the future of the City.



For Credit See Appendix 4

Implementing the Program

Cultural Districts - Downtown **Continued.**

4.4. Coordinate signage across City units to pilot wayfinding options in the Downtown Core.

During the Downtown Strategy engagement phase, we heard that the Downtown Core lacks a strong wayfinding system. Engage downtown residents, visitors, commuters and students to understand their needs for a wayfinding system in the Downtown Core. Identify opportunities to highlight gateways to the Downtown Core through signage, public art banners, digital screens and programming. Coordinate options across City units such as T&W and Parks to pilot pedestrian-oriented wayfinding options. Invite local artists to participate in an artist-led pilot to develop creative signage options that are co-created with local communities. Ensure alignment with the Downtown Strategy and the Downtown Core Public Realm Strategy.

4.5. Activate underused green spaces in the Downtown Core through collaborative programming with City Parks Operations staff, LAC staff and local partners.

- Potential locations (*Park usage to be confirmed with City Parks Operations*): Living Arts Centre green space grounds, Community Commons Park, POPS Oxford Properties, Scholar's Green.
- Potential activations: flexible seating, outdoor seating, interactive public art, outdoor movie night programming, pop-up art at the farmer's market, youth programming, creative classes.
- Potential Partners (*to be confirmed through public consultation*): Mississauga Parks, Forestry and Environment Division, Living Arts Centre, Sheridan College, Art Gallery of Mississauga, Mississauga Arts Council, Oxford Properties, Daniels Corporation, YMCA.

4.6. Create opportunities for the Living Arts Centre grounds to become a greater public cultural amenity with year round use, recreational uses and community gatherings. Ensure any proposed uses for the Living Arts Centre grounds align with future redevelopment and community uses.

Consider programming the Living Arts Centre grounds with interactive temporary public art to increase visibility and presence, and encourage use of the grounds by the community.



Implementing the Program

Cultural Districts - Downtown **Continued.**

Policies, Studies and Guidelines

4.7. Review procurement policies for placemaking installations at Mississauga Celebration Square.

Great public spaces and squares all over the world are home to iconic interactive installations, such as the musical swings in Montreal, Hello Trees in Houston and NetPlay Works in Japan. These large-scale installations are inviting, playful and attractive to local residents and visitors. Many of them are touring installations that cities can purchase to bring to their public spaces. Barriers currently exist in the procurement process to single source placemaking installation over specific monetary thresholds. Conduct policy research to identify solutions to permit MCS to single source iconic large scale interactive installations.

Partnerships

4.8. Identify opportunities to collaborate with Smart Cities on the forthcoming Innovation Hub and Centre for Civic Curiosity in the Downtown core in partnership with Economic Development Office and Mississauga Libraries (See #1.16 for more details).

4.9. Collaborate with Sheridan College's Temporary Contemporary Program on a site-specific public art work in the Downtown Core at a publicly accessible, highly visible location.

4.10. Partner with Downtown stakeholders to coordinate winter-focused programming in the Downtown Core, such as seasonal outdoor lighting, festivals and events.

4.11. Engage Downtown stakeholders such as landowners, local businesses, organizations and community groups on Cultural District related initiatives on an as-needed basis as opportunities arise.

Coordinate with City units to determine the best approach to engaging Downtown stakeholders on City projects. Identify effective community engagement methods to engage Downtown stakeholders, and identify platforms to share ideas, coordinate initiatives and ensure marketing and tourism efforts are aligned in the Downtown Core.

Examples of potential Downtown stakeholders include City-owned facilities such as Mississauga Celebration Square (MCS), Living Arts Centre, Central Library, landowners such as Oxford Properties, Daniels Corporation, Morguard, Sheridan College and organizations such as Tourism Mississauga, Art Gallery of Mississauga, YMCA, and Mississauga Arts Council.



For Credit See Appendix 4

	New/ Existing Project	Cultural Districts - Downtown Recommendations	Timeframe	Suggested Lead & Supporting Partners	Funding Opportunities
4.1.	Existing	Animate Living Arts Drive with temporary vibrant murals, crosswalks and flexible seating during the Complete Streets Pilot, a component of T&W's <i>Changing Lanes Complete Streets Guidelines</i> project.	2022 (2021 pre-planning)	Culture Planning, Public Art Supporting Partners: Active Transportation, Transportation Planning, Planning & Building, Urban Design	Third Party Partnerships, Existing Cultural Districts Budget, Existing Public Art Budget
4.2.	New	Tell the story of the Downtown Core community through interactive public art, signage and culture programming.	2021 - 2023	Public Art, Culture Planning Supporting Partners: Mississauga Celebration Square	Existing Cultural Districts Budget / Arts Reserve
4.2.1.	Existing	Collaborate on the Art on the Screens Public Art Program to display digital public art that is engaging, culturally relevant and encourages community building.		Public Art, Mississauga Celebration Square	Existing Public Art Program Budget
4.3.	Existing	Through the <i>Downtown Public Art Banner Program</i> , display public art that engages artists and interprets the Downtown Core Cultural District themes (art, innovation, entertainment and food).	2021 - 2023	Public Art	Existing Public Art Program Budget, Tourism Mississauga
4.4.	New	Coordinate signage across City units to pilot wayfinding options in the Downtown Core.	2021 - 2023	Culture Planning, Public Art Supporting Partners: Transportation & Works - Transportation Planning, Active Transportation, Signs Unit, City Planning Strategies, Development & Design, TBD Local Organizations, Park Development, Park Operations	Existing Cultural Districts Budget, Partnerships
4.5.	New	Activate underused green spaces in the Downtown Core through collaborative programming with City Parks Operations staff, LAC staff and local partners.	2021 - 2023	Supporting Partners: Public Art, Parks Operations Potential Partners: Sheridan College, Art Gallery of Mississauga, Mississauga Arts Council, Oxford Properties, YMCA, Daniels Corporation	Third Party Partnerships
4.6.	New	Create opportunities for the Living Arts Centre grounds to become a greater public cultural amenity with year round use, recreational uses and community gatherings. Ensure any proposed uses for the Living Arts Centre grounds align with future redevelopment and community uses.	2021 - 2023	Culture Planning Supporting Partners: Living Arts Centre, Creative Industries, Park Planning, Park Development, Park Operations	TBC
4.7.	Existing	Review procurement policies for placemaking installations at Mississauga Celebration Square.	2020	Public Art, Culture Planning Supporting Partners: Celebration Square Office	N/A
4.8.	Existing	Identify opportunities to collaborate with Smart Cities on the forthcoming Innovation Hub and Centre for Civic Curiosity in the Downtown core in partnership with Economic Development Office and Mississauga Libraries (See #1.16 for more details).	2021 - 2023	Economic Development Office Supporting Partners: Information Technology, Culture Planning, TBC	Economic Development Office, TBC
4.9.	Existing	Collaborate with Sheridan College's Temporary Contemporary Program on a site-specific public art work in the Downtown Core at a publicly accessible, highly visible location.	2021 - 2022	Public Art Supporting Partners: Sheridan College	Existing Public Art Program Budget, Sheridan College
4.10.	New	Partner with Downtown stakeholders to coordinate winter-focused programming in the Downtown Core, such as seasonal outdoor lighting, festivals and events.	2021	Culture Planning, Tourism Mississauga Supporting Partners: Public Art, Mississauga Celebration Square, Park Operations, Downtown Landowners, Sheridan College	Partnerships
4.11.	New	Engage Downtown stakeholders such as landowners, local businesses, organizations and community groups on Cultural District related initiatives on an as-needed basis as opportunities arise.	2021-2023	Culture Planning, Tourism Mississauga, Community Development, City Planning Strategies Potential Partners: Sheridan College, Art Gallery of Mississauga, Mississauga Arts Council, Oxford Properties, Daniels Corporation, YMCA	N/A



Recommendations

Cultural Districts - Cooksville

Public Realm Activations

5.1. Strengthen and enhance Cooksville's unique identity.

Cooksville has a unique identity shaped by its heritage, growing ethnic cuisine scene and the diverse communities who call Cooksville home. With major redevelopment and construction slated over the next few years, the neighbourhood's shape and form will look very different. In light of forthcoming physical changes, bringing out the unique identity of Cooksville and enhancing it through creative placemaking, interactive programming, marketing and branding will be important for preserving the identity that currently exists. Examples including supporting culinary entrepreneurship opportunities; Cooksville themed street signage and wayfinding; public art featuring local artists and; the creation of a cookbook featuring local recipes.

5.1.1. Enhance the identity of Cooksville by engaging its diverse local communities and youth in storytelling to establish a sense of place and a sense of belonging, and foster community building. Ensure public art in Cooksville is culturally relevant to the local community and provides opportunities to interact by sharing a story, a memory and their ideas for the future of the neighbourhood.

Examples to expand on from the Cooksville Changemakers (2) project with local youth include:

- Whimsical and playful temporary public art that encourages exploration;
- Signage and temporary public art with messages of positivity;
- Lighting along paths and parks to improve safety (*subject to Park Trail Lighting 05-02-08 Policy*);
- A map of local places and hidden gems to easy navigation and exploration of the neighbourhood; and
- More shaded and sheltered areas and comfortable benches to provide protection from the elements for the elderly, children and vulnerable people.



For Credit See Appendix 4

Implementing the Program

Cultural Districts - Cooksville **Continued.**

5.2. Engage the Cooksville community, commuters, local residents and vulnerable population to understand the current function of Cooksville Four Corners and identify opportunities to address community needs. Actively explore opportunities to engage youth and students, and leverage opportunities to improve the space, building on the Cooksville Changemakers project.

5.3. Explore the feasibility and demand to expand the Sauga Busks Program to the Cooksville Cultural District (See #1.20 for more details).

5.4 Work with local BIA, businesses and organizations to activate empty storefronts and underused spaces for cultural activities including temporary art displays, music, theatre and film events. This action will create a consistent beautified main street, help maintain public safety and welcome art into new places.



For Credit See Appendix 4

	New/ Existing Project	Cultural Districts- Cooksville Recommendations	Timeframe	Suggested Lead & Supporting Partners	Funding Opportunities
5.1.	New	Strengthen and enhance Cooksville's unique identity with a focus on Food, Cultural Heritage, Music & Entertainment	2021 - 2023 (2021 Pre-Planning)	Culture Planning Supporting Partners: Councillor's Office, Cooksville BIA	Existing Cultural Districts Budget / Arts Reserve, Third Party Partnerships
5.1.1.		Enhance the identity of Cooksville by engaging its diverse local communities and youth in storytelling to establish a sense of place and a sense of belonging, and foster community building. Ensure public art in Cooksville is culturally relevant to the local community and provides opportunities to interact by sharing a story, a memory and their ideas for the future of the neighbourhood.	2022 -2023	Culture Planning, Public Art Supporting Partners: Culture -Community Development	Existing Cultural Districts Budget, Third Party Partnerships
5.2.	New	Engage the Cooksville community, commuters, local residents and vulnerable population to understand the current function of Cooksville Four Corners and identify opportunities to address community needs. Actively explore opportunities to engage youth and students, and leverage opportunities to improve the space, building on the Cooksville Changemakers project.	2022 -2023	Culture Planning Supporting Partners: Creative Industries, Parks- Community Development, Park Planning, Park Development	Existing Cultural Districts Budget / Arts Reserve, Third Party Partnerships
5.3.	Existing	Explore feasibility and demand to expand the Sauga Buses Program to the Cooksville Cultural District.	2023	Creative Industries, Community Development	Existing Cultural Operating Budget
5.4	New	Work with local BIA, businesses and organizations to activate empty storefronts and underused spaces for cultural activities including temporary art displays, music, theatre and film events. This action will create a consistent beautified main street, help maintain public safety and welcome art into new places.	2021-2023	BIA Supporting Partners: Culture Planning, Culture Industries, Museums of Mississauga, Public Art	Existing Culture Operating Budget, Third Party Partnerships

Recommendations

Cultural Districts - Clarkson

Public Realm Activations

6.1. Identify creative placemaking opportunities in Clarkson's public realm to enhance the sense of place at the pedestrian scale.

Integrate thematic areas of focus for Clarkson into the public art selection process, such as sustainability, climate change, and digital public art. Examples of public art may include: rail underpass pedestrian siding (i.e. community designed art), and utility box wraps designed and installed in collaboration with local arts organizations.

6.2. Activate underused public and private spaces in Clarkson. Develop a partnership with local businesses to encourage activation of underused spaces near storefronts.

There are several underused sites that present opportunities for activation in Clarkson, including:

- North East corner of Lakeshore Road West / Clarkson Road North
- Clarkson Village Shopping Plaza parking lot / parking lots fronting Lakeshore Road West
 - Potential activations at this site could include Busker Stop, mural on the wall, benches.
 - Clarkson Village Square
 - Clarkson Village does not currently have a public square for community gathering. Clarkson Village Square is a privately owned square bordered by multiple storefronts. Work with the local businesses to activate the square to help draw more visitors to the area and encourage community gathering.

6.4. Expand the Sauga Busks Program to the Clarkson Cultural District, starting with piloting one or two sites. (See #1.20 for more details).

6.3. Highlight the rich industrial and agricultural heritage of Clarkson Road between the Bradley Museum and Benares Historic House sites.

The Museums of Mississauga is in the process of completing an interpretive sign project along Clarkson Road. The Museums of Mississauga has established a 'Clarkson Walk' along Clarkson Road that highlights sites of heritage significance along the way through interpretive signage. Interpretation documents the stories of Clarkson's farming families and the industrial past of Clarkson Road as a major transportation route.



Implementing the Program

Cultural Districts - Clarkson **Continued.**

Community and Business Support

6.5. Provide information and support to the re-branding process that will be undertaken by the Clarkson BIA and identify resources and potential grants.

During the stakeholder engagement phase, it was identified that the Clarkson 'village' branding no longer resonated with the local businesses and community. The BIA expressed an interest in re-positioning Clarkson to focus on sustainability as the foundation for a new brand. By leveraging grant opportunities, the BIA is installing self-watering planters and exploring solar powered benches. The BIA envisions Clarkson as a testing ground for sustainability, green technology and innovation. Provide guidance and support to the Clarkson BIA to navigate the re-branding process and identify resources and grants.

6.6. Participate in the Clarkson Road and Lakeshore Road Environmental Assessment to ensure future right-of-way and public realm plans support a vibrant street life and encourage spillover of activity into the streets.

The Clarkson Road and Lakeshore Road West Environmental Assessment will explore options for the realignment of Clarkson Road north or south and Lakeshore Road West and identify ways to improve safety and operations at the intersection. Participate in the Class EA to identify opportunities to improve the right of way, sidewalk and streetscape and enhance vibrancy of the main street through outdoor patios, a public square, seating, busking and public art. Participate in the socio-economic assessment and identify community cultural needs for a public square which may be created as a result of the road realignment.



For Credit See Appendix 4

	New/ Existing Project	Cultural Districts- Clarkson Recommendations	Timeframe	Suggested Lead & Supporting Partners	Funding Opportunities
6.1.	New	Identify creative placemaking opportunities in Clarkson's public realm to enhance the sense of place at the pedestrian scale.	2021	Culture Planning, Public Art Supporting Partners: Creative Industries, Community Development	Existing Cultural Districts Budget, Culture Grants Program – Placemaking Grant
6.2.	New	Activate underused public and private spaces in Clarkson. Develop a partnership with local businesses to encourage activation of underused spaces near storefronts.	2021 - 2023	Culture Planning Supporting Partners: Creative Industries, Public Art, Community Development	Existing Cultural Districts Budget, Third Party Partnerships
6.3.	Existing	Highlight the rich industrial and agricultural heritage of Clarkson Road between the Bradley Museum and Benares Historic House sites.	2020	Museums of Mississauga, Culture Planning	Existing Culture Operating Budget
6.4.	Existing	Expand the Sauga Busks Program to the Clarkson Cultural District.	2022 -2023	Creative Industries Office	Existing Culture Operating Budget
6.5.	New	Provide information and support to the re-branding process that will be undertaken by the Clarkson BIA and identify resources and potential grants.	2021	Culture Planning Supporting Partners: Recreation - Community Development, TBC	N/A
6.6.	Existing	Participate in the Clarkson Road and Lakeshore Road Environmental Assessment to ensure future right-of-way and public realm plans support a vibrant street life and encourage spillover of activity into the streets.	2021 - 2022	Culture Planning to participate in EA Study.	N/A



Recommendations

Cultural Districts - Malton

Public Realm Activations

7.1. Actively explore opportunities to engage Malton community residents, commuters, youth and students to increase vibrancy in Malton's public spaces and trails. Leverage opportunities to pilot improvements through initiatives such as tactical urbanism.

Potential places include:

- **Malton Greenway** - Malton Greenway trail runs through the spine of the Malton neighbourhood, interweaves many parks and residential areas. Temporary activations such as outdoor art, murals in the park in collaboration with local partners are examples of tactical urbanism that can be used to increase vibrancy (to be confirmed through public consultation).
- **Goreway Drive (Morningstar Dr to Derry Rd E)** - Goreway Drive from Morningstar Drive to Derry Road East is a busy thoroughfare through the Malton neighbourhood. It is well-used by transit riders, pedestrians and drivers. The MyMalton Streetscape study will identify opportunities for improvement along Goreway Drive. Identify opportunities to enhance the experience at the pedestrian level and ways to improve street level activity along the street.
- **Miway Bus stops** - Bus stops are more than places to wait and provide an opportunity, whether there is little shade or seating, to transform them into spaces that invite creative expression, street level activity and offer comfort to transit riders. Temporary bus stop activations include ground murals, art installations, outdoor libraries and flexible seating. Activations must consider accessibility, maintenance and safety of the bus stop.

7.2. Explore the feasibility and demand for expanding the Sauga Buses program to Malton and identify potential sites. (See #1.20 for more details).

Partnerships

7.3. Provide support to local businesses to introduce art in the public realm and encourage activation of underused spaces, such as parking lots during off-peak hours and underutilized storefronts.

Underused spaces in Malton could include:

- Westwood Square is the location of Malton's annual Canada Day Celebration, held in the shopping centre's parking lot. It is a popular local shopping centre that hosts many community and social services. The shopping centre features some blank walls and underused indoor space that could be better programmed to encourage community gathering. Support local businesses to program Westwood Square with interactive programming, culturally relevant art installations and opportunities for the community to share their story and see it reflected in their community. Work with the property owners to explore creating a gathering space outside of the mall such as a sheltered seating area.
- The Great Punjab Business Centre is a commercial centre in Malton with office space, ground floor retail, restaurants and the Sikh Heritage Museum. The centre features a large parking lot with the business centre encircling it. Currently, the site lacks programming to activate it outside of regular business hours, even though there are retail and restaurant options to support evening activity. Provide support to local businesses to program and activate The Great Punjab Business Centre by facilitating any required permitting processes.

7.4. Coordinate efforts around heritage interpretation in Malton through public art, creative programming and signage.

Heritage interpretation of the Boeing Lands is proposed for the Paul Coffey Park to highlight the aviation history of the lands. Coordinate with Heritage Planning on the themes for interpretation and opportunities to incorporate programming.

7.5. Incorporate findings from the forthcoming Avro Arrow Tourism and Marketing Plan into the Marketing & Communications Strategy for the Malton Cultural District, to highlight the cultural tourism in Malton.

	New/ Existing Project	Cultural Districts- Malton Recommendations	Timeframe	Suggested Lead & Supporting Partners	Funding Opportunities
7.1.	New	Actively explore opportunities to engage Malton community residents, commuters, youth and students to increase vibrancy in Malton's public spaces and trails. Leverage opportunities to pilot improvements through initiatives such as tactical urbanism.	2021 - 2022	Culture Planning, Public Art Supporting Partners: Malton BIA, Local Businesses, Credit Valley Conservation, Creative Industries Office, Tourism Mississauga, Information Technology, Councillor's Office, MiWay, T&W, Library Services, Park Planning	Existing Cultural Districts Budget / Arts Reserve, Third Party Partnerships
7.2.	Existing	Explore the feasibility and demand for expanding the Sauga Busks program to Malton and identify potential sites.	2021	Creative Industries Office	Existing Culture Operating Budget
7.3.	New	Provide support to local businesses to introduce art in the public realm and encourage activation of underused spaces, such as parking lots during off-peak hours and underutilized storefronts.	2021 - 2023	Malton BIA, Local Businesses Supporting Partners: Culture Planning, Tourism Mississauga, Creative Industries, Parking	Third Party Partnerships
7.4.	Existing	Coordinate efforts around heritage interpretation in Malton through public art, creative programming and signage. Heritage interpretation of the Boeing Lands is proposed for the Paul Coffey Park to highlight the aviation history of the lands. Coordinate with Heritage Planning on the themes for interpretation and	2021	Heritage Planning, Culture Planning Supporting Partners: Park Planning	Funding secured through Boeing Lands.
7.5.	Existing	Incorporate findings from the Avro Arrow Tourism and Marketing Plan into the marketing approach for the Malton Cultural District, to highlight the cultural tourism in Malton.	2021	Tourism Mississauga, Culture Marketing Supporting Partners: Malton BIA, Councillor's Office, Public Art	Funded through Municipal Accommodation Tax



For Credit See Appendix 4

Appendix 1

Definitions

Art in the Public Realm

Art in the public realm refers to art that is visible from the street or public realm and located on private property (such as a mural on the side of a building, window display art or a sculpture on a walkway into a condominium building). Despite being located on private property, the public is still able to view and appreciate it. Art in the public realm differs from public art which is located on public property, and undergoes a different formal process for public art located on private property, known as the Private Developer Public Art Program. This includes public art in development agreements and site plan agreements.

Beautification Projects

Beautification projects are aesthetic projects created and led by community members, although an artist may be hired to assist in the process. These projects are important community-building exercises but may not follow customary public art process and policies. These projects do not fall under the definition of Public Art or the City of Mississauga's Public Art Program. The City does not have the same legal obligations for the maintenance and protection of the artist's moral rights for Beautification Projects. The City's Beautification Program is managed by Parks and Forestry. Reference to the term beautification in this report is used in a broader sense and does not imply reference to the Parks Beautification Program.

Business Improvement Association

A Business Improvement Area (BIA) is a “made-in-Ontario” innovation that allows local business people and commercial property owners and tenants to join together and, with the support of the municipality, to organize, finance, and carry out physical improvements and promote economic development in their district. Traditionally, a BIA is a body established by a municipality using the specific business improvement area provisions in the Municipal Act, 2001. It is governed by a board of management. In this handbook, the term traditional BIA is used to generally describe such a body. Business and property owners or others can request that a BIA be designated by a municipal bylaw. BIAs are local entities. The legislation states they are local boards. People also refer to the geographic area designated by a municipality for a BIA as the BIA.

Cultural District

Cultural districts are well-recognized, mixed-use geographic areas that attract people because of their high concentration of cultural facilities and activities. Cultural districts are areas with concentrated cultural activities, arts venues and studios, galleries, museums and events. They supported by retail, restaurants and cafes, entertainment venues, parks, community spaces and offices which enrich them as cultural destinations. Animated parks and open spaces and an artful public realm encourages the spill out of activity onto the streets and encourages people to linger, stay a while and interact with others.

Heritage Conservation District

Heritage Conservation Districts are areas defined by the City as being of unique character to be conserved through a designation by-law pursuant to the Ontario Heritage Act. A Heritage Conservation District Plan defines the cultural heritage value of the area and heritage attributes which contribute to designating the area.

Appendix 1

Definitions Continued.

Heritage Value

Heritage value means the aesthetic, historic, scientific, cultural, social or spiritual importance or significance for past, present or future generations . The heritage value of Old Port Credit Village Heritage Conservation District Plan as a historic place is embodied in its character-defining materials, forms, location, spatial configurations, uses and cultural associations or meanings.

Main Streets

Main streets are concentrations of commercial activity along a street or in a district that include a variety of small and independently-owned businesses . They are social gathering places with community amenities, cultural institutions and public spaces, such as libraries, theatres, faith institutions, community centres, schools, post-secondary institutions, parks, squares and laneways.

Parks and Open Space

Parks and open space have long been referred to as the ‘lungs of the city’, originally coined by Fredrick Law Olmstead . Not only do trees and green spaces improve air quality, they provide critical spaces for rest, respite and recreation. Parks and open spaces are critical to providing respite from vertical living for residents in urban areas for all ages, and provide numerous health, social, cultural and economic benefits . Parks and open spaces within the Cultural Districts are often the backdrop for social gathering, cultural activities, creative expression and quiet contemplation.

Placemaking

Placemaking leverages arts, culture and creativity to improve our communities, public spaces and streets in response to community needs and interests . It aims to create attractive places that promote community-gathering, happiness and a sense of belonging by enhancing our spaces so that they are welcoming, exciting and vibrant. This people-oriented approach to city building helps foster a sense of place and strengthens the identity of place by reflecting local community interests and needs. Examples of placemaking can range from putting moveable chairs out in a park to creating an outdoor community library in an underutilized public space.

Place-keeping

Place-keeping focuses on the long term sustainability and management of the spaces created through the process of placemaking.

Public Art

Public Art, as defined in the City’s Public Art Master Plan, refers to art found in the public realm that has undergone a formal art selection process administered by Public Art Program staff. Public art is publicly accessible to all citizens and can be in any medium/media, take on any shape, form or scale. Public art can be permanent or temporary. Public art can include, but is not limited to, community art, mural art, installation, digital, construction hoarding, sculpture and street art. These works can be standalone site-specific works or they can be integrated or semi-integrated into other functional design elements such as street furniture, architecture or landscape architecture.

In the City of Mississauga, the Public Art Program staff will continue to administer public art on public property such as libraries, community centres, city-owned streets and medians.

Appendix 1

Definitions Continued.

Public Realm

Public realm is the space to which the general public has a right of access, which can include space around, between or within buildings that are publicly accessible. The public realm consists of streets and boulevards, public open spaces, squares, civic buildings and is an integral component of the urban form of the city. The arrangement of streets and blocks within the public realm provides a foundation for the city's built environment, which in turn influences the shape and layout of the public realm .

The public view, or what can be seen from the public realm is not always publicly accessible however, as it may be located on private property and not within public control.

Private property owners, businesses and BIAs are encouraged to participate in introducing art in the public realm on their properties, storefronts and other spaces. Examples include murals on building façades, light-based art, art on construction hoarding or art displays in windows.

Streets

A Street refers to the entire public right-of-way from property line to property line that is used for public travel. This includes sidewalks, boulevards and roadways. Streets are owned and maintained by the municipality and can also include regionally-owned and maintained streets.

Tactical Urbanism

Tactical urbanism is a bottom-up approach which improves neighbourhoods by implementing low-cost, flexible, short-term and scalable interventions that demonstrate how spaces can be reimagined . This approach can be led by community members themselves, by local organizations or by a city. These demonstration projects focus on high impact but low cost initiatives with an aim to catalyze long term change.

Wayfinding & Signage

Wayfinding informs people of places in the surrounding environment. Visual cues such as wayfinding can provide information and direction to help connect people to places more easily. There are many types of signage such as information, identification and directional signage, which work together to enhance connectivity of a place, create awareness of popular and less frequented places and contribute to a sense of place. Any signage in the environment needs to be designed according to the intended user, whether that is pedestrians, vehicular traffic, visitors or children. Wayfinding signage provides direction to guide people to their destinations, and should be located at strategic points in the environment.

Information or identification signage provides information about a particular place or building and may be displayed outside of that place or building. It can provide historical information, significance of a place or other interesting information.

Directional signage provides help directions on local places to help people find their destinations and orient themselves.

Interpretive signage takes the information of a place one step further to capture visitor's interest and provokes curiosity through storytelling, highlight particular figures or objectives, artifacts or landscape that are of significance . Interpretive signage includes plaques, panels and messaged imbedded in the ground. Interpretive signage creates awareness of local cultural and heritage, community provide and encourage cultural tourism.

Appendix 2

Policy Review

Art in the Public Realm

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Appendix 2

Policy Review Continued.

Provincial Policy Statement (2020)

The Provincial Policy Statement (PPS) (2020) provides policy direction on land use planning matters that are of provincial interest.

Section 1.7 (Long Term Economic Prosperity)

Generally, the PPS recommends planning authorities support long term economic prosperity by promoting opportunities for economic development and community investment-readiness and optimizing long term availability of land use, resources and infrastructure to serve a variety of uses. In relation to the public realm, it recommends maintaining and enhancing the vitality and viability of downtowns and main streets; encouraging a sense of place by promoting well-designed built form and cultural planning and by conserving features that help define character, including built heritage resources and culture heritage landscapes. It supports redevelopment of brownfield sites, an efficient and cost-effective multimodal transportation system and providing opportunities for sustainable tourism development.

1.7.1 Long-term economic prosperity should be supported by:

- (d) encouraging a sense of place, by promoting well-designed built form and cultural planning, and by conserving features that help define character, including built heritage resources and cultural heritage landscapes;
- (g) providing opportunities for sustainable tourism development;

Ontario Culture Strategy: Telling our Stories, Growing our economy

In 2016, Ontario adopted its first Culture Strategy. The vision of the Culture Strategy is:

An Ontario where every person has the opportunity for creative expression and cultural participation, and where the diversity of our stories and communities is reflected, valued and celebrated, now and as part of our legacy to future generations. The strategy adopts four principles: creativity and innovation; quality of life and economic development; diversity and inclusion; respect for Indigenous peoples; collaborations and partnerships; public value and accountability.

Mississauga Culture Policy

The City of Mississauga Culture Policy was approved by Council in 2015. The policy creates a framework which represents the value and importance that City places on Culture, including the principles, goals and strategies needed to protect, support and foster Culture in Mississauga. The City's vision is to ensure the continued cultural diversity of its communities, in tandem with the development of a shared cultural identity, while supporting our growing Creative and Cultural Industries sectors to contribute to the creative atmosphere of the City for both social and economic benefits.

Appendix 2

Policy Review Continued.

City of Mississauga Strategic Plan (2009)

The City of Mississauga Strategic Plan provides a framework for action and vision for the next 40 years. The five Strategic Pillars for Change: move, belong, connect, prosper and green provide a unique direction and specific strategic goals to achieve the vision. “Mississauga will inspire the world as a dynamic and beautiful global city for creativity and innovation, with vibrant, safe and connected communities, where we celebrate the rich diversity of our cultures, our historic villages, Lake Ontario, and the Credit River Valley. A place where people choose to be.” – Mississauga Strategic Plan, p. 2.

The Connect Strategic Pillar includes the following strategic goals:

- Develop walkable, connected neighbourhoods –to develop compact, mixed-use neighbourhoods
- Built vibrant communities – connect communities with commercial, social, artistic, cultural, civic and recreational experiences accessible to all
- Create great public spaces –to provide opportunities for everyone to enjoy great parks, plazas and unique natural environments
- Celebrate our Community –to promote our past, take pride in our diversity and celebrate our uniqueness and innovation through art and culture
- Nurture “Villages” –to promote “village” main streets as destinations, not simply places to pass through
- Maintain a safe City –to actively maintain Mississauga as the safest large city in Canada

The Prosper Strategic pillar includes the strategic goal:

- Strengthen arts and culture –to foster arts and culture as a key contributor to attracting talent, providing quality of life and supporting creative businesses

Mississauga Official Plan

The Mississauga Official Plan is a high level planning document that provides policies to guide the physical changes in the city. Mississauga Official Plan provides a new policy framework to protect, enhance, restore and expand the Natural Heritage System, to direct growth to where it will benefit the urban form, support a strong public transportation system, and address the long term sustainability of the city.

Chapter 7 Complete Communities

Complete Communities principles include protecting and enjoying the city’s rich cultural heritage; providing the inclusion of art and culture in the daily experience of those that live in and visit the city and; creating areas with distinct identities that foster community identity and pride.

Appendix 3

Cultural District Typologies

Downtown Urban Typology Characteristics Downtown Core and Cooksville	
Includes major institutions	Encompasses part or most of the downtown
Predominantly high-rise, or mid-rise with a few high-rise buildings	Anchored by many of the city's cultural attractions
Located near higher order transit services	Highly pedestrianized
Includes a major transit hub	Includes medium to large scale retail
Located in or close to central business area	Includes big-box commercial

Waterfront Typology Characteristics Port Credit and Lakeview Village	
Located at border of a body of water	Pedestrian trails and routes running parallel to body of water
Tourist attractions	

Main Street Commercial Typology Characteristics Port Credit and Streetsville	
Predominantly low-rise with few mid-rise buildings	Fine grain retail and eating establishments
Includes popular attractions	Located near major tourist sites
Unconventional feel of small establishments and entertainment facilities	Located near major tourist sites
Features a vibrant evening economy	

Suburban Commercial Typology Characteristics Malton and Clarkson	
Predominantly low-rise with few mid-rise buildings	Walkable
Geographically dispersed	Includes medium to large-scale retail
Wide roadways	Includes big-box commercial

Appendix 4

Image Credit

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Entres Les Rangs art installation by Kanva on display at the Luminotherapie wintereats festival in Quartier des Spectacles, Montreal. Image source: Kanva.

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"Yeah Yeah Yeahs Concert (Osheaga 2009 Montreal) - Karen Dancing In The Rain." by Anirudh Koul is licensed under [CC BY-NC 2.0](#)

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Image Tree Quilts by Fugitive Glue Image source: Mississauga Culture

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"Martine Viale, Ma Intervalle (actions infiltrantes), 3 août 2013" by Retis is licensed under [CC BY 2.0](#)

Image "The redevelopment has turned this into a quiet mixed use street" by [illustir](#) is licensed under [CC BY 2.0](#)

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Building Colour by Panya Clark Espinal. Source: Mississauga Culture

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"Street Bands Entertaining at 2012 SXSW: Austin Texas" by John R Rogers is licensed under [CC BY-NC-ND 2.0](#)

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"Kool & the Gang Concert @ Montreal Jazz Festival" by Anirudh Koul is licensed under [CC BY-NC 2.0](#)

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"Art Supply Shop, Madrid" by [Richard Tweney](#) is licensed under [CC BY-ND 2.0](#)

Hello Winter Source Mississauga Culture

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PARK(ing) Day 2012, Urban Playground Pod by Nathalie Quagliotto

PARK(ing) Day 2012, Traffic Cone Garden by Susan Campbell

Port Credit patios in the public right-of-way

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Image Philadelphia Museum of Art – Outdoor Art Museum. Image source: Popup city

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Photo by [Devon Divine](#) on [Unsplash](#)

Port Credit Marina Source: Modern Mississauga

Busker Festival Source: Port Credit BIA

Parking Day Source: InSauga

Mississauga south fine craft show Source: Same

Ojibway Elder Garry Sault Source: Port Credit BIA

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Oddfellows Hall Streetsville Source: Mississauga News

Streetsville Historical Walking Tours Source: yourSauga

Border MX Source: Modern Mississauga

Streetsville Biking Source: InSauga

Streetsville Source: InSauga

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6 by FRANCES FERDINANDS Source: AGM

Dr. Seuss Experience Source: InSauga

Square One Food District Source: Square One

Food Trucks Source: MCS

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Taste of Cooksville Source: InSauga

Four Corners Source: InSauga

Four Corners Source: Dundas Connects

Little Peter and the Elegants, Source [mississauga.com](#)

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Strawberries Source: [mississauga.com](#)

Smartbench Source: Strawberry Energy

Clarkson Sign Source: Wikipedia

Clarkson Restaurants Source: Modern Mississauga

High street Source: The Village Guro

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Malton Community Centre Source <http://www.mjma.ca/Portfolio/All-Projects/Malton-Community-Centre>

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Utility box wraps by artist Gary Taxali on display in Downtown Core, Mississauga.

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The City Builders by Wenting Li. Image Source: The Patch Project, STEPS Initiative From Here to Anywhere by Lindsay Hill Image Source: STEPS

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Remembering Four Sisters, mihyun maria kim

Lakeview construction hoarding. Image source: Justinpluslauren.com

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Example of solar powered smart benches. Image source: [cityos.io](#)

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Avro Arrow Jet Interceptor, Malton. Image source: Modern Mississauga

Banners in Streetsville created in collaboration with the Royal Canadian Legion, Branch 139, honouring Remembrance Day. Image source: [VillageofStreetsville.com](#).

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Trees wrapped in yarn by artist Yarn Corner in City Square, Melbourne, Australia. Image source: YarnCorner.

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"Highline (NYC)" by [Jason Dettbarn](#) is licensed under [CC BY-NC-SA 2.0](#)

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Construction hoarding on the Lakeview Village site, commissioned by Artscape. Artist: Rowell Soller Title: Rejuvenation Haiku Source: [mylakeviewvillage.com](#)

Craiglenn underpass in Scotland was creatively activated in collaboration with a local high school. The artist worked with students to design a concept and students helped paint the underpass. Image source: Bigg Design

A pop-up library on San Francisco's Market Street. Image source: Flickr Doctor Popular. 47

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Portrait of M by Dan Bergeron Source: Mississauga Culture

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Dear Mississauga by Youth Poet Laureate Wali Shah on the Celebration Square steps created in collaboration with the Public Art Program.

Celebration and Reflection: A Day in the Life by Gary Taxali

Tactical Urbanism Project Image Source: Ontario Planners

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City of Sydney Art Hoarding Program Artist: Toko

"Kool & the Gang Concert @ Montreal Jazz Festival" by Anirudh Koul is licensed under [CC BY-NC 2.0](#)

Sun-SET by Polymétis Image Source: Mississauga Culture

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Streetsville Image Source: Google Maps

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Outdoor patios at a restaurant in Streetsville, Mississauga. Image source: El Mariachi.

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Tactical Urbanism Image Source: City of Mississauga

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An example of temporary wayfinding markers on the street in Stratford, UK. Image credits: Thomas Matthews.

Scarborough Made temporary art installation, Nuit Blanche 2019. Image credits: Samuel Engelking.

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Light up seesaws in Montreal's Quartier des Spectacles district. Image source: Quartier des Spectacles.

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Light Up The Square at MCS Image Source: Mississauga Culture

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Cooksville Changemakers was an outcome of the Vision Cooksville Master Plan and was implemented in 2016. Culture Division worked with Cooksville youth, using art and culture to highlight the neighbourhood and its stories through city building and beautification activities.

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Taste of Mississauga Cookbook created through a storytelling project by artist Hiba Abdallah in collaboration with the Museums of Mississauga. Image source: Riziero Vertolli/ Torstar.

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An inspirational rendering showing potential ways to re-imagine the northeast corner of Lakeshore Road West and Clarkson Road North

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An inspirational rendering showing potential ways to re-imagine the privately-owned Clarkson Village Square.

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Futurity Island art installation by Gediminas & Nomeda Urbanos, commissioned by Blackwood Gallery for The Work of Wind: Air, Land, Sea (2018) in Clarkson, Mississauga. Image credits Toni Hajkenscheld/ Blackwood Gallery.

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An example of art and colour in parks. Play more by Garth in Netherlands. Image source: [designlovingblogspot.com](#)

Arrow Arrow Source: <http://www.rcaf-arc.forces.gc.ca>

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City of Mississauga Corporate Report



9.13

Date: January 22, 2021

To: Chair and Members of General Committee

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

Originator's files:

LA.07.BIL

BILL 108 PROVINCIAL
LEGISLATION

Meeting date:
January 27, 2021

Subject

City of Mississauga's Comments on Enhanced Ministerial Zoning Orders (MZOs)

Recommendation

1. That the report titled "*City of Mississauga's Comments on Enhanced Ministerial Zoning Orders (MZOs)*" from the Commissioner of Planning and Building, dated January 22, 2021, be received for information.
2. That Council endorse the positions and recommendations contained in this report.
3. That the Mayor or designate be authorized to provide comments in writing to the Minister of Municipal Affairs and Housing as part of the Ministry's public consultation process.
4. That the City Clerk forwards this report to the Ministry of Municipal Affairs and Housing; Mississauga's Members of Provincial Parliament, the Association for Municipalities Ontario, and the Region of Peel.

Report Highlights

- Bill 197 enhanced Ministerial Zoning Order (MZO) powers. The Province is now seeking feedback on if these MZO powers should be further expanded, repealed or otherwise adjusted, as well as how the current powers ought to be used in the future. The deadline for this feedback is January 30, 2021.
- City staff do not support the routine use of MZOs as they circumvent municipal autonomy and community engagement. Additionally, MZOs often involve significant deviations from in-force planning, heritage and environmental regulations. City staff are also not convinced that their use will always result in more timely development outcomes.
- If the Government does continue to use MZOs, City staff suggest their use be limited to situations where development has a clear public benefit, such as affordable housing, long term care homes and certain institutional uses, and that the order has been reviewed and is supported by both lower and upper-tier councils.

Background

The *Planning Act* has long afforded the Minister of Municipal Affairs and Housing (the Minister) the authority to directly zone land through an MZO. However, in recent decades this power was rarely used.

Recently MZOs have been used more frequently, and MZO powers were expanded in July 2020 as part of Bill 197. Specifically, the Minister now has the authority to address site plan matters and require inclusionary zoning (IZ). Staff support the expanded use of IZ. Staff also appreciate other policy revisions in relation to development charges, the community benefits charge and parkland dedication based on municipal feedback.

At the AMO Conference in August 2020, Minister Clark stated that enhanced MZOs are intended to “*cut red tape*” and “*get shovels in the ground faster*,” as well as “*help our municipal partners reduce delays on critical projects that local communities need*.” He went on to say the focus of the enhanced MZOs is to help build more housing, long-term care facilities, and leverage transit investments. Staff support these objectives but question whether MZOs are required to address these goals.

Some of the Government’s recent MZOs have worked to accelerate the creation of long-term care homes and support housing for seniors. While other MZOs have had a less direct connection to local community need e.g. settlement area expansions and/or employment area conversions for housing to be sold at market rates.

The Province is now seeking feedback on if these MZO powers should be further expanded, repealed or otherwise adjusted, as well as how the current powers ought to be used in the future. The deadline for this feedback is January 30, 2021.

Comments

1. Ministerial Zoning Orders should not be used routinely

Staff are of the opinion that in most cases the benefits derived from MZOs are not worth deviation from the standard planning process.

The frequent use of MZOs can undermine the Growth Plan, Official Plan and Zoning frameworks that were established through a public process to carefully balance social, economic and environmental considerations in planning matters.

Moreover, MZOs result in local communities and adjacent landowners having no practical or meaningful influence over development outcomes and remove any opportunity for redress by

way of appeal to the Local Planning Appeal Tribunal (LPAT). Public engagement is an important component of community planning and leads to better projects and improved support of planning outcomes.

The use of an MZO can also set a precedent that may lead to more MZO requests from other landowners. Staff and Councillors have been receiving an increasing number of inquiries to support site-specific MZO requests given the recent orders in Mississauga and elsewhere in the Greater Toronto Area.

2. MZOs may not provide a more timely response to zoning changes than the regular statutory process

Mississauga's Planning and Building Department is proud of its service record in issuing planning and building permits. In response to the COVID 19 pandemic, the Department shifted to fully online operations through e-Plans and all planning and building permits have continued to be issued without interruption.

The Department also has other measures in place to ensure that developments can quickly move through the planning process. For example, the City has used development liaisons, who can help large scale and complex applications move through the planning process. The Department frequently receives positive feedback from the development sector on how smoothly applications are able to move through the City's processes.

Given this, City staff question if MZOs would provide a much more timely response to zoning changes than the regular statutory process.

3. Regional growth amendments require substantial infrastructure investments that benefit from a comprehensive review process to reduce costs over the long run

An MZO can lead to a quicker settlement area expansion or a conversion of an employment area to residential land use. However, piecemeal decisions on these matters can lead to the creation of communities that are fragmented, more costly to service, and have less access to services such as transit, parks and schools. There could also be land use compatibility (air quality, noise etc) and potential environmental impacts associated with the premature change of land-use designations. City staff suggest that these regional planning matters benefit from undergoing a MCR process.

Additionally, City staff do not consider MZOs should be used where they result in the need for a municipality to make multi-million dollar investments in infrastructure. For example, large settlement area expansions create new servicing requirements and these types of decisions benefit from being made in a coordinated manner.

4. MZOs require the Province to be involved in highly localized planning matters and impact the City's ability to cover development related costs

The Province has recently issued two MZOs in Mississauga:

- MZO 448/20 – 600 Eglinton Avenue East – Long-term care, residential single detached, semi detached, townhouse and apartment uses.
- EMZO 477/20 – 210 Speakman Drive – long-term care, hospital, retirement home, hospice, adult day care facility for seniors, medical office and accessory uses.

These two MZOs are the City's first experience with these orders; as such, some coordination and process challenges have been experienced.

City staff have found that the details contained in these two MZOs do not align with Mississauga's current Zoning By-law (i.e. zoning and land use definitions). The proposed developments do not meet some of the City's engineering requirements, nor do they clarify how engineering costs are to be covered (e.g. costs associated with new road access etc). City staff also consider that the Province should take the lead in communicating the contents of this MZO to the local community.

These MZOs result in the Province being involved in highly localized planning matters. The Province does not have the expertise to implement detailed municipal planning provisions nor are they sufficiently proximate to the local municipal context to have a full and proper appreciation of local land use circumstances. Moreover, by up-zoning lands, the Province is making it difficult for the City to negotiate for costs associated with a development to be covered by the applicant and not passed onto the municipality.

5. If the Government decides to frequently use of MZOs, it should only support use of this tool where it will provide direct public benefits

The Province should consider establishing clear criteria to guide its use of MZOs. This could involve projects that support affordable housing, public health and significant job creation. There should also be a requirement to have lower and upper-tier Council support.

MZOs should not be used to support market rate residential developments. Mississauga currently has over 20,000 zoned residential units that are awaiting development. MZOs are not likely to address housing affordability challenges unless the orders explicitly require affordable units. If the Province is looking to support affordable housing, it should use MZOs to mandate inclusionary zoning on government owned lands before they are sold or developed.

More long-term care beds are clearly needed in Mississauga and the Province should consider locating future facilities on land it owns where conversions are not required.

Financial Impact


There is no financial impact associated with this report.

Conclusion

City staff support the Government's commitment to streamline the development process and make housing more affordable. However, MZOs are blunt force tool that reduces the role of council and the public in the planning process.

If the Government intends to continue to make frequent use of MZOs, then City staff suggest that their use should be limited to situations that have a clear public benefit and supporting rationale and that consultation with upper and lower-tier municipalities be a mandatory part of the process.

To increase the supply of affordable housing units staff suggest the Province consider expanding IZ city wide, allowing conditional zoning and adhering to housing first principles. This would include mandating affordable housing units as a condition of sale on government owned lands before disposition occurs. Further, the Province could also streamline approvals by reducing the role of LPAT in local municipal decision making.



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

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

REPORT 1 - 2021

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Heritage Advisory Committee presents its first report for 2021 and recommends:

HAC-0001-2021

That the property at 1472 Indian Road, which is listed on the City's Heritage Register, is not worthy of heritage designation, and consequently, that the owner's request to demolish proceed through the applicable process, as per the Corporate Report from the Commissioner of Community Services dated December 22, 2020.

(HAC-0001-2021)

(Ward 2)

HAC-0002-2021

1. That the deputation and associated presentation from Alexander Temporale, ATA Architects Inc. regarding the Request to Demolish a Heritage Listed Property: 66 Queen Street South (Ward 11) be received.
2. That the property at 66 Queen Street South, which is listed on the City's Heritage Register, is not worthy of heritage designation, and consequently, that the owner's request to demolish proceed through the applicable process, as per the Corporate Report from the Commissioner of Community Services dated December 22, 2020.

(HAC-0002-2021)

(Ward 11)

HAC-0003-2021

1. That the report titled "Ontario Heritage Act Proposed Amending Regulations and Implications to City of Mississauga" and dated December 14, 2020 from the Commissioner of Community Services be received for information.
2. That the Mayor send a letter on behalf of Council to encourage the Land Planning Appeal Tribunal (LPAT) to acquire expertise and education in all heritage related matters in response to the amendments made under Bill 108, the More Homes, More Choices Act and amended changes to the Ontario Heritage Act.

(HAC-0003-2021)

HAC-0004-2021

That the property at 965 Whittier Crescent, which is listed on the City's Heritage Register, is not worthy of heritage designation, and consequently, that the owner's request to demolish proceed through the applicable process, as per the Corporate Report from the Commissioner of Community Services dated January 5, 2021.

(HAC-0004-2021)

(Ward 2)

HAC-0005-2021

That Recommendations PCHCD-0001-2021 to PCHCD-0002-2021 inclusive contained in the Port Credit Heritage Conservation District Advisory Subcommittee Report 1 - 2021 dated January 4, 2021, be approved.

(HAC-0005-2021)

(Ward 1)

HAC-0006-2021

That Recommendation MVHCD-0001-2021 contained in the Meadowvale Village Heritage Conservation District Advisory Subcommittee Report 1 - 2021 dated January 5, 2021, be approved.

(HAC-0006-2021)

(Ward 11)

HAC-0007-2021

1. That the donation made by Boeing Toronto Ltd. in the amount \$25,000 plus all accrued interest to Dec 31, 2020 be used for its intended purposes of honouring the employees that worked at this site by creating Story Boards for the Avro Arrow Project.
2. That Council enact a bylaw to transfer the funds from the Boeing Reserve Fund (#35538) to the AVRO Arrow Project (PN#19351) and subsequently close the Boeing Reserve Fund.

(HAC-0007-2021)

(Ward 5)

HAC-0008-2021

That the Memorandum dated December 14, 2020 from Paul Damaso, Director, Culture Division, entitled "Dedication of Central Library" be received.

(HAC-0008-2021)

(Ward 4)

HAC-0009-2021

That the Memorandum dated November 20, 2020 from Paul Damaso, Director, Culture Division, entitled "Alteration to a property adjacent to a Listed Heritage Property: Lakeview Village (Ward 1)" be received.

(HAC-0009-2021)

(Ward 1)

REPORT 1 - 2021

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Mississauga Cycling Advisory Committee presents its first report for 2021 and recommends:

MCAC-0001-2021

That the deputation by Mark Ruta, Chairman, Carassauga Festival Inc. regarding a Carassauga ride be received.

(MCAC-0001-2021)

MCAC-0002-2021

That Paulina Pedziqiatr be appointed as Chair of the Communications and Promotions Subcommittee for a term ending on November 14, 2022 or until a successor is appointed.

(MCAC-0002-2021)

MCAC-0003-2021

That the 2020 Bike Summit Report by Earl Close, Citizen Member be received.

(MCAC-0003-2021)

MCAC-0004-2021

That the memorandum dated January 7, 2021 entitled Transportation & Works Bicycle Parking Program be received.

(MCAC-0004-2021)

REPORT 1 - 2021

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Governance Committee presents its first report for 2021 and recommends:

GOV-0001-2021

That the Governance Subcommittee Minutes from January 15, 2021 be received.
(GOV-0001-2021)

GOV-0002-2021

That the Governance Subcommittee Terms of Reference and Work Plan be approved.
(GOV-0002-2021)

GOV-0003-2021

That the status of the Governance Committee Work Plan items, updated for the January 25, 2021 Governance Committee meeting, be received.
(GOV-0003-2021)