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**REVISED**

**General Committee**

**Date:** February 10, 2021  
**Time:** 9:30 AM  
**Location:** Online Video Conference

**Members**

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

**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](mailto:dayna.obaseki@mississauga.ca) and for Residents without access to the internet via computer, smartphone or tablet, can register by calling Dayna Obaseki at 905-615-3200 ext. 5425 **no later than Monday, February 8, 2021 before 4:00PM**. You will be provided with directions on how to participate from Clerks' staff.

**Contact**

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

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1. CALL TO ORDER

2. APPROVAL OF AGENDA

3. DECLARATION OF CONFLICT OF INTEREST

4. PRESENTATIONS - Nil.

5. DEPUTATIONS

5.1. Paul Mitcham, City Manager and CAO with respect to the Central Library being re-named to the Hazel McCallion Central Library

\*5.2. Caroline Riseboro, President and CEO of Trillium Health Partners Foundation will speak to the limited edition photo book Hazel McCallion: A Century of Accomplishment.

5.3. Ron Duquette, President, Mississauga Arts Council Board to present the video: Hazel, A Celebration: 100 Years In The Making

\*5.4. Roberta Battaglia, America's Got Talent Golden Buzzer Winner and Peel Resident to make a special video presentation to Hazel McCallion

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](mailto:dayna.obaseki@mississauga.ca) by **Monday, February 8, 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 – Kirwin Avenue and Little John Lane (Ward 7)
- 9.2. MiWay Discount to UTM students of the 2021 Winter U-Pass Program and Cancellation of 2021 Summer U-Pass Program
- 9.3. MiWay - Update on Presto Device Refresh
- 9.4. Municipal Transit Enhanced Cleaning Program (MTEC) Funding Agreement
- 9.5. Single Source Contract Extension Award to New Flyer Industries for the Purchase of an Additional (5) Buses
- 9.6. 2021 Provincial Pre-Budget Submission
- 9.7. 2021 Federal Pre-Budget Submission
- 9.8. Cultural Investment in Neighbourhood Main Streets - Economic Recovery
10. **ADVISORY COMMITTEE REPORTS**
- 10.1. Road Safety Committee Report 1-2021 - January 26, 2021
- 10.2. Traffic Safety Council Report 1-2021 - January 27, 2021
11. **MATTERS PERTAINING TO REGION OF PEEL COUNCIL**
12. **COUNCILLORS' ENQUIRIES**
13. **OTHER BUSINESS/ANNOUNCEMENTS**
14. **CLOSED SESSION - Nil.**
15. **ADJOURNMENT**

City of Mississauga  
**Corporate Report**



Date: January 18, 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-21

Meeting date:  
 February 10, 2021

## Subject

**All-Way Stop – Kirwin Avenue and Little John Lane (Ward 7)**

## Recommendation

That an all-way stop control not be implemented at the intersection of Kirwin Avenue and Little John Lane, as outlined in the report from the Commissioner of Transportation and Works, dated January 18, 2021 and entitled "All-way Stop – Kirwin Avenue and Little John Lane (Ward 7)".

## 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 Kirwin Avenue and Little John Lane.

Currently, the intersection of Kirwin Avenue and Little John Lane operates as a three-leg intersection with a stop control southbound on Little John Lane. There is an existing westbound channelized right turn with a yield control to northbound Little John Lane. 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:

### Kirwin Avenue and Little John Lane

	<u>Warrant Value</u>
Warrant 1: Volume for All Approaches	100%
Warrant 2: Minor Street Volume	41%

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.

In the event that an all-way stop is approved at this intersection, staff recommend a review of this location for intersection improvements. In the immediate term the yield control will be maintained. However, this is not an ideal operation and should be removed along with physical improvements that would remove the right turn channel at the intersection.

## 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. Costs associated with potential intersection improvements will be determined once reviewed.

## 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 Kirwin Avenue and Little John Lane.

## Attachments

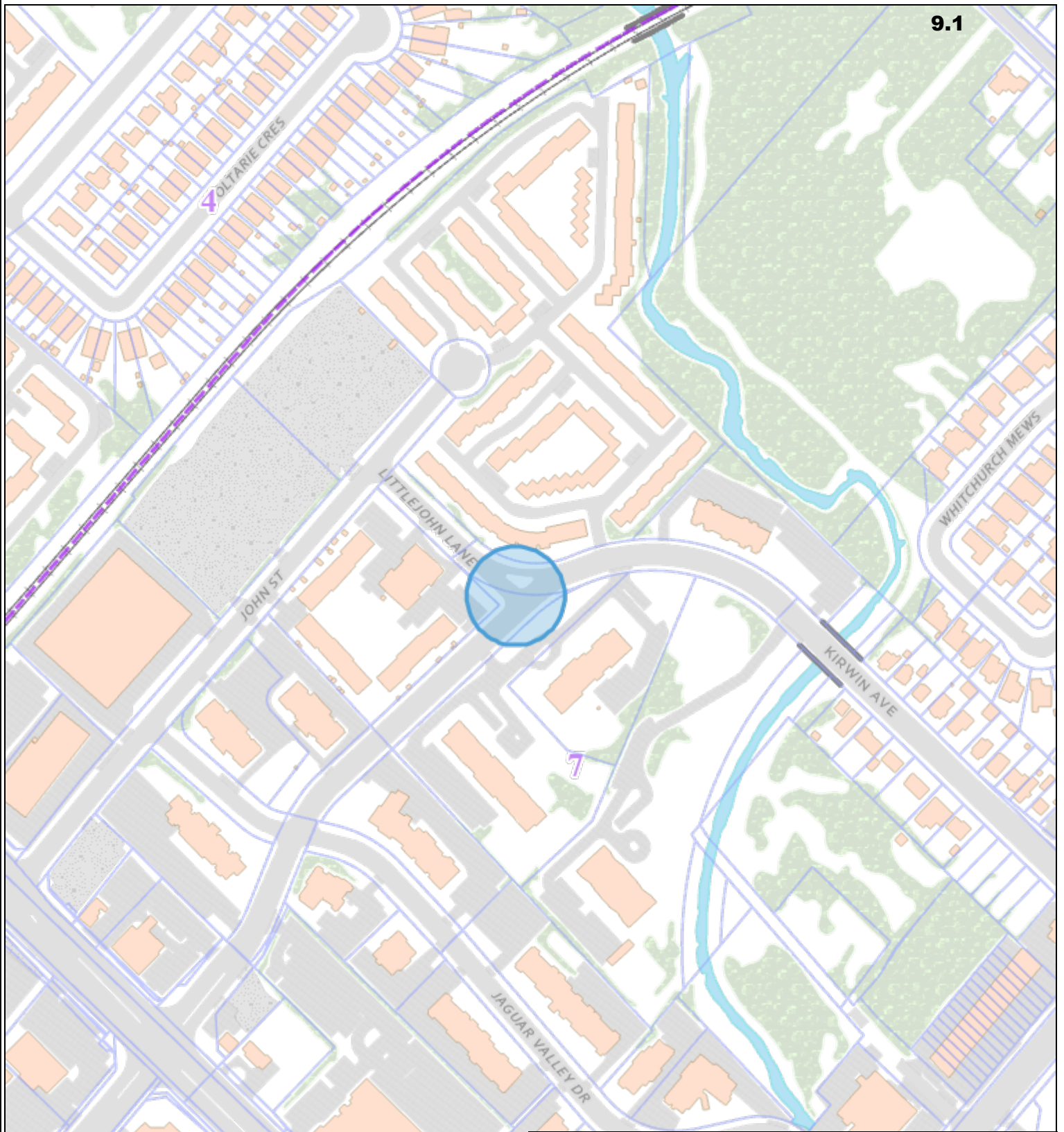
Appendix: Location Map – All-Way Stop – Kirwin Avenue and Little John Lane (Ward 7)



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

Prepared by: Milan Pavlovic, Traffic Operations Technician



THIS IS NOT A PLAN OF SURVEY

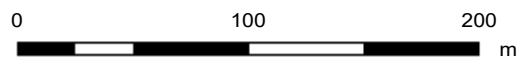


Transportation & Works

Traffic Management & Municipal Parking

All-Way Stop

Kirwin Avenue & Little John Lane (Ward 7)



City of Mississauga  
**Corporate Report**



<p>Date: January 27, 2021</p> <p>To: Chair and Members of General Committee</p>	<p>Originator's files:</p>
<p>From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works</p>	<p>Meeting date: February 10, 2021</p>

## Subject

MiWay Discount to UTM students of the 2021 Winter U-Pass Program and Cancellation of 2021 Summer U-Pass Program

## Recommendation

1. That the report dated January 27, 2021 from the Commissioner of Transportation and Works entitled "MiWay Discount to UTM students of the 2021 Winter U-Pass Program and Cancellation of 2021 Summer U-Pass Program" be received.
2. That a discount, for the period between January 01, 2021 to April 30, 2021 of \$79.77 per student of approximately \$1,300,000 in total be approved for all students enrolled in the 2020/2021 Fall/Winter U-Pass Program due to low demand of MiWay services by UTM students from lockdown restrictions caused by the COVID-19 outbreak.
3. That the 2021 Summer U-Pass Program be cancelled due to low demand of MiWay services from lockdown restrictions and online studies caused by the COVID-19 outbreak, resulting in a revenue loss of \$1,500,000.
4. That consideration to cancel 2021/2022 Fall/Winter U-Pass Program be received for information.
5. That the User Fees and Charges By-law 251-2020, be amended to reflect the discounted 2020/2021 Fall/Winter U-Pass 8 Month Fee and cancellation of the 2021 Summer U-Pass program, as outlined in Recommendations #2 and #3.

## Report Highlights

- Due to COVID-19 outbreak, the demand for MiWay services by UTM students have reduced significantly as most University courses are now offered online. Students are requesting not to pay for the 2021 U-Pass programs as their needs have changed.
- Staff recommends that Council approves discount of \$79.77 per student of approximately \$1,300,000 in total for all students enrolled in the 2020/2021 Fall/Winter U-Pass program and to cancel the 2021 Summer U-Pass program with a revenue loss of \$1,500,000

- 2021/2022 Fall/Winter U-Pass program is under review for potential request to cancel pending confirmation from UTMSU by April 30, 2021

## Background

The COVID-19 outbreak caused the implementation of several physical distancing measures and lockdown restrictions leading to many university courses being offered online as opposed to on-campus studies. These online studies have led to low demand for MiWay services, as many students are now enrolled in online courses. In addition, COVID-19 building access restrictions delayed the U-Pass distribution. This adversely impacted the number of students who could pick up their U-Pass cards, as it had to be done via pre-booking to avoid crowding in the office. Even with the change in distribution method of mailing out U-Pass cards to students, only 2,817 (17% as of Jan 5<sup>th</sup>, 2021) of the total 16,295 students enrolled for the 2020/2021 Fall/Winter academic program had picked up their U-Pass cards.

University of Toronto Mississauga Student Union (UTMSU) has shared concerns of students requesting to not pay the full U-Pass fee for 2021 winter term considering their demand for MiWay services has reduced significantly as their travel needs have changed due to the COVID-19 outbreak and in-person courses conversion to online courses. MiWay has adjusted service to UTM campus to respond to the low travel demand of utilizing MiWay services.

## Comments

In order to address the low demand of MiWay services from UTM students caused by the COVID-19 outbreak and the significant increase in online courses, MiWay is recommending that the City provide a discount of \$79.77 per student of approximately \$1,300,000 in total for the 2021 Winter U-Pass program running from January 01, 2021 to April 30, 2021. Considering the unprecedented times that all of us are going through, this discount is in good faith and in fairness to the students who constitute a very important ridership market segment and future of MiWay.

On November 04, 2020, Council approved a discount, effective September 18, 2020, of \$15 per student totalling \$219,000 for all those students who were unable to collect their 2020/2021 Fall/Winter U-Pass cards during the September 18, 2020 to October 4, 2020 UTMSU student office closure due to COVID-19 precautions.

If Council approves this second discount for 2020/2021 Fall/Winter U-Pass Program, the discounted 2020/2021 Fall/Winter U-Pass Fee (effective Sept. 18, 2020) of \$242.28 as set out in the Fees and Charges By-law 245-2020 will be reduced by \$79.77. The Transit Pass Agreement entered between the City, UTM and UTMSU will also be amended to reflect this discount. The \$79.77 discount will be given to 16,295 students who enrolled in the 2020/ 2021



Fall/Winter Program and will result in a \$1,300,000 lost revenues to the City. This will, however, address UTM students' concerns of low or no usage of the U-Pass in a reasonable way.

In addition to addressing the issue of low demand of MiWay services by a majority of UTM students, MiWay is recommending that the 2021 Summer U-Pass Program be cancelled. This will allow all the students not to pay the U-Pass fee, which will be fair to majority of the students. It would also allow MiWay to collect regular fares from the few students who will continue to require MiWay services. Based on the User Fees and Charges By-law 251-2020 approved by Council for the 2021 Summer term of \$154.14, the cancellation of the 2021 Summer U-Pass Program will have \$1,500,000 lost revenues to the City.

The Fees and Charges By-law 251-2020 will be amended to reflect the discounted fees and 2021 Summer U-Pass cancellation.

UTMSU has shared with MiWay further challenges from their members or students wanting to opt out from the 2021/2022 Fall/Winter U-Pass program. UTMSU will advise MiWay by April 30, 2021 if it will propose cancelling the 2021/2022 Fall/Winter U-Pass program. Based on the Transit Pass Agreement between the City, UTM and UTMSU, the U-Pass fee for the 2021/2022 Fall/Winter is \$270.14, and the potential cancellation of the 2021/2022 Fall/Winter U-Pass program will cost the City \$4,400,000 in terms of lost revenues.

## Strategic Plan

This discount and cancellation of the 2021 Summer program will contribute to the strategic pillar of Developing a Transit Oriented City and the strategic goals to:

- Ensuring Youth and New Immigrants Thrive
- Ensuring Affordability and Accessibility
- Attract and Retain Youth

## Financial Impact

MiWay received \$4,200,000 from UTM in November 2020 covering the U-Pass fee for the period of September 2020 to April 2021. \$2,200,000 of this represent 2021 deferred revenue for the City of Mississauga. Through this report MiWay is proposing a discount or refund of \$1,300,000 to be issued to UTM. A cheque in the amount of \$1,300,000 will be issued to UTM and UTM shall manage the distribution of the discount to the students.

On November 04, 2020, the City approved a discount of \$219,000. With this new proposed discount of \$1,300,000 the total revenue will be revised to \$2,681,000. The \$1,300,000 discount will be returned and funded from the 2021 revenue portion of the \$4,200,000 available in the deferred revenue account (GL#215138).

MiWay is also proposing cancellation of the 2021 U-Pass Summer program that will result in loss of revenue of \$1,500,000 for 2021 financial year while no payment is expected from UTM for the 2021 Summer Program.

The potential cancellation of the 2021 Fall/Winter program will further cause a \$4,400,000 revenue loss for the 2021/2022 financial year. No payment will be expected from UTM for the Fall/Winter Program.

## Conclusion

MiWay is recommending that a discount of \$79.77 per U-Pass of approximately \$1,300,000 in total be approved for all students who enrolled in the 2020/2021 Fall/Winter Program. MiWay is also recommending that the 2021 Summer U-Pass Program be cancelled. Further, there is consideration of the proposal to request cancelling the 2021/2022 Fall U-Pass program pending confirmation from UTM by April 30, 2021. This discount to currently enrolled students and cancellation of the future 2021 Summer Program and potential cancellation of 2021/2022 Fall/Winter program is due to the low demand of MiWay services by a majority of UTM students. This was caused by the implementation of several physical distancing measures and lockdown restrictions due to COVID-19, leading to significant number of university courses to be offered online as opposed to on-campus studies.

UTMSU has shared with MiWay its concerns of UTM students requesting that they not pay the U-Pass fee for the 2021 Winter term, considering their demand for MiWay services has reduced significantly. Considering the unprecedented circumstances that we all are facing due to the COVID-19 outbreak, the \$79.77 discount to all students and cancellation of the subsequent U-Pass programs in 2021 is in good faith and will help address UTM students' concerns of low usage of the U-Pass in a reasonable way.



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

Prepared by: Fritz Youaleu, CMA, MBA, Supervisor, Transit Revenue

City of Mississauga  
**Corporate Report**



<p>Date: January 25, 2021</p> <p>To: Mayor and Members of Council</p>	<p>Originator's files:</p>
<p>From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works</p>	<p>Meeting date: February 10, 2021</p>

## Subject

**MiWay - Update on Presto Device Refresh**

## Recommendation

That the report titled "MiWay - Update on Presto Device Refresh" dated January 25, 2021 from the Commissioner of Transportation and Works, providing an update on Presto Device Refresh along with capital costs incurred, be received for information.

## Report Highlights

- On December 6, 2017, Council approved the new Presto Operating Agreement (valid till 2027). The Director of Transit was authorized to procure directly from Metrolinx, and directly from PRESTO subcontractors, for PRESTO related services, technology, equipment, and infrastructure as defined in the Operating Agreement, subject to budget approval.
- The Presto Device Refresh Project was initiated (led by Metrolinx/PRESTO in collaboration with MiWay and other GTHA transit partners) in 2017/2018 to replace aging bus and station equipment.
- New devices have been installed on all MiWay Transit buses and in fixed locations (Bus Terminals, Community Centers) as of December 2020. These devices are built on a modern high performance, high security platform.
- This new platform provides PRESTO and MiWay with a futureproof solution that will enable new, flexible fare collection options such as time of day pricing, capping, e-Ticketing and open payments.
- The necessary capital budget required to support this critical business system initiative has been requested through the City's business planning process.

## Background

The existing Presto fare collection equipment was developed prior to 2010 and deployed in late 2010 on MiWay buses. In recent years, more elements of the system have become increasingly expensive to maintain. Many electronic components used in the original equipment have reached or are beyond their expected life and are no longer manufactured. This impacts service reliability and limits fleet expansion due to equipment shortages. Security standards for electronic transactions and financial systems have risen in recent years while key elements of the existing Thales solution have proven difficult to comply with the new security standards.

All of these technology factors resulted in a degree of urgency to replace the existing system ahead of the October 2020 expiration of the system maintenance contract.

On December 6th, 2017 Council approved the new Presto Operating Agreement (valid till 2027) and the Director of Transit was authorized to procure directly from Metrolinx, and directly from PRESTO subcontractors, for PRESTO related services, technology, equipment, and infrastructure as defined in the Operating Agreement and that the Purchasing Bylaw 374-06, as amended shall not apply to these purchases, if there is sufficient budget as allocated by Council for the purchases.

The Device Refresh Project was initiated (led by Metrolinx/PRESTO in collaboration with MiWay and other GTHA transit partners) in late 2017/early 2018 to replace aging bus and station equipment, improve device security and performance and introduce a limited set of enhancements to improve productivity for the overall solution. Following the development of high-level business requirements in collaboration with the 905 Transit Agencies and GO Transit, a set of detailed tender documents were developed for a public Request for Proposals.

Accenture was contracted (by Metrolinx/PRESTO) to develop a compliant solution building on existing system knowledge and utilizing commercial off the shelf technology wherever possible. The new solution builds upon the PRESTO Device Software (PDS) that power virtually all new generation devices. Metrolinx, Accenture and other suppliers and sub-contractors are parties to a number of contracts established to design, build, test and deploy the Device Refresh solution to replace all Thales equipment with a new generation of devices, which offer new capabilities.

Following the development of the new solution, Accenture was contracted (by Metrolinx/PRESTO) to provide deployment services to meet the needs of PRESTO and MiWay.

## Comments

The Device Refresh Project was initiated to replace aging legacy bus and station equipment, improve device security and performance and introduce a limited set of enhancements to improve productivity for the overall solution.

It should be noted that the project and deployment schedule were impacted due to severe logistical impacts resulting from the COVID-19 shutdown. As a result, the targeted timeline for completion was extended from early spring, through to the end of 2020.

Throughout 2020, MiWay staff implemented the following device installations with supporting end-user training, process documentation, and customer communication:

- 505 buses equipped with DCU (Driver Control Unit) and BFTP (Bus Fare Transaction Processors/customer facing).
- City Centre Transit Terminal equipped with three SPOS (Station Point of Sale) devices and two AVM (Add Value Machine/Customer Self Serve) devices.
- 11 Community Centres equipped with TPT (Third Party Terminal) point of sale devices and two AVM at South Common and Malton Community Centres.

In addition, the Cross Boundary solution was implemented with TTC Route 52, whereby the technology to support seamless cross boundary travel over the Mississauga/Toronto boundary was delivered allowing customers to pay both fares with one tap of their PRESTO card.

Delivering on Transit Enforcement requirements, MiWay staff is progressing on implementing a HCR (Handheld Card Reader) fare inspection device that will provide Transit Enforcement Officers the ability to validate customer fare cards on street. Additionally, this device will be utilized to support LRT fare collection when the time comes.

The delivery of enhanced technology supporting Device Refresh intersects a number of strategic initiatives being undertaken by Metrolinx through 2021, including Open Payment and e-ticketing capabilities. During implementation, this work stream will have MiWay staff continuing to focus on device reliability and data integrity to validate system performance, and further developing lean process as they apply to the PRESTO system.

MACD (Move, Add, Change, and Delete) work process applies to costs for provisioning and installing new PRESTO devices beyond the Device Refresh phase. These costs apply to both replacement and growth buses, and includes device, materials (kitting), installation (commissioning) and decommissioning. Based on the current bus replacement schedule and the MACD unit cost of \$6,787 per bus, it is estimated MiWay will require \$2,070,035 over the

next five years to install (move existing device from old bus to new bus) Presto devices in new buses.

COVID-19 brought about uncertainty around how MiWay would resume fare collection after the initial period of free transit. In light of this uncertainty, rear door boarding was considered and associated information was gathered. Supporting the preparations for Mississauga's Hurontario LRT, rear door boarding fare payment solutions will be planned for implementation on a portion of the MiWay fleet. This implementation would see a second BFTP (Bus Fare Transaction Processor) installed just inside the rear doors of the bus to allow customers to tap their PRESTO card and pay their fare at both front and rear doors.

## Financial Impact

The City placed an "Investing in Canada Infrastructure Program (ICIP)" project request in fall of 2019 to fund the Presto Device Refresh in 2020. The Federal Government rejected this request in 2020 and the required funds were requested in the 2021 capital budget request.

The funding for the Presto Device Refresh will be required when the project is completed and funds are included in PN 21204 - Transit Presto Equipment Replacement having a budget of \$10,000,000.

The project is pending approval through the City's 2021 business planning and budget cycle.

### 1. Cost incurred to date (Device Refresh) :

<b>Project Item</b>	<b>Cost</b>
Bus Solution - DCU (Driver Controller Unit) - BFTP (Bus Fare Transaction Processor)	\$7,038,999
Bus Solution - Training Cart	\$ 19,305
Station Point of Sale (SPOS)	\$ 31,057
Third Party Terminals (TPT) for Community Centers	\$ 54,340
SFTP Device(Includes SFTP,CQD and Bus Xftp)	\$ 32,204
Inspection Device for Transit Enforcement	\$ 22,260
Software Development Cost Share	\$ 485,344
<b>Total</b>	<b>\$ 7,683,509</b>

## 2. Future costs

- a. MACD (Move, Add, Change, and Delete) costs: Based on the current bus replacement schedule and the MACD unit cost of \$6,787 per bus, it is estimated MiWay will require \$2,070,035 over the next five years to install Presto devices on new buses. Amount is to pay the labour to move existing devices from old buses to new.

Year	# of Buses (to be replaced)	Cost
2021	5	\$ 33,935
2022	98	\$ 665,126
2023	75	\$ 509,025
2024	82	\$ 556,534
2025	45	\$ 305,415
<b>Total</b>		<b>\$ 2,070,035</b>

- b. Rear door fare collection devices: \$246,456

### **Total Financial Impact**

1. Cost incurred to date (Device Refresh)	\$7,683,509
2. Future cost (MACD Process)	\$2,070,035
3. Rear door fare collection	\$246,456
Total	\$10,000,000

## Conclusion

Over 85% of MiWay fare revenues are now collected via PRESTO. The City has the largest municipal PRESTO card-reloading network with all Community Centres offering card reload. On the most recent customer survey, customers expressed a high level of satisfaction with their experience with PRESTO on MiWay buses

The Device Refresh Project as a whole provides a reliable/secure payment solution to MiWay customers along with an opportunity for Metrolinx, MiWay and other transit agencies to collaborate and incorporate the features that will help implement a future fare integration solution across the GTHA.

The new devices support delivery of enhanced features including open payment (use of a credit/debit card to pay for transit), and e-ticketing (using your phone to pay for transit). These new features are on track to be rolled out in 2021.

**Attachments**

Appendix 1: Device Refresh Cost Breakdown



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

Prepared by: Prabhjot Dhani, Manager Transit Business Systems



Appendix 1: Device Refresh Cost Breakdown

Project Item Mississauga	Qty	Initial Cost	Sub Total
<b>Bus Solution</b>			
DCU & BFTP	531	\$ 7,236	\$ 3,842,073
Labour - Deployment related (Direct and Indirect)	505	\$ 3,712	\$ 1,874,686
Installation kitting	505	\$ 2,618	\$ 1,322,240
<b>Bus Solution Sub-Total (per Bus)</b>		\$ 13,566	\$ 7,038,999
<b>Bus Training Cart</b>			
DCU, BFTP, and Cart	2	\$ 9,653	\$ 19,305
<b>Bus Solution Sub-Total (per Bus)</b>		\$ 9,653	\$ 19,305
<b>Station Point of Sale (SPOS)</b>			
SPOS core components	5	\$ 4,047	\$ 20,233
Labour - Deployment related (Direct and Indirect)	4	\$ 2,706	\$ 10,824
SPOS cable kit	4	\$ -	\$ -
<b>SPOS Sub-Total</b>		\$ 6,753	\$ 31,057
<b>Optional SPOS/TPT Items</b>			
POSX ION Cash Drawer 16" Black	0	\$ 102	\$ -
POSX ION Cash Drawer Spare Till 16" Black	0	\$ 25	\$ -
POSX ION Cash Drawer Locking Till Cover 16"	0	\$ 25	\$ -
POSX ION Cash Drawer Mount 16"	0	\$ 21	\$ -
Cash Drawer Interface Cable (USB)	0	\$ 38	\$ -
ELO Tabletop Stand for 15" I-Series	0	\$ 59	\$ -
Elo E353950 Wallaby POS Stand for I-Series 10" and 15" with	0	\$ 259	\$ -
Ergotron LX Desk Monitor Arm	0	\$ 175	\$ -
<b>Optional SPOS Items/TPT Total</b>		\$ 702	\$ -
<b>Third Party Terminal (TPT)</b>			
TPT core components	13	\$ 2,383	\$ 30,976
Labour - Deployment related (Direct and Indirect)	12	\$ 1,947	\$ 23,364
TPT cable kit	12	\$ -	\$ -
<b>TPT Sub-Total</b>		\$ 4,330	\$ 54,340
<b>SFTP Device (YRT BRT-FTP)</b>			
BRT-FTP	0	\$ 9,083	\$ -
Labour - Deployment related (Direct and Indirect)	0	\$ 2,551	\$ -
Installation kitting	0	N/A	N/A
<b>SFTP YRT BRT-FTP Sub Total</b>		\$ 11,634	\$ -
<b>SFTP Device (SFTP &amp; CQD)</b>			
SFTP/CQD	3	\$ 9,083	\$ 27,248
Labour - Deployment related (Direct and Indirect)	2	\$ 2,478	\$ 4,956
Installation kitting	2	N/A	N/A
<b>SFTP &amp; CQD Sub Total</b>		\$ 11,561	\$ 32,204
<b>Inspection Device</b>			
Panasonic FZ-N1 Mk2 w/ 6400mAH Battery	11	\$ 1,724	\$ 18,960
Panasonic FZ-N1 Mk2 w/ Regular Battery	0	\$ 1,652	\$ -
Labour - Deployment related (Direct and Indirect) (EST.)		\$ 300	\$ 3,300
<b>Inspection Device Sub Total</b>		\$ 3,675	\$ 22,260
<b>Optional Inspection Items</b>			
Holster for FZ-N1/FZ-F1	0	\$ 70	\$ -
5-Bay Device Charger (with AC Adapter CFAA6373AM)	0	\$ 619	\$ -
Panasonic Single Bay Charging Cradle /Charging Cup (No AC Adapter - requires CFAA6373AM)	0	\$ 523	\$ -
Smaller Battery, Does not include AC adapter	0	\$ 99	\$ -
Large Battery, Does not include AC adapter	0	\$ 178	\$ -
<b>Optional Inspection Items Total</b>		\$ 1,488	\$ -
<b>TA Share of Software development cost</b>			
TA proportion based on fleet size		\$ -	\$ 485,344
<b>Total</b>	<b>565</b>	<b>\$ -</b>	<b>\$ 7,683,509</b>

City of Mississauga  
**Corporate Report**



<p>Date: January 20, 2021</p> <p>To: Chair and Members of General Committee</p>	<p>Originator's files:</p>
<p>From: Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer</p>	<p>Meeting date: February 10, 2021</p>

## Subject

**Municipal Transit Enhanced Cleaning Program (MTEC) Funding Agreement**

## Recommendation

1. That the Mayor and Commissioner of Transportation and Works be authorized to execute, on behalf of The Corporation of the City of Mississauga, any Transfer Payment Agreements with her Majesty the Queen in right of Ontario as represented by the Minister of Transportation for funding under the Municipal Transit Enhanced Cleaning Program (MTEC), in a form satisfactory to Legal Services.
2. That the Commissioner of Transportation and Works be delegated authority to execute, on behalf of The Corporation of the City of Mississauga, any and all required documentation, including any amendment, extension or ancillary document, as well as any documents required to administer and fulfill all requirements of MTEC, in a form satisfactory to Legal Services.
3. That all necessary by-law(s) be enacted.

## Background

Through the Municipal Transit Enhanced Cleaning Program (MTEC), the Ontario Government is providing up to \$15 million to 110 municipalities across the province to support enhanced cleaning of municipal public transit systems to keep passengers and employees safe and help reduce the transmission of COVID-19.

Funding will be distributed amongst municipalities using a modified version of the provincial gas tax funding formula. The modification includes a \$500 base funding amount for each recipient in addition to the funding distribution determined by 70% ridership and 30% population, utilizing the same data that was used to determine the 2019-20 Gas Tax program allocations.

MTEC funding will be flowed through a Transfer Payment Agreement between the Province and the City of Mississauga for which an authorizing by-law is required.

## Comments

The City of Mississauga has been allocated a maximum funding amount of \$743,937. Funding can be used to cover eligible costs incurred on or after April 1, 2020 and on or before December 31, 2020. Eligible costs include items considered to have been properly and reasonably incurred and are necessary for the enhanced cleaning of transit vehicles and any other public and non-public facing transit assets, that provide or support transit services.

In addition to having been incurred, costs have to have been paid by the City prior to being submitted to the Province for payment and may include:

- costs of cleaning materials;
- costs of hand sanitizer for passenger and staff use;
- costs of safety wear, such as gloves or goggles;
- costs of equipment purchased;
- costs of contracted services;
- costs of salaries, including redeployment of staff; and
- any other cost that, in the opinion and at the sole discretion of the Province, is necessary for the MTEC.

## Financial Impact

Funding, not to exceed the City allocation of \$743,937, will be used to cover eligible costs incurred by Transit as a result of COVID-19. Funding will be recovered following execution of the Transfer Payment Agreement and submission of a one-time claim for eligible expenditures.

## Conclusion

The Municipal Transit Enhanced Cleaning Program provides the City with an opportunity to recover costs incurred as a result of implementing health and safety measures in response to COVID-19. These health and safety measures ensured that municipally operated public transit was and continues to be safe for use by both passengers and staff during the pandemic.



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

Prepared by: Carolyn Paton, Manager Strategic Financial Initiatives

City of Mississauga  
**Corporate Report**



<p>Date: January 18, 2021</p> <p>To: Chair and Members of General Committee</p>	<p>Originator's files:</p>
<p>From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works</p>	<p>Meeting date: February 10, 2021</p>

## Subject

**Single Source Contract Extension Award to New Flyer Industries for the Purchase of an Additional (5) Buses, PRC001820, Contract No. 4500510096**

## Recommendation

1. That the report "Single Source Contract Extension Award to New Flyer Industries for the Purchase of an Additional (5) Buses, PRC001820, Contract No. 4500510096" dated January 18, 2021 from the Commissioner of Transportation and Works be received.
2. That the Purchasing Agent be authorized to extend and increase the value of Contract No. 4500510096 with New Flyer Industries, on a single source basis, to allow for the purchase of an additional five (5) Sixty-Foot Second Generation Hybrid-Electric Buses at an estimated value of \$7,000,000 from PN 19202.

## Background

In 2019, MiWay purchased (11) sixty-foot 2<sup>nd</sup> generation hybrid-electric buses via competitive procurement. Bids were received from the only two bidders, Nova Bus and New Flyer Industries (New Flyer). New Flyer submitted the lowest acceptable bid and was awarded the contract. As of January 11, 2021 all (11) buses have entered into revenue service. These sixty-foot buses were the first ever in Ontario with BAE propulsion technology, and second ever in Canada.

2<sup>nd</sup> Generation Hybrid-Electric buses have been proven within the transit industry to reduce emissions and increase fuel efficiency compared to 1st Generation Hybrid Electric and clean diesel buses. MiWay has in-depth knowledge and data on 1st Generation Orion Hybrid-Electric buses that produced a 14% fuel savings over conventional clean diesel. 2nd Generation Hybrid-Electric buses will see even greater improvements to fuel economy in comparison to its predecessor. Manufacturer's data suggests a 25% fuel savings and corresponding reduction in GHG's. With the inception of the Climate Change Action Plan (CCAP), MiWay is committed to reducing their carbon footprint by transitioning from diesel-powered buses to hybrid-electric, and eventually zero-emission battery electric and/or hydrogen fuel cell electric buses.

MiWay is seeking Council approval to extend the contract with New Flyer, on a single source basis, to allow for the purchase of an additional five (5) Sixty-Foot 2nd Generation Hybrid-Electric Buses (See Appendix 1 – Statement of Work). This would provide standard and consistency for Sixty-Foot 2nd Generation Hybrid Electric buses and maintain the requirements and specifications of the initial contract. The requested increase is in the estimated amount of \$7,000,000 bringing the total revised contract value from \$14,246,905.69 to \$21,246,905.69. It is beneficial to extend the contract to include this smaller bus order as there is a risk of variability amongst buses within the fleet, which leads to different parts and maintenance requirements. Schedule 'A' item 1(b)(iv) of the Purchasing By-law No. 374-2006 allows for single source contract awards when the solicitation of competitive bids would not be economical to the City. Council approval is required for single source awards having a value of more than \$100,000. Materiel Management has reviewed this report and supports the recommendation from a procurement perspective.

MiWay has also requested \$2,000,000 in the 2021 Capital Budget. Subject to approval, these funds will be used to accommodate the price premium from transitioning from clean diesel to 2<sup>nd</sup> Generation hybrid-electric buses.

## Comments

MiWay's oldest sixty-foot local buses, the 2008 New Flyer fleet currently used at the Malton facility, are experiencing significant reliability issues. The operating costs are rapidly increasing due to powertrain and structural repairs required to meet MTO safety standards. The useful life of a sixty-foot bus is 12 years, therefore these buses have surpassed their expected service life and are now overdue for replacement.

New Flyer has submitted a proposal to significantly discount any new bus orders made in the 1<sup>st</sup> quarter of 2021. MiWay staff are recommending a single source contract extension award due to expected cost savings, time savings, and early delivery. The key benefits of this recommendation are summarized below:

**Bus delivery within 9 months.** Bus procurements typically have a 12 to 18 month lead time from tender release to bus delivery. During an average bus procurement cycle, most of the time is dedicated to the tender process, design/production meetings, and inspections. Considering that these buses will have the same specifications as the last bus order (with the exception of the paint color, Orange versus Blue), this process will take a fraction of the time for both MiWay staff and New Flyer staff.

**The base price of the buses will cost approximately 4.3% less than the previous order.**

New Flyer has offered to waive all inflation factors from the last twelve months (estimated savings of \$31,952 per bus), New Flyer will provide the updated 2021 Cummins engine which has the latest emission standards at no additional cost (estimated savings of \$10,881 per bus),

and New Flyer will provide a further price reduction of \$13,000 per bus, which results in a total savings of \$55,833 per bus.

**MiWay will be able to provide higher levels of reliable service delivery.** Considering that utilization rate of sixty-foot local buses in Malton is at full capacity, these buses are critical to ensuring sustained service for existing routes. Buses with higher degree of reliability will enable MiWay to operate at a lower spare ratio and prevent routes from being cancelled.

## Strategic Plan

2<sup>nd</sup> Generation Hybrid-Electric is MiWay's "stepping stone" to zero emission and would contribute to two strategic goals: **Move** (Develop Environmental Responsibility) and **Green** (Lead and Encourage Environmentally Responsible Approaches).

Mississauga has been proactive in sustainability and climate change governance for over two decades. This includes joining the FCM Partners for Climate Protection program in 1999, integrating climate change and environmental considerations into the City's Strategic Plan in 2009, developing the City's Living Green Master Plan, integrating climate change considerations into its Official Plan in 2012, and becoming a signatory to the Global Covenant of Mayors for Climate and Energy (coalition of 10,000 Cities) in 2017.

## Financial Impact

Council has previously approved the funds in the 2019 Capital Budget to purchase these replacement buses, however the purchase was deferred at the time. There is a total of \$5,921,390 within PN 20201 and PN 19202 combined. MiWay has also requested \$2,000,000 in the 2021 Capital Budget. Subject to approval, these funds will be used to accommodate the price premium for transitioning from diesel buses to hybrid-electric buses. Shown in the table below is the financial breakdown:

Item	Amount
Funds in WIP (PN20201, PN19202)	\$5,921,390
Price Premium PN 19202 (Diesel to Hybrid-Electric)	\$2,000,000
<b>Total Available Funds</b>	<b>\$7,921,390</b>
<b>Estimated Total Cost (\$1,282,173 per bus x 5 buses)</b>	<b>\$6,410,866</b>

The City is awaiting an ICIP funding announcement from the Ministry to replace a large number of buses within the MiWay fleet. The anticipated procurement of these five (5) buses were not within the scope of the bus replacement program application via ICIP funding.

## Conclusion

Given the rapidly progressing reliability concerns of the 2008 New Flyer fleet, the immediate replacement of these buses will lead to improved levels of service and operating cost reductions. Therefore, MiWay staff is recommending that the contract with New Flyer be extended on a single source basis to purchase an additional five (5) sixty-foot hybrid-electric buses. This recommendation is made in accordance with Schedule 'A' item 1(b)(iv) of the Purchasing By-law No. 374-2006 which allows for single source contract awards when the solicitation of competitive bids would not be economical to the City.



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

Prepared by: Darren Ridings, Sr Manager Transit Maintenance

**Appendix 1: Statement of Work**

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## **Appendix 1 – Statement of Work**

To supply and deliver five (5) Sixty-Foot 2nd Generation Clean Diesel Hybrid-Electric Low Floor BRT Style Buses for delivery within 9 months from receipt of order.

The buses are to be heavy-duty low floor single deck buses with distinctive styling and a continuous window look of the most modern, advanced style and design available in the marketplace.

All terms, conditions and specifications issued as Procurement number PRC001820 shall apply.



Date: January 29, 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:  
February 10, 2021

## Subject

**2021 Provincial Pre-Budget Submission**

## Recommendation

1. That the report entitled '2021 Provincial Pre-Budget Submission', including Appendix 1, from the Commissioner of Corporate Services and Chief Financial Officer, dated January 29, 2021, be approved for submission to the Ministry of Finance, Province of Ontario for the Province's 2021 Budget deliberations.
2. That the Mayor be directed to forward the approved submission with this report to the Minister of Finance, the local MPPs and MPs, Ontario's Big City Mayors (LUMCO), the Federation of Canadian Municipalities and the Association of Municipalities of Ontario.

## Background

Municipalities across Ontario are encouraged to provide written submissions regarding the upcoming Ontario 2021 Budget. The City of Mississauga has forwarded similar pre-budget submissions in past years, and this is a good opportunity to articulate the needs of the City to the Provincial Government. The deadline for Provincial Budget Consultation submissions is February 12, 2021.

## Comments

Through 2021 budget consultations, the Province of Ontario is seeking public input on various issues, including ideas on how to continue to support families, workers and businesses during COVID-19, while positioning the province for a strong economic recovery.

In alignment with the City's COVID-19 Recovery Framework, the City of Mississauga has organized its 14 recommendations by our relevant recovery pillars: Financial, Community and Economic. The 2021 Provincial Pre-Budget Submission, attached as Appendix 1, includes detailed information on each recommendation and priority area.

The Pre-Budget Submission will form the foundation of our government advocacy efforts in 2021 as it sets out Council's and our City's advocacy priorities. The recommendations contained within this document will be used as a basis for meetings with politicians and staff within government, including at the annual Federation of Canadian Municipalities and Association of Municipalities of Ontario conferences. Staff will continue to monitor progress on each recommendation and report back to Council through analysis of the federal and provincial budgets, as well as government announcements.

## Financial Impact

There would be a positive financial impact for the City of Mississauga if any actions outlined in Appendix 1 were to be included in the 2021 Provincial Budget.

## Conclusion

The City of Mississauga appreciates the opportunity to provide the Ministry of Finance with information and suggestions for the upcoming Ontario 2021 Budget. All of the items outlined in the attached submission are of importance to the city and would have a positive impact on funding vital infrastructure, creating local jobs and stimulating the economy.

## Attachments

Appendix 1: 2021 Provincial Pre-Budget Submission



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

Prepared by: Carolyn Paton, Manager Strategic Financial Initiatives

2021

**PROVINCIAL  
PRE-BUDGET  
SUBMISSION**



## Mayor's Letter



**On behalf of the City of Mississauga Council and residents, I am pleased to submit to you the City of Mississauga's 2021 provincial pre-budget submission. As you prepare your government's 2021 Budget, we request that you keep in mind our priorities and recommendations, not only in Mississauga specifically, but across our community and the broader municipal sector. No government has all the answers, but every government has a role to play.**

COVID-19 has impacted all aspects of our society – from how we connect, do business, travel, and enjoy our time with family and friends. It has impacted our health and well-being, mentally and physically, and laid bare the inequalities within our community. COVID-19 has forced us to confront uncomfortable truths and question how our society and institutions operate. At the same time, the crisis has provided us with opportunities to build back to a better society that is more equitable, stronger, and more resilient than before. All governments have a responsibility to make investments today to build for a better future.

The pandemic hit cities hard and Mississauga was no exception. At the close of 2020, Mississauga was projecting a \$55M deficit. Through some unprecedented actions including layoffs, hiring freezes, cuts to discretionary spending, and offering free transit, we saw our revenues disappear, but our costs continued. Like all governments, we sought to provide relief, within our means, by deferring taxes for residents and businesses, waiving fees and charges, and adjusting our business practices to meet the needs of a suffering community, among many other measures. Thanks to the cooperation of all three levels of government, we were able to secure the Safe Restart Funding, which has allowed Mississauga to weather the financial storm and continue to play our role as a front line service provider – from snow plowing, to fire and emergency services, to business supports, our teams have continued to work for our community. This pandemic has shown what is possible when we work together toward shared objectives.

## Mayor's Letter

As we look to 2021 and beyond, Mississauga continues to face significant financial pressures. The echo effects of this pandemic will be felt for many years to come. At the same time, we know that to build back better requires making investments. While we must make sacrifices now, we cannot cut our way to prosperity over the long term. Transit, affordable housing, supports for main street and small businesses and our competitive sectors, as well as promotion of our hard hit tourism and cultural sectors is crucial, now more than ever. So too are investments in public health and protections for our essential workers. We will not return to “normal” as we knew it pre-pandemic and as such, all three levels of government must continue to work together to ensure no one is left behind during the recovery.

The following document outlines Mississauga's priorities in relation to the Provincial government. The information and recommendations contained within have been approved by our Council and reflect the top priorities of our City. Our recommendations are organized by our City's recovery pillars: **Financial, Economic, and Community**. The City of Mississauga is ready and willing to work with your government as we not only recover, but broaden our connections and build toward a brighter future. We are all in this together and so, we must work together.

Thank you for your consideration.  
Sincerely,

  
Mayor

EXECUTIVE SUMMARY

# Invest in Cities. Return to Prosperity. Mississauga Matters.

## MISSISSAUGA TODAY

Canada's sixth largest city home to almost 800,000 people



**Economic engine**

more than 94,000 businesses, 75+ Fortune 500 companies and 1,400 multinational firms

**Strength in diversity**

145+ languages spoken and 55% of our residents born outside of Canada



**Smart City**

828km fibre optic network connecting 346 sites



**Quality of life**

2 major hospitals, 2 post-secondary campuses, 489 parks, 22km waterfront, 393km trails, 373 sports fields, 3 beaches

## STRONG MUNICIPAL PARTNER



Mississauga has a strong reputation for fiscal responsibility and budgetary planning.

- 17 years - AAA Credit Rating
- 31 years - GFOA award budget reporting
- 22 years - GFOA award financial reporting



**Continuous improvement**

Mississauga's LEAN program drives efficiency with \$68.4m in total cumulative savings since 2009. \$10.8 million in savings identified for 2021 (equivalent to reducing the City's net costs 2%).

**58.5 B**

Economic output in Mississauga, 2019

## OUR COVID RESPONSE

Mississauga hit hard by pandemic lost revenue and increased costs.



**Provided relief to residents and businesses:**

deferring taxes, free transit, waiving fees and charges

**Hard hit sectors continue to struggle:**

small businesses & food/drink, live music, tourism, air travel, self-employed



**Our proactive response to COVID-19:**

- took immediate action to reduce deficit
- limited spending and discretionary costs, hiring freeze and staffing reductions, deferred capital projects and debt debenture issue until 2021



## EXECUTIVE SUMMARY

# Strong Cities Build a Strong Province

With COVID-19 the role of local government has never been more important. During the pandemic, the federal and provincial governments have been strong partners with municipalities. In Mississauga, funding received to date has been used for our 2020 operating deficit and will provide additional relief for 2021.

Going forward, we need continued support and collaboration from our government partners. Strong, long-term and predictable funding partnerships across our recovery pillars are essential to ensuring that Mississauga, Ontario and Canada build back to better, creating stronger communities and a stronger country for all.

LET'S BUILD  
TOGETHER >>



EXECUTIVE SUMMARY

# Our 14 Recommendations



**FINANCIAL**

- 1** Continue to provide Safe Restart funding to municipalities to deal with the ongoing impacts of COVID-19 on city services and operating budgets.
- 2** Work with municipalities to develop new revenue tools to ensure cities can fulfill their responsibilities and invest in a higher quality of life for all.
- 3** Deliver sustainable, long-term and predictable funding for infrastructure renewal, transit, and active transportation projects to keep our communities moving.
- 4** Provide the funding and support necessary to assist Mississauga in realizing our major infrastructure projects.
- 5** Support a green recovery through investments in projects that mitigate the impacts of climate change and increase the resiliency and adaptability of our communities.



**COMMUNITY**



**ECONOMIC**

- 6** Ensure fairness by amending the PILT formula to remove the 5% cap and allow Mississauga to recover financially at the same pace as the airport.
- 7** Invest in the Mississauga community to create great places and amenities for everyone.
- 8** Partner with cities to fund and build affordable housing to close the supply gap and ensure everyone has a safe place to live.
- 9** Support our small businesses and sectors hardest hit by the COVID-19 pandemic to kick-start the local and national economy.
- 10** Ensure our tourism industries can rebound through investments in existing and the creation of new funding programs.

- 11** Keep our workers safe by providing adequate sick pay.
- 12** Invest in innovation to jumpstart the economy and help entrepreneurs succeed.
- 13** Provision of meaningful financial supports for domestic and foreign direct investment.
- 14** Assist in the recovery and growth of the air transportation sector.





# FINANCIAL

**2021 PROVINCIAL PRE-BUDGET SUBMISSION**



COVID-19 has put extraordinary pressures on government budgets, particularly at the municipal level from a public health and economic perspective. In Ontario, the Financial Accountability Office (FAO) reported the cumulative deficit for municipalities in the province is \$6.8 billion over the next two years as a result of COVID-19. Provincial legislation does not permit cities

to budget for deficits. At the same time, cities do not have the same financial tools of the provincial or federal government to respond to a health and economic crisis of the scale and scope of the COVID-19 pandemic. Property taxes and user fees are the main sources of funding for cities like Mississauga. They are insufficient tools to address the issues we face, from managing through

a global pandemic, to building 21st Century infrastructure, to responding to the impacts of climate change, and adapting to changes in the national and global economies. Cities need the support of federal and provincial partners to continue to provide essential front-line services, as well as invest in critical infrastructure.

## Recommendation 1

**Continue to provide Safe Restart funding to municipalities to deal with the ongoing impacts of COVID-19 on city services and operating budgets.**

Despite declining revenues due to COVID-19, the City of Mississauga is still expected to provide services to residents. Early in the pandemic, Mississauga Council took decisive action and implemented measures including, staff layoffs and temporary hiring freezes, reducing discretionary costs, and deferring capital projects. Despite these efforts, the City still posted a year-end shortfall of approximately \$55 million for 2020.

The City of Mississauga is appreciative of the support it has received to date from the federal and provincial governments from the Safe Restart Agreement, Municipal Transit Enhanced Cleaning Program, ICIP COVID-19 Resilience Stream, and Emergency Support for Heritage Organizations. These programs helped lessen the financial impact of this pandemic, but the echo effects of COVID-19 will continue to be felt throughout 2021 and for many years to come. In fact, before accounting for any additional Safe Restart funding the City is still projecting an approximate \$22 million

deficit in 2021. Continued Safe Restart funding, and an extension of the Phase 2 Transit stream to December 31, 2021 would assist the City in reducing its projected 2021 deficit.

The City of Mississauga will need the continued support of both the provincial and federal governments in order to financially recover effectively over the next few years. This is not a one-year event, but an economic crisis that will affect significant service industries such as Transit, Recreation and the air travel industry in Mississauga for many years to come.



## Recommendation 2

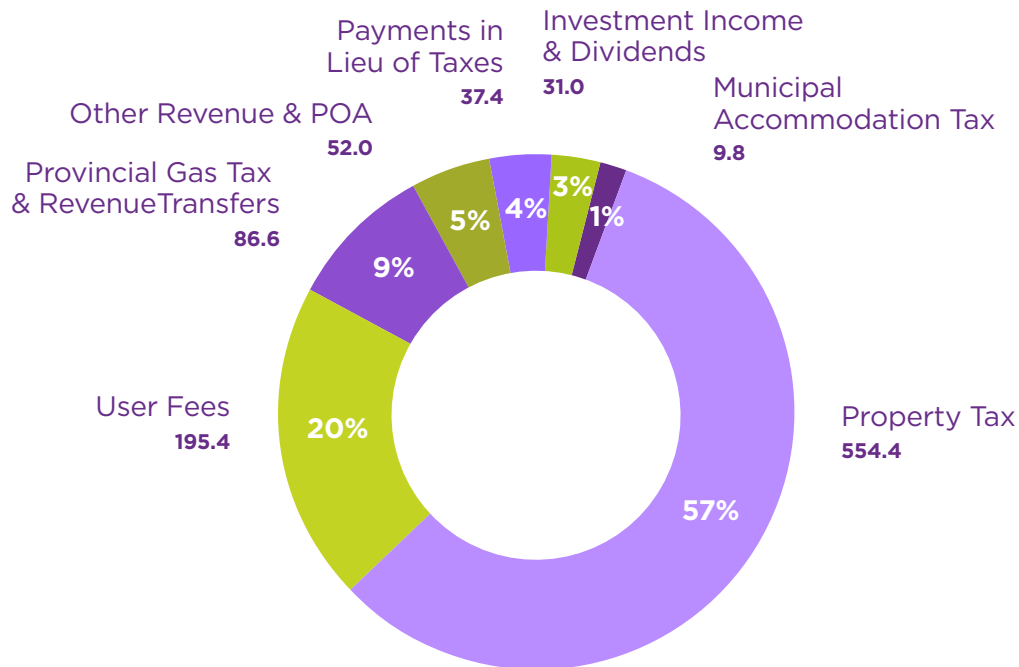
**Work with municipalities to develop new revenue tools to ensure cities can fulfill their responsibilities and invest in a higher quality of life for all.**

While the City of Mississauga is an efficient and effectively run government, the City’s main source of revenue remains property tax and user fees. Like all municipal governments, Mississauga aims to keep our tax rate affordable for our residents and businesses. To make this possible, municipalities need more diverse

and growing revenue sources in order to deliver quality services while keeping property taxes affordable. In keeping with the Association of Municipalities of Ontario (AMO) “What’s Next Ontario” resolution, all municipalities would benefit from additional predictable and sustainable revenues.

The COVID-19 pandemic has underscored the need for greater municipal financial and decision-making autonomy to deal with a growing list of issues. Now is the time for all three levels of government to work together and for municipalities to be given the tools we need to do our jobs properly.

**City of Mississauga 2021 Revenue Sources (\$M)**





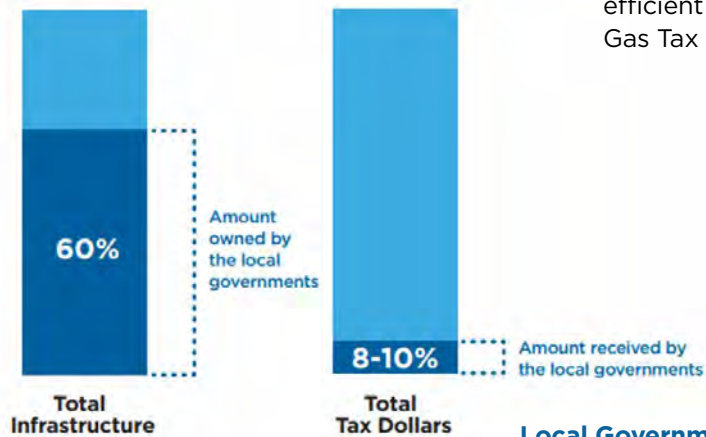
### Recommendation 3

**Deliver sustainable, long-term and predictable funding for infrastructure renewal, transit, and active transportation projects to keep our communities moving.**

Like other Ontario municipalities, the City of Mississauga cannot maintain or grow its infrastructure on the local tax bill. In order to help with recovery efforts and continue to build Mississauga into a world-class city, we need long-term, predictable and sustainable funding models for infrastructure renewal projects. This would ensure sufficient time and resources are in place to apply best practices to the management of these projects and allow us to focus on local priorities.

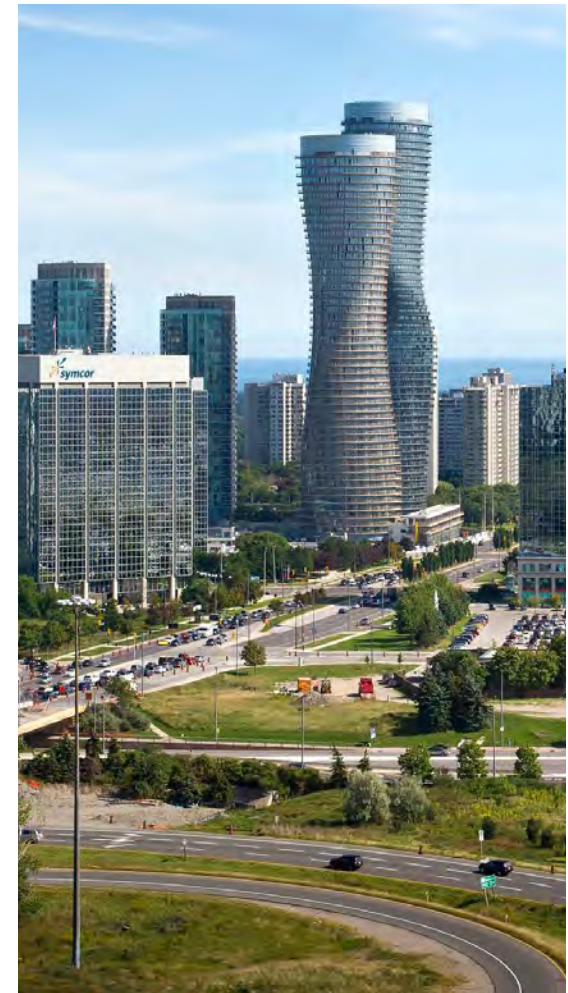
The Public Transit Infrastructure Fund (PTIF) and the Investing in Canada Infrastructure Program (ICIP) are good examples of allocation-based funding formulas. These programs need to be made permanent and predictable, as well as increased over time to parallel the cost of construction.

The Provincial Gas Tax Fund is also a good tool as it provides municipalities with predictable and accountable funding which allows money to flow to municipalities in a timely and more efficient manner. Increasing the Provincial Gas Tax Fund is recommended.



Source: Federation of Canadian Municipalities (FCM)

**Local Governments own the majority of infrastructure but receive the smallest share of tax dollars.**





### i. State-of-Good Repair

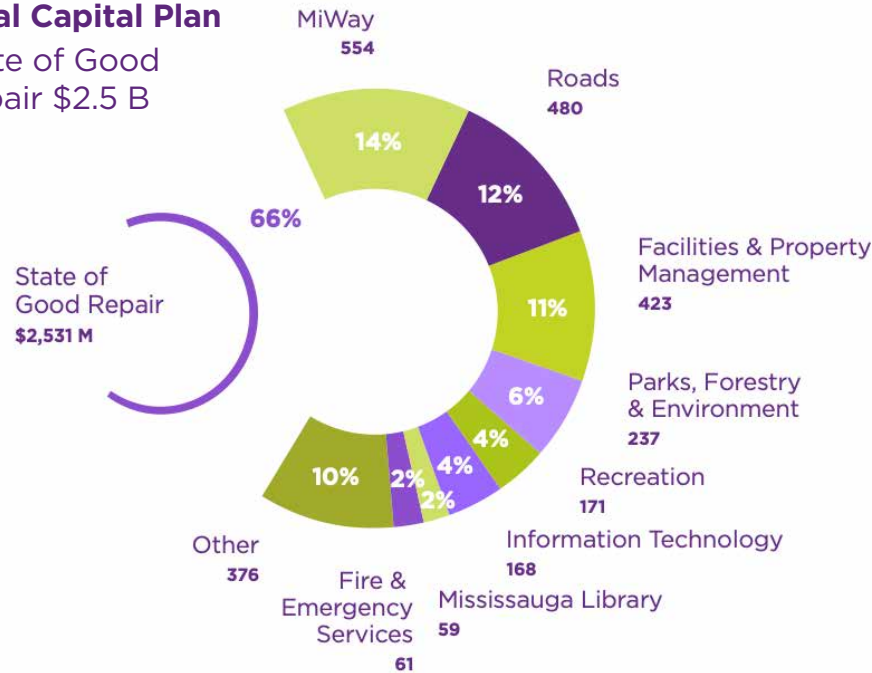
The City of Mississauga owns approximately 60 per cent of the total infrastructure in Mississauga, which is worth about \$12.4 billion, including \$2.9 billion in roads, \$4.5 billion in stormwater systems, and \$935 million in bridges.

Infrastructure must be maintained in a state-of-good repair in order to avoid excessive future repair costs, put safety first and ensure that Mississauga, Ontario and all of Canada build back to better, creating stronger communities and a stronger country for all.

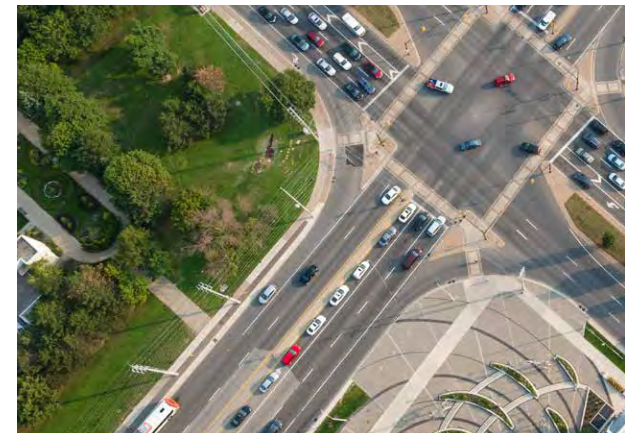
The City has been able to manage financially throughout 2020 because of our financial strength and the policies and practices adopted by Council over the years, such as the implementation of an infrastructure levy. In 2021, our infrastructure gap in Mississauga is \$291 million. This is despite prudent measures undertaken for the last decade to manage our capital assets. With current financial tools, Mississauga will not be able to significantly close this gap in the years ahead.

While the two per cent infrastructure and debt repayment property tax levy assists, additional funding from other levels of government is required. The City's current funding does not fully fund all capital requirements, but balances the need to maintain our infrastructure, fund new projects as required, and minimize debt. As a result, the condition of some of our assets is starting to decline and will require increased investment the longer they are allowed to decline.

#### 2021-2030 Total Capital Plan State of Good Repair \$2.5 B



Tax Capital  
Without 2021 Levy



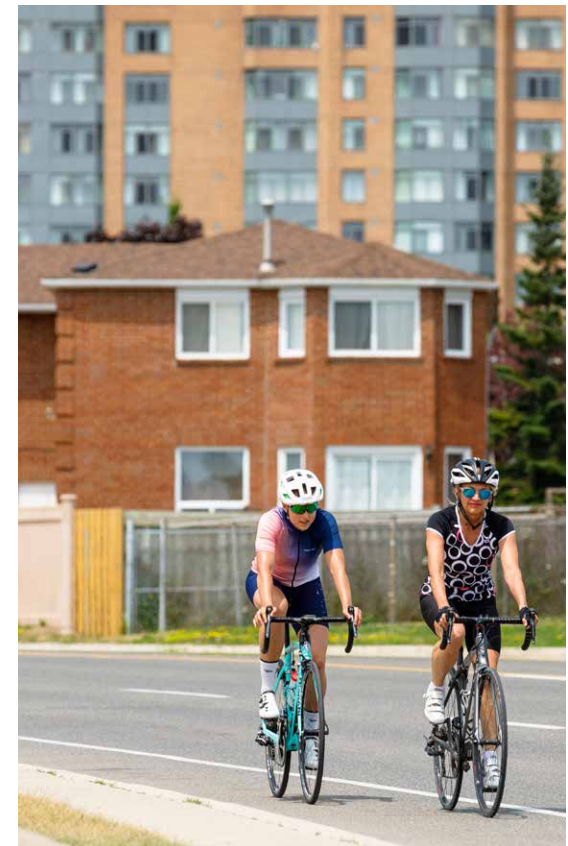


## ii. Active Transportation

COVID-19 has changed our travel patterns and how we move. Now, more than ever, more people are turning to alternative modes of transportation from walking to cycling. In a time when we are staying home more than ever before, going for a walk, roll or bike ride might be the only way for some to get fresh air and exercise. Without proper active transportation infrastructure in place, individuals may choose to stay indoors, leading to increased feelings of isolation and loneliness.

The City of Mississauga’s [2018 Cycling Master Plan’s](#) vision is to build a safe, connected, convenient and comfortable cycling network that Mississauga residents and visitors of all ages and abilities will feel comfortable using not only for recreational use, but also for commuter travel.

The Master Plan details an 897 km cycling network at a cost of approximately \$270 million. At the City’s current funding level it will take 27 years to complete this network. As a result, additional sustainable funding from senior levels of government is required in order to build a truly multi-modal Mississauga.



## Recommendation 4

Provide the funding and support necessary to assist Mississauga in realizing our major infrastructure projects.

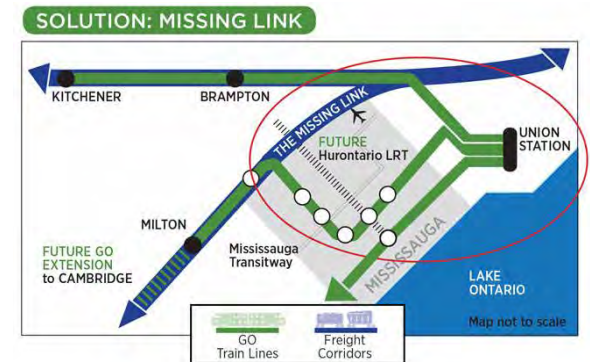
The City of Mississauga requires a reliable, efficient and sustainable inter-regional transit system. In order to construct our major transit priority projects outlined below, we require a committed provincial partner.

### i. Regional Express Rail on GO Corridors and Building the Missing Link

The City of Mississauga continues to eagerly await the development of [Regional Express Rail](#) (RER), which will provide the Milton and Kitchener Lines with two-way, all-day service.

While increased service on the Milton corridor is in the 2041 Regional Transportation Plan, improvements are not proposed until after 2025 and are subject to physical constraints and negotiations with freight operators.

Together with Toronto, Milton, Kitchener, Cambridge, and Waterloo, the City of Mississauga continues to encourage the relocation of heavy rail freight traffic from the Milton and Kitchener GO Rail lines, to a proposed bypass rail line adjacent to Highway 407 (the “[missing link](#)”). It is only through the construction of the missing link that the RER will be able to move forward.



### ii. Downtown Mississauga Terminal and Transitway Connection

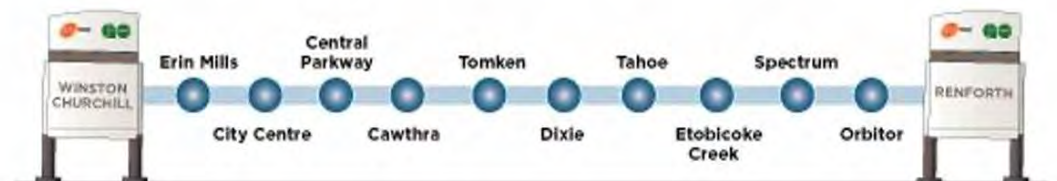
Mississauga’s 18-km, 12-station Transitway has made it faster and easier for commuters to travel to, from and through Mississauga and across the region. While the west and east portions of the Transitway have access to dedicated lanes, the Downtown portion experiences delays because it relies on accessing local city streets.

The completion of the Downtown segment of the [Mississauga Transitway](#), with a dedicated transit corridor and new bus

terminal, would provide for a continuous Transitway that would maximize the benefits and success of previous investments.

The new terminal will be a critical transit hub servicing Mississauga and the western GTHA and provide a vital connection to Pearson International Airport.

Construction of the Mississauga Transitway has been made possible through funding from the federal and provincial governments, but the vital link that will be our Downtown Mississauga Terminal and Transitway Connection remains unfunded at this time.





### iii. Restoring the Downtown Loop to the Hurontario LRT Design

In March 2019, the Ontario government announced scope changes to the project that removed a key component of the [Hurontario Light Rail Transit \(HuLRT\)](#), the downtown loop. In order to help the City realize the full potential of downtown Mississauga, the downtown loop should be considered as a funding priority.

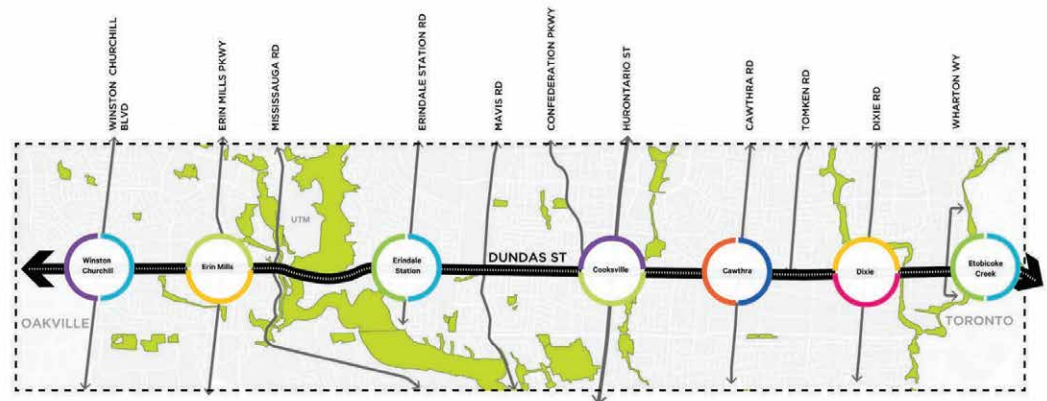
Currently thousands of jobs, businesses and housing units are located along the Hurontario corridor and Canada's largest development by Oxford Properties will be built in Mississauga's downtown Square One District.

Moving forward with the HuLRT project inclusive of the downtown loop represents major steps towards transformational transit improvements that our residents and businesses within the downtown and along the Hurontario corridor are depending on.

### iv. Dundas Bus Rapid Transit Corridor

The City's [Dundas Connects](#) project produced a Master Plan for the Dundas Corridor, which makes recommendations on land-use intensification and rapid transit for Dundas Street. Specifically, the Master Plan recommends a Bus Rapid Transit facility for the entire length of Dundas Street. This supports major improvements to transportation, land use and the public realm along the Dundas Street Corridor.

The next steps in advancing this transit initiative are the completion of a Transit Project Assessment Process, and preliminary engineering and design. Federal and provincial funding for this work, such as funding available through ICIP and for which the City has applied, would ensure that growth and redevelopment along Dundas will follow, and implementation of transit may occur sooner.







## Recommendation 5

Support a green recovery through investments in projects that mitigate the impacts of climate change and increase the resiliency and adaptability of our communities.

Mississauga is taking action on climate change with its [Climate Change Action Plan](#). This 10-year plan focuses on both community and corporate actions that decrease greenhouse gas (GHG) emissions and help the City become more resilient to changing climate conditions. These actions include:

- Decreasing GHG emissions from our buildings, transport sectors and city vehicles;
  - Building our resilience to the expected impacts of climate change;
  - Increasing our capacity to deal with climate events;
  - Accelerating discovery and driving innovation in regards to climate action to create jobs;
  - Enhancing green infrastructure investments and management practices to improve local resilience;
- Supporting low carbon energy systems, such as district energy, in the community; and
  - Supporting a Mississauga hydrogen hub: hydrogen fueling infrastructure and hydrogen fuel incentives to support transit and trucking companies.

We all have a role to play, and tackling it requires global action, and collaboration. Mississauga is seeking committed funding from all levels of government to help advance transformative climate action projects, two of which are described on the following page.





## i. Transition of Bus Fleet to Zero-Emission Vehicles

Mississauga Transit ('MiWay') is committed to reducing overall GHG emissions significantly over the next decade. As of 2020, roughly 70 per cent of the City's GHG emissions stem from Public Transit Buses alone and MiWay must decrease emissions by 40 per cent by 2030 and 80 per cent by 2050.

In order to meet this target, MiWay will no longer purchase conventional diesel buses, and will be required to purchase zero-emission buses at some point over the next decade. The cost of this premium is around \$200 million. Federal and provincial investments are necessary in order to transition the fleet and cover the premium.

The essential benefits of zero-emission buses in today's marketplace are considered environmentally friendly by producing little to no greenhouse gas emissions, simpler to maintain, produce less noise pollution, better driveability, and positive public perception and population health for residents.



## ii. Bus Maintenance and Storage Facility Zero-Emission Conversion

In order to operate Zero-Emission Buses (both Battery-Electric and Hydrogen Fuel Cell), MiWay must convert their traditional diesel facilities to a facility that will accommodate charging or fueling infrastructure. This will require extensive structural overhauls, and in most cases, existing facilities may need to be completely rebuilt and future facilities constructed. The cost for this is currently unfunded.

MiWay may need to install electrolyzers and fueling infrastructure. From a maintenance perspective, Zero-Emission Bus technology is relatively new and will require technicians to learn new skills including high voltage systems.

For our infrastructure to accommodate such a transition, support from higher order levels of government is required.

In the case of battery-electric buses, there are two charging options, which include depot charging and on-route charging. If on-route charging is a viable option, this will lead to additional infrastructure required on-street and within terminals and stations. For hydrogen fuel cell buses,





## Recommendation 6

**Ensure fairness by amending the PILT formula to remove the 5% cap and allow Mississauga to recover financially at the same pace as the airport.**

A number of pieces of provincial legislation and payment formulas affect the City's revenue streams. Through simple legislative changes, the Province could greatly assist municipalities with the financial pressures they face.

### GTAA Payments in Lieu of Taxes (PILT)

There are four concerns regarding the calculation of the PILT for Toronto Pearson Airport:

- The PILT rate has remained the same since established in 2001 while municipal costs have increased;
- There is a two year lag in the passenger volumes that are used to calculate PILT which does not reflect the current economic activity at the airport;
- The PILT is capped at 5 per cent while capping has been virtually eliminated on taxable properties in Mississauga; and
- The 5 per cent cap is applied to increases in passenger count, while decreases in passenger count are not capped.

Growth in PILT revenues is linked directly to passenger travel, which slowed significantly during the pandemic. While the City understands and accepts its role to share in the difficult times, the five per cent per annum cap on any increases prevents the City from rebounding in the same way the GTAA will.

We ask the provincial government to eliminate the cap on the airport PILT to ensure fairness and equity between Toronto Pearson Airport and commercial taxpayers in Mississauga. The Region of Peel also supports the advocacy efforts of the City of Mississauga in requesting the province to include cargo in the PILT formula and eliminate the legislated 5 per cent cap on the GTAA PILT.



**Home of Canada's  
largest airport**



# COMMUNITY

**2021 PROVINCIAL PRE-BUDGET SUBMISSION**



Community recovery efforts will help to ensure that residents continue to choose to live in the City of Mississauga based on community amenities, support networks, activities, and other facets that make Mississauga a great place to live.

Through the City's work with its many community stakeholders, residents will be encouraged to join and participate in opportunities to re-engage in our vibrant municipal life.

## Recommendation 7

Invest in the Mississauga community to create great places and amenities for everyone.

A recent survey conducted by Park People, highlighted that 70 per cent of Canadians appreciation for parks and green spaces has increased during COVID-19, noting that they would like more access to public space, nature and outdoor programming as part of COVID-19 recovery; and 87 per cent of Canadians support increased spending on parks.

The City of Mississauga is seeking funding in order to proceed with the development of a sustainable and creative community along its waterfront. The City is currently focusing on two projects: Lakeview Village and the Port Credit Harbour Marina. The revitalization of these sites will help deliver on the City's Strategic Plan action of creating a model sustainable creative community on the waterfront.





## Community

### i. Lakeview Village

This site will connect the former Ontario Power Generation (OPG) lands to the waterfront trail system and will create a new 1,300m waterfront trail adjacent to Lakefront Promenade. An interconnected system of parks and open spaces will provide a range of passive and active recreation opportunities; and contribute to the character and identity of Lakeview Village and reinforce a healthy, active, and vibrant community.

A condition of sale from OPG to Lakeview Community Partners Limited requires that 67 acres of waterfront land be remediated and transferred to the City of Mississauga for parkland, institutional and cultural uses consistent with the Inspiration [Lakeview Master Plan](#). The City of Mississauga is engaged, ready, and willing to complete these next steps.

The City is seeking investment opportunities for sustainability opportunities like District Energy, the animation of the proposed cultural hub, the innovation corridor, and the waterfront amenities, including the pier, which is envisioned to become a defining feature of this site and Lake Ontario.





## ii. Port Credit Harbour Marina

Through the [Inspiration Port Credit Charting the Future Course - 1 Port Street East Master Plan](#) process, community support to “keep the port in Port Credit” was established and reinforced the need for a future public marina at 1 Port Street East. The comprehensive Master Plan, which articulated a concept for the future revitalization and redevelopment of the site into a vibrant mixed-use neighbourhood, ensures the historic marina function is preserved.

The marina supports one of the largest salmon-fishing derbies in Canada, provides an important supply of recreational boat slips for the City and the region, and is a cultural heritage link to the Great Lakes. Substantial new investment is required for the infrastructure that supports the marina function.





## Recommendation 8

**Partner with cities to fund and build affordable housing to close the supply gap and ensure everyone has a safe place to live.**

Proactive intervention by all levels of government is imperative to ensure that our communities continue to thrive. Mississauga is doing what it can to protect existing [affordable housing](#) supply and remove current regulatory and administrative barriers to the development of housing for

middle-income households. However, municipalities lack the financial tools and legislative authority to close the gap between what the market will produce and what households can afford. New powers and revenue sources are required to incent housing affordable to middle income earners.



## Affordable Housing

The province can enhance Mississauga’s legislative authority to participate in the delivery of affordable housing in the following ways:

- Prescribe Mississauga the ability to implement inclusionary zoning beyond Protected Major Transit Station Areas, where it can be demonstrated that there is a strong market;
- Consider allowing cash in lieu of inclusionary zoning units in locations outside of Protected Major Transit Station Areas or in smaller developments, similar to Montreal’s By-law for a Diverse Metropolis;
- Provide Mississauga with the ability to introduce stable funding sources for affordable housing (e.g. local housing tax levy, clarify that Mississauga can implement a vacant unit tax); and
- Assist in building better coordination amongst two-tier systems related to administration of available municipal tools (e.g. inclusionary zoning).







# ECONOMIC

**2021 PROVINCIAL PRE-BUDGET SUBMISSION**



## Economic

The City of Mississauga has and will continue to play a key role in helping the local economy respond to this new normal. Currently, the City provides a range of programs and services designed to support economic development. It is our goal not only to recover the losses suffered during this pandemic, but to find every opportunity to help Mississauga businesses build back to better; and adopt an inclusive, whole community approach that leaves no one behind.

### **Recommendation 9**

Support our small businesses and sectors hardest hit by the COVID-19 pandemic to kick-start the local and national economy.

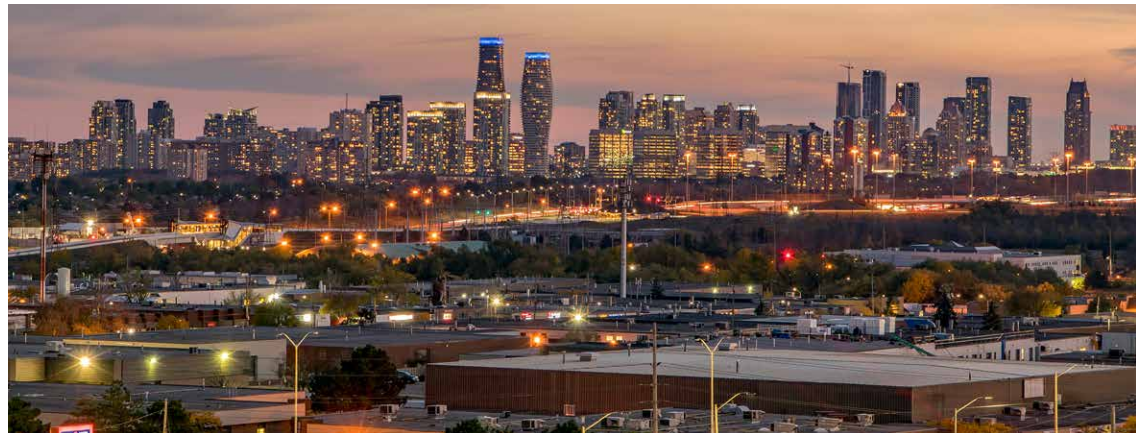
### **Recommendation 10**

Ensure our tourism industries can rebound through investments in existing and the creation of new funding programs.

### **Recommendation 11**

Keep our workers safe by providing adequate sick pay.

The City of Mississauga has a strong local economy, comprised of a highly diverse business community that reaches across a wide variety of sectors. Home to over 94,000 businesses, with a GDP of \$60 billion, the City is a major contributor to the Greater Toronto Area economy. It is imperative that we remain responsive to the needs of the business community as recovery unfolds.





## i. Small Business Supports

The City of Mississauga recognizes small business is the foundation of Mississauga’s economy. From traditional main street small businesses to high-growth scale-ups, the economic health and vitality of these establishments directly impact the overall well-being of the local economy. Unfortunately, the small business community has been hard-hit by the COVID-19 pandemic, with small and main street businesses having to temporarily close physical locations. Throughout Mississauga, the largest impacts on local main street businesses include:

- business closures;
- employee layoffs;
- reduced revenues/business activity; and
- rent challenges.

In recognition, the City’s Economic Development Office (EDO), which includes the Mississauga Business Enterprise Centre has prioritized supporting the small business community through focusing on outreach and communication activities; and supporting local small business in adopting digital technologies. EDO however cannot deliver all actions outlined in the City’s Economic Recovery Plan alone.

A number of interventions and supports can only be delivered through the federal and provincial governments. The following actions will be critical to support the small business community:

- Continue to offer and increase the Starter Company Plus Program grants by 30 – 50 per cent;
- Continuation of the Digital Mainstreet Program to the end of 2021 without interruption; and
- Funding of full annual municipal employment surveys in order to strengthen data sets.

It is imperative for the success of our local small businesses and Mississauga’s local economy that ongoing federal and provincial support is provided to the small business community that addresses their specific challenges and needs.





## ii. Tourism and Cultural Industry Support

Since the beginning of the COVID-19 pandemic, the Province has indicated that 350,000 jobs in Ontario’s culture sector have been lost resulting in an estimated \$17.5 billion drop in economic impact from the culture sector to Ontario’s economy.

In Mississauga, the story is no different. Local creative industries and entrepreneurs were forced to cease operations and are facing mass uncertainty. As there are still many unknowns about the future, organizations are unsure of sustainable funding opportunities such as government and sector-specific grants and if they will be able to cover costs moving into 2021 and beyond.

In the Tourism sector, purchased accommodation has been impacted because of travel restrictions, event cancellations and self-isolation requirements. For Hoteliers and short-term accommodation owners, revenues are significantly down resulting in significantly lower Municipal Accommodation Tax (MAT) revenue in 2020. Any resemblance of pre-pandemic MAT revenue, which is used to support the tourism industry, is highly dependent upon public health guidance and the willingness of the public to travel and vacation.

As such, sustainable funding for the Tourism and Cultural industry is required from the federal and provincial governments. Not only will this support drive more people to our City as we are able to reopen, but will also help the local economy through tourism spending. Ensuring Mississauga remains competitive and attractive to film and music production is also a vital component to Mississauga’s recovery efforts.





### iii. Paid Sick Leave

A successful and strong economic recovery from COVID-19 will require strong and effective support and collaboration from federal, provincial and municipal governments. The City of Mississauga has made it a priority to engage with our residents and business community, listen to their needs and advocate on their behalf to federal and provincial representatives for stronger and more effective supports.

Workplaces are a source of COVID-19 transmission in Peel and a Peel Public Health Surveillance identifies that among COVID-19 cases the most frequently reported occupation categories after health (8.9 per cent), are trades, transport and equipment operators (5.5 per cent), sales and service (3.9 per cent) and manufacturing and utilities (3.4 per cent).

Workers in precarious employment who are most likely not to have paid sick days, including low-income workers, essential workers, contract and agency workers, those who cannot work remotely, and many health-care workers, simply cannot afford to take time off work. A lack of paid sick days, income supports and sick leave protection are known barriers to compliance to COVID-19 control measures, including testing and self-isolation due to the fear of income-loss and financial hardship.

While the City of Mississauga acknowledges that measures have been taken to provide support to workers, such as through Bill 186 they are limited and time-sensitive. Both the federal and provincial governments must quickly implement and fund the necessary policies and programs to provide adequate paid sick day benefits to ensure accessible and timely financial support in order to remove barriers facing precariously employed individuals.





### Recommendation 12

Invest in innovation to jumpstart the economy and help entrepreneurs succeed.

### Recommendation 13

Provision of meaningful financial supports for domestic and foreign direct investment.

The City of Mississauga recognizes that the ability of our local businesses and entrepreneurs to generate, commercialize and scale up new technologies and processes is critical to our long-term competitiveness. In recognition, the City has prioritized the following initiatives.

#### i. Innovation Hub

A central space within Mississauga to promote, connect and develop innovation activity, the Innovation Hub will bring entrepreneurs, investors, established companies and innovation service providers together to share challenges collaborate and support innovation and entrepreneurial activity in Mississauga.

The launch of this collaborative is planned for 2022, and the City is currently working closely with all key stakeholders including University of Toronto, Sheridan College and the RIC Centre to provide start up supports. The City’s goal is to drive scale-up activity through industry and investor connectivity and mentorship programs.

Funding from higher order levels of government will assist in driving these programs and benefit our region, the province and the country.

#### ii. Business Attraction and Investment

Mississauga’s economic well-being is supported through the presence of key industry sectors including Advanced Manufacturing, High Value Business Services (including Finance and Information Technology), Smart Logistics and Life Sciences. Together these sectors account for almost half of Mississauga’s total employment. In recognition, the City has prioritized the following initiatives to

sustain and grow our key sectors: Life Sciences Sector Strategy (Ontario) and Incentive Program(s); and Aerospace Sector Strategy (Canada) and Incentive program(s).

The City has also pivoted its services to support business investment attraction and expansion in Mississauga. Meaningful financial supports for domestic and

foreign direct investment, including retention and expansion incentive programs (CDN & ON) is critical in Mississauga’s key target sectors and growth centres within the city.



## Recommendation 14

### Assist in the recovery and growth of the air transportation sector.

Airports are recognized as economic catalysts for the communities they serve, delivering jobs and investments to the local municipalities. The impact of international airports is even greater; they provide links to global markets while fostering trade, investment and tourism.

Mississauga is home to Canada's largest airport. Serving over 49 million passengers annually, Toronto Pearson International Airport is a major global hub, providing Canadians with a gateway to the world. With over 330,000 surrounding jobs, the airport is home to the second largest employment zone in the country.

As the fourth largest global entry point into the U.S.A, it boards flights to 210 destinations and more than 22 million trans-border passengers annually. Unfortunately, due to COVID-19, passenger activity at Pearson International Airport fell by 69.5 per cent during the first nine months of 2020.

As governments around the world impose border restrictions and advise their citizens against non-essential travel, the air transportation sector has faced significant declines in air passenger traffic, staff layoffs, and grounding of planes. The federal and provincial governments must step in to assist in the recovery and growth of this sector, to prevent further job loss and to encourage economic growth and tourism.



## CONCLUSION

Mississauga's COVID-19 [Recovery Framework](#) prepared by the City's Leadership Team, and in alignment with Ontario's 'Framework for Reopening our Province', serves as the City's guiding principles supporting reopening and recovery. Municipalities play a vital role in the delivery of critical services that residents rely on, and are on the frontline of safely reopening the economy.

The provincial government is an important partner in ensuring the City meets its objectives, realizes its vision, and achieves its city-building priorities, specifically through proper funding mechanisms. We know the course of COVID-19 is uncertain. Our plans and actions will need to remain agile to respond as needed. One thing we can be certain of, whatever challenge we face, we will overcome it together.





Date: January 29, 2021	Originator's files:
To: Chair and Members of General Committee	
From: Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer	Meeting date: February 10, 2021

## Subject

**2021 Federal Pre-Budget Submission**

## Recommendation

1. That the report entitled "2021 Federal Pre-Budget Submission", including Appendix 1, from the Commissioner of Corporate Services and Chief Financial Officer, dated January 29, 2021, be approved for submission to the Department of Finance, Government of Canada for the Federal Government's 2021 Budget deliberations.
2. That the Mayor be directed to forward the approved submission with this report to the Federal Minister of Finance, the local MPPs and MPs, Ontario's Big City Mayors (LUMCO), the Federation of Canadian Municipalities and the Association of Municipalities of Ontario.

## Background

Municipalities across Canada are encouraged to provide written submissions regarding the upcoming Federal 2021 Budget. The City of Mississauga has forwarded similar pre-budget submissions in past years, and this is a good opportunity to articulate the needs of the City to the Federal Government. The deadline for Federal Budget consultation submissions is February 19, 2021.

## Comments

Through 2021 budget consultations, the Federal Government is seeking public input on various issues, including ideas on how Canada can build a greener, more competitive, more innovative, more inclusive and more resilient Canada, once COVID-19 is under control.

In alignment with the City's COVID-19 Recovery Framework, the City of Mississauga has organized its 12 recommendations by our relevant recovery pillars: Financial, Community and Economic. The 2021 Federal Pre-Budget Submission, attached as Appendix 1, includes detailed information on each recommendation and priority area.

The Pre-Budget Submission will form the foundation of our government advocacy efforts in 2021 as it sets out Council's and our City's advocacy priorities. The recommendations contained within this document will be used as a basis for meetings with politicians and staff within government, including at the annual Federation of Canadian Municipalities and Association of Municipalities of Ontario conferences. Staff will continue to monitor progress on each recommendation and report back to Council through analysis of the federal and provincial budgets, as well as government announcements.

## Financial Impact

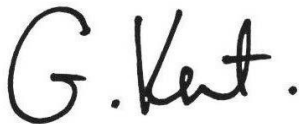
There would be a positive financial impact for the City of Mississauga if any actions outlined in Appendix 1 were to be included in the 2021 Federal Budget.

## Conclusion

The City of Mississauga appreciates the opportunity to provide the Department of Finance with information and suggestions for the upcoming Federal 2021 Budget. All of the items outlined in the attached submission are of importance to the City and would have a positive impact on funding vital infrastructure, creating local jobs, and stimulating the economy.

## Attachments

Appendix 1: 2021 Federal Pre-Budget Submission



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

Prepared by: Carolyn Paton, Manager Strategic Financial initiatives

2021

FEDERAL

PRE-BUDGET

SUBMISSION



## Mayor's Letter



**On behalf of the City of Mississauga Council and residents, I am pleased to submit to you the City of Mississauga's 2021 federal pre-budget submission. As you prepare your government's 2021 Budget, we request that you keep in mind our priorities and recommendations, not only in Mississauga specifically, but across our community and the broader municipal sector. No government has all the answers, but every government has a role to play.**

COVID-19 has impacted all aspects of our society – from how we connect, do business, travel, and enjoy our time with family and friends. It has impacted our health and well-being, mentally and physically, and laid bare the inequalities within our community. COVID-19 has forced us to confront uncomfortable truths and question how our society and institutions operate. At the same time, the crisis has provided us with opportunities to build back to a better society that is more equitable, stronger, and more resilient than before. All governments have a responsibility to make investments today to build for a better future.

The pandemic hit cities hard and Mississauga was no exception. At the close of 2020, Mississauga was projecting a \$55M deficit. Through some unprecedented actions including layoffs, hiring freezes, cuts to discretionary spending, and offering free transit, we saw our revenues disappear, but our costs continued. Like all governments, we sought to provide relief, within our means, by deferring taxes for residents and businesses, waiving fees and charges, and adjusting our business practices to meet the needs of a suffering community, among many other measures. Thanks to the cooperation of all three levels of government, we were able to secure the Safe Restart Funding, which has allowed Mississauga to weather the financial storm and continue to play our role as a front line service provider – from snow plowing, to fire and emergency services, to business supports, our teams have continued to work for our community. This pandemic has shown what is possible when we work together toward shared objectives.

## Mayor's Letter

As we look to 2021 and beyond, Mississauga continues to face significant financial pressures. The echo effects of this pandemic will be felt for many years to come. At the same time, we know that to build back better requires making investments. While we must make sacrifices now, we cannot cut our way to prosperity over the long term. Transit, affordable housing, supports for main street and small businesses and our competitive sectors, as well as promotion of our hard hit tourism and cultural sectors is crucial, now more than ever. So too are investments in public health and protections for our essential workers. We will not return to “normal” as we knew it pre-pandemic and as such, all three levels of government must continue to work together to ensure no one is left behind during the recovery.

The following document outlines Mississauga's priorities in relation to the federal government. The information and recommendations contained within have been approved by our Council and reflect the top priorities of our City. Our recommendations are organized by our City's recovery pillars: **Financial, Economic, and Community**. The City of Mississauga is ready and willing to work with your government as we not only recover, but broaden our connections and build toward a brighter future. We are all in this together and so, we must work together.

Thank you for your consideration.  
Sincerely,

  
Mayor

EXECUTIVE SUMMARY


# Invest in Cities. Return to Prosperity. Mississauga Matters.

MISSISSAUGA TODAY

Canada's sixth largest city home to almost 800,000 people




**Economic engine**  
more than 94,000 businesses, 75+ Fortune 500 companies and 1,400 multinational firms



**Strength in diversity**  
145+ languages spoken and 55% of our residents born outside of Canada



**Quality of life**  
2 major hospitals, 2 post-secondary campuses, 489 parks, 22km waterfront, 393km trails, 373 sports fields, 3 beaches



**Smart City**  
828km fibre optic network connecting 346 sites



STRONG MUNICIPAL PARTNER

Mississauga has a strong reputation for fiscal responsibility and budgetary planning.



- 17 years - AAA Credit Rating
- 31 years - GFOA award budget reporting
- 22 years - GFOA award financial reporting



Continuous improvement

Mississauga's LEAN program drives efficiency with \$68.4m in total cumulative savings since 2009. \$10.8 million in savings identified for 2021 (equivalent to reducing the City's net costs 2%).

**58.5 B** Economic output in Mississauga, 2019

OUR COVID RESPONSE

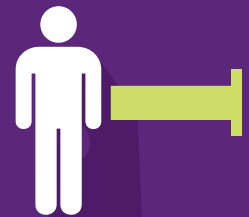
Mississauga hit hard by pandemic lost revenue and increased costs.



**Provided relief to residents and businesses:**  
deferring taxes, free transit, waiving fees and charges

Hard hit sectors continue to struggle:

small businesses & food/drink, live music, tourism, air travel, self-employed



Our proactive response to COVID-19:

- took immediate action to reduce deficit
- limited spending and discretionary costs, hiring freeze and staffing reductions, deferred capital projects and debt debenture issue until 2021



## EXECUTIVE SUMMARY

# Strong Cities Build a Strong Country

With COVID-19 the role of local government has never been more important. During the pandemic, the federal and provincial governments have been strong partners with municipalities. In Mississauga, funding received to date has been used for our 2020 operating deficit and will provide additional relief for 2021.

Going forward, we need continued support and collaboration from our government partners. Strong, long-term and predictable funding partnerships across our recovery pillars are essential to ensuring that Mississauga, Ontario and Canada build back to better, creating stronger communities and a stronger country for all.

LET'S BUILD  
TOGETHER >>



EXECUTIVE SUMMARY

# Our 12 Recommendations



FINANCIAL

- 1 Continue to provide Safe Restart funding to municipalities to deal with the ongoing impacts of COVID-19 on city services and operating budgets.
- 2 Deliver sustainable, long-term and predictable funding for infrastructure renewal, transit, and active transportation projects to keep our communities moving.
- 3 Provide the funding and support necessary to assist Mississauga in realizing our major infrastructure projects.
- 4 Support a green recovery through investments in projects that mitigate the impacts of climate change and increase the resiliency and adaptability of our communities.



COMMUNITY

- 5 Invest in the Mississauga community to create great places and amenities for everyone.
- 6 Partner with cities to fund and build affordable housing to close the supply gap and ensure everyone has a safe place to live.



ECONOMIC

- 7 Support our small businesses and sectors hardest hit by the COVID-19 pandemic to kick-start the local and national economy.
- 8 Ensure our tourism industries can rebound through investments in existing and the creation of new funding programs.

- 9 Keep our workers safe by providing adequate sick pay.
- 10 Invest in innovation to jumpstart the economy and help entrepreneurs succeed.
- 11 Provision of meaningful financial supports for domestic and foreign direct investment.
- 12 Assist in the recovery and growth of the air transportation sector.





# FINANCIAL

**2021 FEDERAL PRE-BUDGET SUBMISSION**



COVID-19 has put extraordinary pressures on government budgets, particularly at the municipal level from a public health and economic perspective. In Ontario, the Financial Accountability Office (FAO) reported the cumulative deficit for municipalities in the province is \$6.8 billion over the next two years as a result of COVID-19. Provincial legislation does not permit cities

to budget for deficits. At the same time, cities do not have the same financial tools of the provincial or federal government to respond to a health and economic crisis of the scale and scope of the COVID-19 pandemic. Property taxes and user fees are the main sources of funding for cities like Mississauga. They are insufficient tools to address the issues we face, from managing through

a global pandemic, to building 21st Century infrastructure, to responding to the impacts of climate change, and adapting to changes in the national and global economies. Cities need the support of federal and provincial partners to continue to provide essential front-line services, as well as invest in critical infrastructure.

## Recommendation 1

**Continue to provide Safe Restart funding to municipalities to deal with the ongoing impacts of COVID-19 on city services and operating budgets.**

Despite declining revenues due to COVID-19, the City of Mississauga is still expected to provide services to residents. Early in the pandemic, Mississauga Council took decisive action and implemented measures including, staff layoffs and temporary hiring freezes, reducing discretionary costs, and deferring capital projects. Despite these efforts, the City still posted a year-end shortfall of approximately \$55 million for 2020.

The City of Mississauga is appreciative of the support it has received to date from the federal and provincial governments from the Safe Restart Agreement, Municipal Transit Enhanced Cleaning Program, ICIP COVID-19 Resilience Stream, and Emergency Support for Heritage Organizations. These programs helped lessen the financial impact of this pandemic, but the echo effects of COVID-19 will continue to be felt throughout 2021 and for many years to come. In fact, before accounting for any additional Safe Restart funding the City is still projecting an approximate \$22 million

deficit in 2021. Continued Safe Restart funding, and an extension of the Phase 2 Transit stream to December 31, 2021 would assist the City in reducing its projected 2021 deficit.

The City of Mississauga will need the continued support of both the provincial and federal governments in order to financially recover effectively over the next few years. This is not a one-year event, but an economic crisis that will affect significant service industries such as Transit, Recreation and the air travel industry in Mississauga for many years to come.



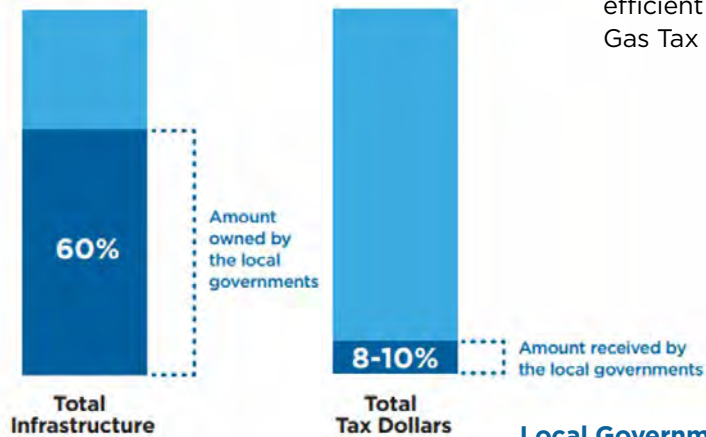
## Recommendation 2

**Deliver sustainable, long-term and predictable funding for infrastructure renewal, transit, and active transportation projects to keep our communities moving.**

Like other Ontario municipalities, the City of Mississauga cannot maintain or grow its infrastructure on the local tax bill. In order to help with recovery efforts and continue to build Mississauga into a world-class city, we need long-term, predictable and sustainable funding models for infrastructure renewal projects. This would ensure sufficient time and resources are in place to apply best practices to the management of these projects and allow us to focus on local priorities.

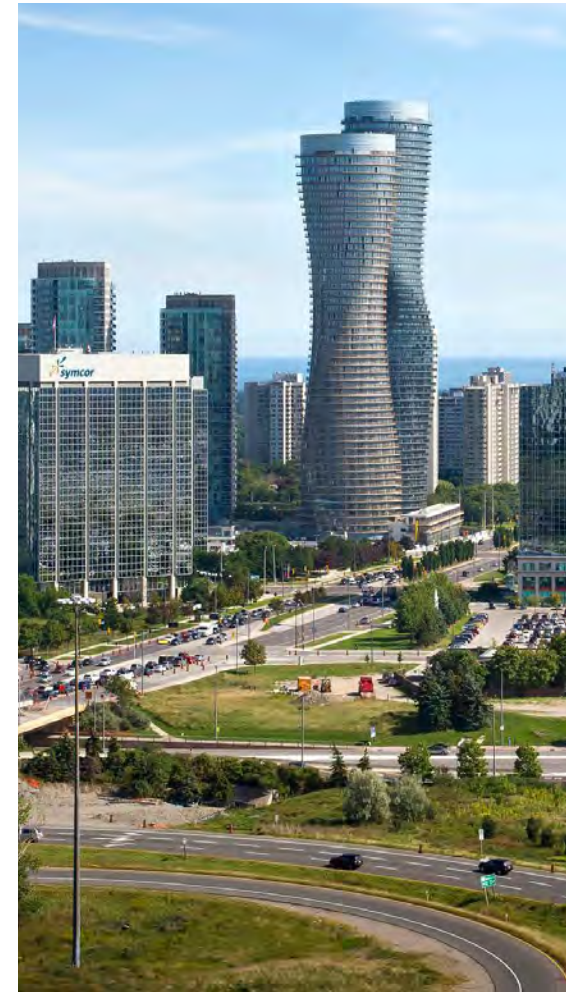
The Public Transit Infrastructure Fund (PTIF) and the Investing in Canada Infrastructure Program (ICIP) are good examples of allocation-based funding formulas. These programs need to be made permanent and predictable, as well as increased over time to parallel the cost of construction.

The Federal Gas Tax Fund is also a good tool as it provides municipalities with predictable and accountable funding which allows money to flow to municipalities in a timely and more efficient manner. Increasing the Federal Gas Tax Fund is recommended.



Source: Federation of Canadian Municipalities (FCM)

**Local Governments own the majority of infrastructure but receive the smallest share of tax dollars.**





### i. State-of-Good Repair

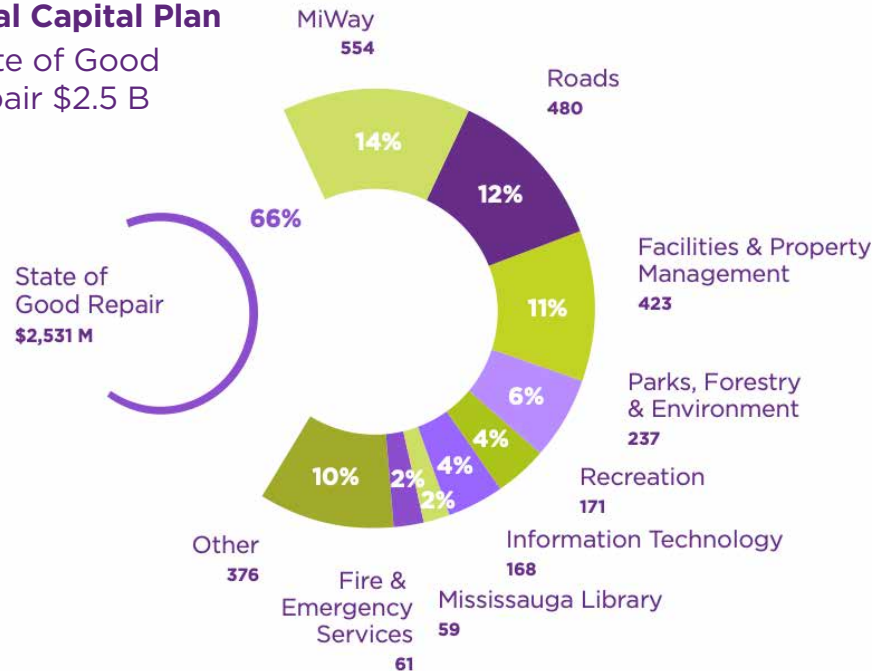
The City of Mississauga owns approximately 60 per cent of the total infrastructure in Mississauga, which is worth about \$12.4 billion, including \$2.9 billion in roads, \$4.5 billion in stormwater systems, and \$935 million in bridges.

Infrastructure must be maintained in a state-of-good repair in order to avoid excessive future repair costs, put safety first and ensure that Mississauga, Ontario and all of Canada build back to better, creating stronger communities and a stronger country for all.

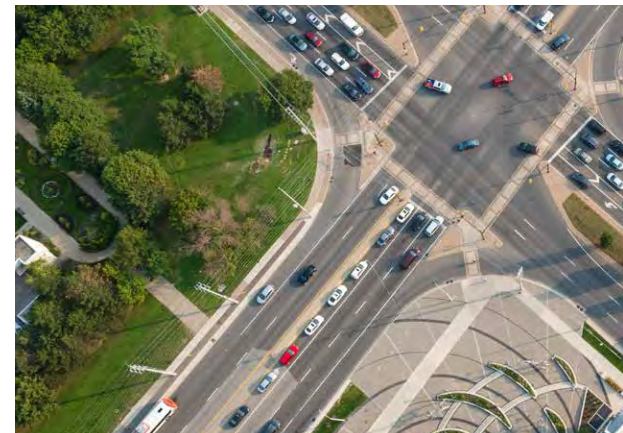
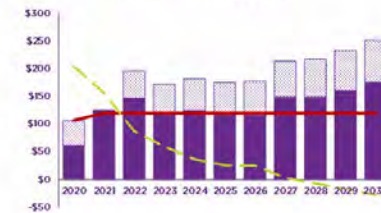
The City has been able to manage financially throughout 2020 because of our financial strength and the policies and practices adopted by Council over the years, such as the implementation of an infrastructure levy. In 2021, our infrastructure gap in Mississauga is \$291 million. This is despite prudent measures undertaken for the last decade to manage our capital assets. With current financial tools, Mississauga will not be able to significantly close this gap in the years ahead.

While the two per cent infrastructure and debt repayment property tax levy assists, additional funding from other levels of government is required. The City's current funding does not fully fund all capital requirements, but balances the need to maintain our infrastructure, fund new projects as required, and minimize debt. As a result, the condition of some of our assets is starting to decline and will require increased investment the longer they are allowed to decline.

#### 2021-2030 Total Capital Plan State of Good Repair \$2.5 B



#### Tax Capital Without 2021 Levy





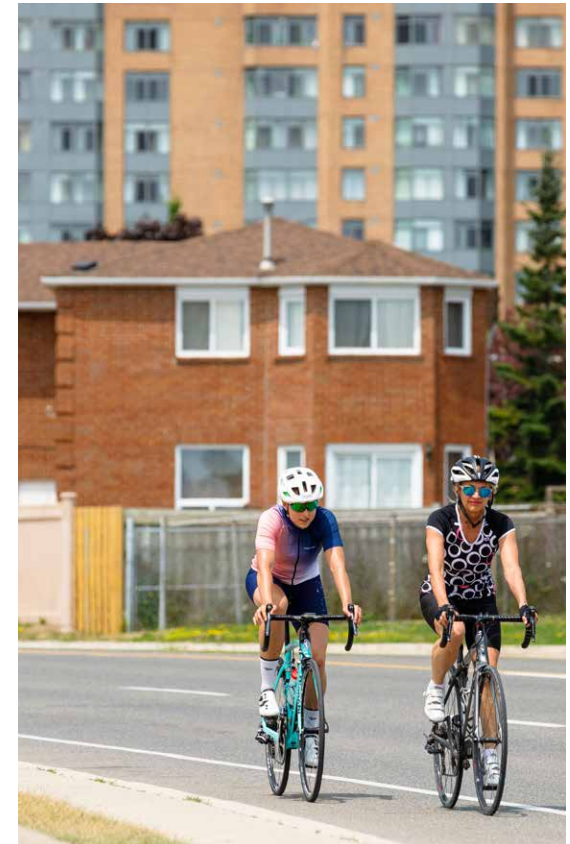
## ii. Active Transportation

COVID-19 has changed our travel patterns and how we move. Now, more than ever, more people are turning to alternative modes of transportation from walking to cycling. In a time when we are staying home more than ever before, going for a walk, roll or bike ride might be the only way for some to get fresh air and exercise. Without proper active transportation infrastructure in place, individuals may choose to stay indoors, leading to increased feelings of isolation and loneliness.

The City of Mississauga's [2018 Cycling Master Plan's](#) vision is to build a safe, connected, convenient and comfortable cycling network that Mississauga residents and visitors of all ages and abilities will feel comfortable using not only for recreational use, but also for commuter travel.



The Master Plan details an 897 km cycling network at a cost of approximately \$270 million. At the City's current funding level it will take 27 years to complete this network. As a result, additional sustainable funding from senior levels of government is required in order to build a truly multi-modal Mississauga.



### Recommendation 3

Provide the funding and support necessary to assist Mississauga in realizing our major infrastructure projects.

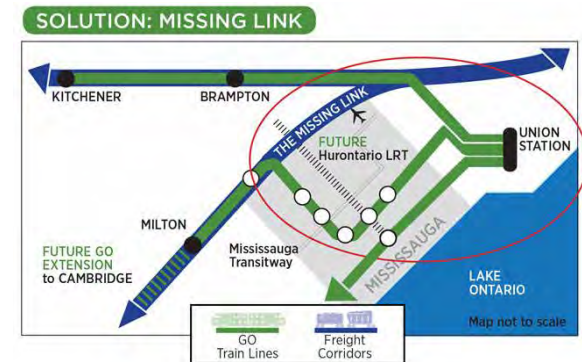
The City of Mississauga requires a reliable, efficient and sustainable inter-regional transit system. In order to construct our major transit priority projects outlined below, we require a committed federal partner.

#### i. Regional Express Rail on GO Corridors and Building the Missing Link

The City of Mississauga continues to eagerly await the development of [Regional Express Rail](#) (RER), which will provide the Milton and Kitchener Lines with two-way, all-day service.

While increased service on the Milton corridor is in the 2041 Regional Transportation Plan, improvements are not proposed until after 2025 and are subject to physical constraints and negotiations with freight operators.

Together with Toronto, Milton, Kitchener, Cambridge, and Waterloo, the City of Mississauga continues to encourage the relocation of heavy rail freight traffic from the Milton and Kitchener GO Rail lines, to a proposed bypass rail line adjacent to Highway 407 (the “[missing link](#)”). It is only through the construction of the missing link that the RER will be able to move forward.



#### ii. Downtown Mississauga Terminal and Transitway Connection

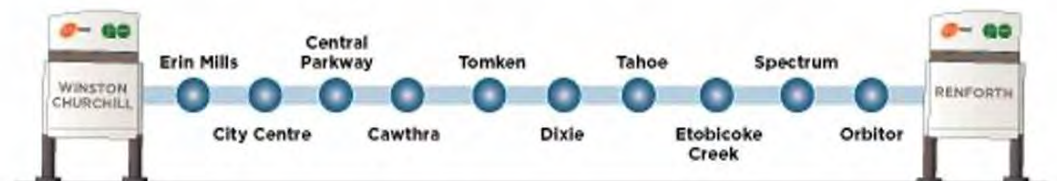
Mississauga’s 18-km, 12-station Transitway has made it faster and easier for commuters to travel to, from and through Mississauga and across the region. While the west and east portions of the Transitway have access to dedicated lanes, the Downtown portion experiences delays because it relies on accessing local city streets.

The completion of the Downtown segment of the [Mississauga Transitway](#), with a dedicated transit corridor and new bus

terminal, would provide for a continuous Transitway that would maximize the benefits and success of previous investments.

The new terminal will be a critical transit hub servicing Mississauga and the western GTHA and provide a vital connection to Pearson International Airport.

Construction of the Mississauga Transitway has been made possible through funding from the federal and provincial governments, but the vital link that will be our Downtown Mississauga Terminal and Transitway Connection remains unfunded at this time.





### iii. Restoring the Downtown Loop to the Hurontario LRT Design

In March 2019, the Ontario government announced scope changes to the project that removed a key component of the [Hurontario Light Rail Transit \(HuLRT\)](#), the downtown loop. In order to help the City realize the full potential of downtown Mississauga, the downtown loop should be considered as a funding priority.

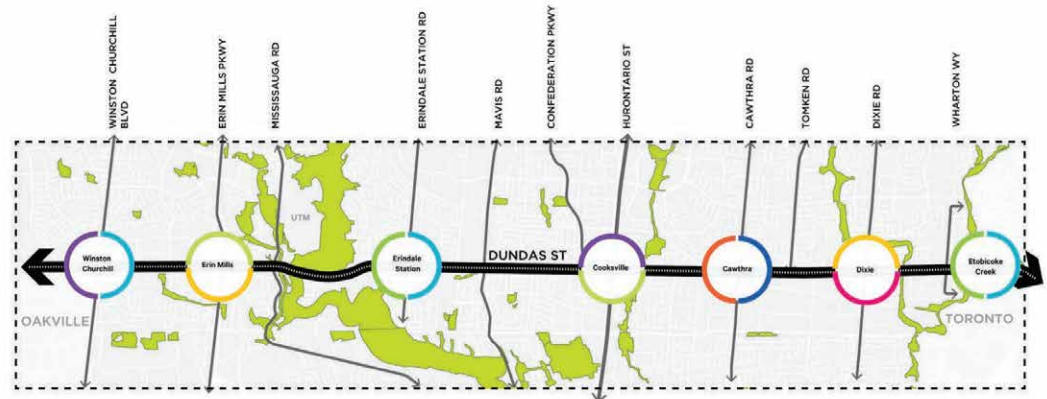
Currently thousands of jobs, businesses and housing units are located along the Hurontario corridor and Canada's largest development by Oxford Properties will be built in Mississauga's downtown Square One District.

Moving forward with the HuLRT project inclusive of the downtown loop represents major steps towards transformational transit improvements that our residents and businesses within the downtown and along the Hurontario corridor are depending on.

### iv. Dundas Bus Rapid Transit Corridor

The City's [Dundas Connects](#) project produced a Master Plan for the Dundas Corridor, which makes recommendations on land-use intensification and rapid transit for Dundas Street. Specifically, the Master Plan recommends a Bus Rapid Transit facility for the entire length of Dundas Street. This supports major improvements to transportation, land use and the public realm along the Dundas Street Corridor.

The next steps in advancing this transit initiative are the completion of a Transit Project Assessment Process, and preliminary engineering and design. Federal and provincial funding for this work, such as funding available through ICIP and for which the City has applied, would ensure that growth and redevelopment along Dundas will follow, and implementation of transit may occur sooner.





## Recommendation 4

Support a green recovery through investments in projects that mitigate the impacts of climate change and increase the resiliency and adaptability of our communities.

The federal government’s strengthened climate plan ‘[A Healthy Environment and a Healthy Economy](#),’ will require all municipalities to play a critical role in meeting established targets. Mississauga is already taking action on climate change through its endorsement of the Federation of Canadian Municipalities recommendations for a green and inclusive economic recovery and through the development of the City’s first-ever [Climate Change Action Plan \(CCAP\)](#).

Our 10-year CCAP plan focuses on both community and corporate actions that decrease greenhouse gas (GHG) emissions and help the City become more resilient to changing climate conditions. These actions include:

- Decreasing GHG emissions from our buildings, transport sectors and city vehicles;
- Building our resilience to the expected impacts of climate change;
- Increasing our capacity to deal with climate events;

- Accelerating discovery and driving innovation in regards to climate action to create jobs;
- Enhancing green infrastructure investments and management practices to improve local resilience;
- Supporting low carbon energy systems, such as district energy, in the community; and
- Supporting a Mississauga hydrogen hub: hydrogen fueling infrastructure and hydrogen fuel incentives to support transit and trucking companies.

We all have a role to play, and tackling it requires global action, and collaboration. Mississauga is seeking committed funding from all levels of government to help advance transformative climate action projects, two of which are described on the following page.







## i. Transition of Bus Fleet to Zero-Emission Vehicles

Mississauga Transit ('MiWay') is committed to reducing overall GHG emissions significantly over the next decade. As of 2020, roughly 70 per cent of the City's GHG emissions stem from Public Transit Buses alone and MiWay must decrease emissions by 40 per cent by 2030 and 80 per cent by 2050.

In order to meet this target, MiWay will no longer purchase conventional diesel buses, and will be required to purchase zero-emission buses at some point over the next decade. The cost of this premium is around \$200 million. Federal and provincial investments are necessary in order to transition the fleet and cover the premium.

The essential benefits of zero-emission buses in today's marketplace are considered environmentally friendly by producing little to no greenhouse gas emissions, simpler to maintain, produce less noise pollution, better driveability, and positive public perception and population health for residents.



## ii. Bus Maintenance and Storage Facility Zero-Emission Conversion

In order to operate Zero-Emission Buses (both Battery-Electric and Hydrogen Fuel Cell), MiWay must convert their traditional diesel facilities to a facility that will accommodate charging or fueling infrastructure. This will require extensive structural overhauls, and in most cases, existing facilities may need to be completely rebuilt and future facilities constructed. The cost for this is currently unfunded.

MiWay may need to install electrolyzers and fueling infrastructure. From a maintenance perspective, Zero-Emission Bus technology is relatively new and will require technicians to learn new skills including high voltage systems.

For our infrastructure to accommodate such a transition, support from higher order levels of government is required.

In the case of battery-electric buses, there are two charging options, which include depot charging and on-route charging. If on-route charging is a viable option, this will lead to additional infrastructure required on-street and within terminals and stations. For hydrogen fuel cell buses,





# COMMUNITY

**2021 FEDERAL PRE-BUDGET SUBMISSION**



Community recovery efforts will help to ensure that residents continue to choose to live in the City of Mississauga based on community amenities, support networks, activities, and other facets that make Mississauga a great place to live.

Through the City's work with its many community stakeholders, residents will be encouraged to join and participate in opportunities to re-engage in our vibrant municipal life.

## Recommendation 5

Invest in the Mississauga community to create great places and amenities for everyone.

A recent survey conducted by Park People, highlighted that 70 per cent of Canadians appreciation for parks and green spaces has increased during COVID-19, noting that they would like more access to public space, nature and outdoor programming as part of COVID-19 recovery; and 87 per cent of Canadians support increased spending on parks.

The City of Mississauga is seeking funding in order to proceed with the development of a sustainable and creative community along its waterfront. The City is currently focusing on two projects: Lakeview Village and the Port Credit Harbour Marina. The revitalization of these sites will help deliver on the City's Strategic Plan action of creating a model sustainable creative community on the waterfront.





## Community

### i. Lakeview Village

This site will connect the former Ontario Power Generation (OPG) lands to the waterfront trail system and will create a new 1,300m waterfront trail adjacent to Lakefront Promenade. An interconnected system of parks and open spaces will provide a range of passive and active recreation opportunities; and contribute to the character and identity of Lakeview Village and reinforce a healthy, active, and vibrant community.

A condition of sale from OPG to Lakeview Community Partners Limited requires that 67 acres of waterfront land be remediated and transferred to the City of Mississauga for parkland, institutional and cultural uses consistent with the Inspiration [Lakeview Master Plan](#). The City of Mississauga is engaged, ready, and willing to complete these next steps.

The City is seeking investment opportunities for sustainability opportunities like District Energy, the animation of the proposed cultural hub, the innovation corridor, and the waterfront amenities, including the pier, which is envisioned to become a defining feature of this site and Lake Ontario.





## ii. Port Credit Harbour Marina

Through the [Inspiration Port Credit Charting the Future Course - 1 Port Street East Master Plan](#) process, community support to “keep the port in Port Credit” was established and reinforced the need for a future public marina at 1 Port Street East. The comprehensive Master Plan, which articulated a concept for the future revitalization and redevelopment of the site into a vibrant mixed-use neighbourhood, ensures the historic marina function is preserved.

The marina supports one of the largest salmon-fishing derbies in Canada, provides an important supply of recreational boat slips for the City and the region, and is a cultural heritage link to the Great Lakes. Substantial new investment is required for the infrastructure that supports the marina function.





## Recommendation 6

**Partner with cities to fund and build affordable housing to close the supply gap and ensure everyone has a safe place to live.**

Proactive intervention by all levels of government is imperative to ensure that our communities continue to thrive. Mississauga is doing what it can to protect existing [affordable housing](#) supply and remove current regulatory and administrative barriers to the development of housing for

middle-income households. However, municipalities lack the financial tools and legislative authority to close the gap between what the market will produce and what households can afford. New powers and revenue sources are required to incent housing affordable to middle income earners.





## Affordable Housing

In 2017, Mississauga took the lead by developing a made-in-Mississauga plan (“[Making Room for the Middle](#)”) to address issues of housing affordability in our city. The plan identified 40 recommendations, of which seven require federal support to give the City and affordable housing developers the ability to incentivize the building of affordable, middle-class housing. These recommendations include:

1. Create enduring and sustainable funding programs that realize developer timeframes and financial needs (e.g., low-cost loans and grants);
2. Expand affordable homeownership assistance to individuals (e.g., shared-equity mortgage programs);
3. Consider taxation policies that incent affordable housing (e.g., HST rebates, tax incentives for new or rehabilitated purpose-built rental housing and second units);
4. Explore tax credits and exemptions for affordable housing (e.g. income tax credit for second unit homeowners, low income housing tax credits);

5. Expand programs for housing developers to access financial backing and insurance to build more affordable housing (e.g. rental construction financing);
6. Work with senior levels of government to make their surplus lands available for affordable housing; and
7. Provide standardized local housing data and consistent methodologies to measure housing affordability.

One of the greatest barriers to affordable housing is access to reasonably priced land. As a landowner, the federal government is in a position to have a significant impact on the affordable housing supply by implementing a Housing First approach when disposing of surplus federal lands suitable for housing to the City or non-profit housing providers. In addition, the federal government can provide additional assistance to non-profit housing producers in the form of seed money or a feasibility grant in order to bridge the gap to National Co-investment and other funding.





# ECONOMIC

**2021 FEDERAL PRE-BUDGET SUBMISSION**





## Economic

The City of Mississauga has and will continue to play a key role in helping the local economy respond to this new normal. Currently, the City provides a range of programs and services designed to support economic development. It is our goal not only to recover the losses suffered during this pandemic, but to find every opportunity to help Mississauga businesses build back to better; and adopt an inclusive, whole community approach that leaves no one behind.

### **Recommendation 7**

Support our small businesses and sectors hardest hit by the COVID-19 pandemic to kick-start the local and national economy.

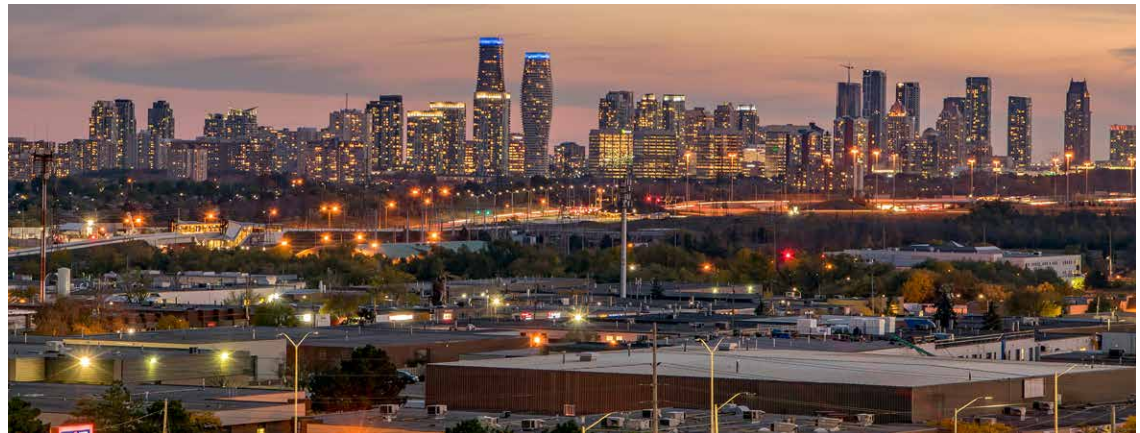
### **Recommendation 8**

Ensure our tourism industries can rebound through investments in existing and the creation of new funding programs.

### **Recommendation 9**

Keep our workers safe by providing adequate sick pay.

The City of Mississauga has a strong local economy, comprised of a highly diverse business community that reaches across a wide variety of sectors. Home to over 94,000 businesses, with a GDP of \$60 billion, the City is a major contributor to the Greater Toronto Area economy. It is imperative that we remain responsive to the needs of the business community as recovery unfolds.





## i. Small Business Supports

The City of Mississauga recognizes small business is the foundation of Mississauga's economy. From traditional main street small businesses to high-growth scale-ups, the economic health and vitality of these establishments directly impact the overall well-being of the local economy. Unfortunately, the small business community has been hard-hit by the COVID-19 pandemic, with small and main street businesses having to temporarily close physical locations. Throughout Mississauga, the largest impacts on local main street businesses include:

- business closures;
- employee layoffs;
- reduced revenues/business activity; and
- rent challenges.

In recognition, the City's Economic Development Office (EDO), which includes the Mississauga Business Enterprise Centre has prioritized supporting the small business community through focusing on outreach and communication activities; and supporting local small business in adopting digital technologies. EDO however cannot deliver all actions outlined in the City's Economic Recovery Plan alone.

A number of interventions and supports can only be delivered through the federal and provincial governments. The following actions will be critical to support the small business community:

- Continuation of the Digital Mainstreet Program to the end of 2021 without interruption;
- Funding of full annual municipal employment surveys in order to strengthen data sets; and
- Extend the Canada Emergency Rent Subsidy Program beyond June 2021.

It is imperative for the success of our local small businesses and Mississauga's local economy that ongoing federal and provincial support is provided to the small business community that addresses their specific challenges and needs.





## ii. Tourism and Cultural Industry Support

Since the beginning of the COVID-19 pandemic, the Province has indicated that 350,000 jobs in Ontario’s culture sector have been lost resulting in an estimated \$17.5 billion drop in economic impact from the culture sector to Ontario’s economy.

In Mississauga, the story is no different. Local creative industries and entrepreneurs were forced to cease operations and are facing mass uncertainty. As there are still many unknowns about the future, organizations are unsure of sustainable funding opportunities such as government and sector-specific grants and if they will be able to cover costs moving into 2021 and beyond.

As such, sustainable funding for the Tourism and Cultural industry is required from the federal and provincial governments. Not only will this support drive more people to our City as we are able to reopen, but will also help the local economy through tourism spending. Ensuring Mississauga remains competitive and attractive to film and music production is also a vital component to Mississauga’s recovery efforts.





### iii. Paid Sick Leave

A successful and strong economic recovery from COVID-19 will require strong and effective support and collaboration from federal, provincial and municipal governments. The City of Mississauga has made it a priority to engage with our residents and business community, listen to their needs and advocate on their behalf to federal and provincial representatives for stronger and more effective supports.

Workplaces are a source of COVID-19 transmission in Peel and a Peel Public Health Surveillance identifies that among COVID-19 cases the most frequently reported occupation categories after health (8.9 per cent), are trades, transport and equipment operators (5.5 per cent), sales and service (3.9 per cent) and manufacturing and utilities (3.4 per cent).

Workers in precarious employment who are most likely not to have paid sick days, including low-income workers, essential workers, contract and agency workers, those who cannot work remotely, and many health-care workers, simply cannot afford to take time off work. A lack of paid sick days, income supports and sick leave protection are known barriers to compliance to COVID-19 control measures, including testing and self-isolation due to the fear of income-loss and financial hardship.

While the City of Mississauga acknowledges that measures have been taken to provide support to workers, such as through Bill 186 they are limited and time-sensitive. Both the federal and provincial governments must quickly implement and fund the necessary policies and programs to provide adequate paid sick day benefits to ensure accessible and timely financial support in order to remove barriers facing precariously employed individuals.





### Recommendation 10

Invest in innovation to jumpstart the economy and help entrepreneurs succeed.

### Recommendation 11

Provision of meaningful financial supports for domestic and foreign direct investment.

The City of Mississauga recognizes that the ability of our local businesses and entrepreneurs to generate, commercialize and scale up new technologies and processes is critical to our long-term competitiveness. In recognition, the City has prioritized the following initiatives.

#### i. Innovation Hub

A central space within Mississauga to promote, connect and develop innovation activity, the Innovation Hub will bring entrepreneurs, investors, established companies and innovation service providers together to share challenges collaborate and support innovation and entrepreneurial activity in Mississauga.

The launch of this collaborative is planned for 2022, and the City is currently working closely with all key stakeholders including University of Toronto, Sheridan College and the RIC Centre to provide start up supports. The City’s goal is to drive scale-up activity through industry and investor connectivity and mentorship programs.

Funding from higher order levels of government will assist in driving these programs and benefit our region, the province and the country.

#### ii. Business Attraction and Investment

Mississauga’s economic well-being is supported through the presence of key industry sectors including Advanced Manufacturing, High Value Business Services (including Finance and Information Technology), Smart Logistics and Life Sciences. Together these sectors account for almost half of Mississauga’s total employment. In recognition, the City has prioritized the following initiatives to

sustain and grow our key sectors: Life Sciences Sector Strategy (Ontario) and Incentive Program(s); and Aerospace Sector Strategy (Canada) and Incentive program(s).

The City has also pivoted its services to support business investment attraction and expansion in Mississauga. Meaningful financial supports for domestic and

foreign direct investment, including retention and expansion incentive programs (CDN & ON) is critical in Mississauga’s key target sectors and growth centres within the city.



## Recommendation 12

### Assist in the recovery and growth of the air transportation sector.

Airports are recognized as economic catalysts for the communities they serve, delivering jobs and investments to the local municipalities. The impact of international airports is even greater; they provide links to global markets while fostering trade, investment and tourism.

Mississauga is home to Canada's largest airport. Serving over 49 million passengers annually, Toronto Pearson International Airport is a major global hub, providing Canadians with a gateway to the world. With over 330,000 surrounding jobs, the airport is home to the second largest employment zone in the country.

As the fourth largest global entry point into the U.S.A, it boards flights to 210 destinations and more than 22 million trans-border passengers annually. Unfortunately, due to COVID-19, passenger activity at Pearson International Airport fell by 69.5 per cent during the first nine months of 2020.

As governments around the world impose border restrictions and advise their citizens against non-essential travel, the air transportation sector has faced significant declines in air passenger traffic, staff layoffs, and grounding of planes. The federal and provincial governments must step in to assist in the recovery and growth of this sector, to prevent further job loss and to encourage economic growth and tourism.



## CONCLUSION

Mississauga's COVID-19 [Recovery Framework](#) prepared by the City's Leadership Team, and in alignment with Ontario's 'Framework for Reopening our Province', serves as the City's guiding principles supporting reopening and recovery. Municipalities play a vital role in the delivery of critical services that residents rely on, and are on the frontline of safely reopening the economy.

The federal government is an important partner in ensuring the City meets its objectives, realizes its vision, and achieves its city-building priorities, specifically through proper funding mechanisms. We know the course of COVID-19 is uncertain. Our plans and actions will need to remain agile to respond as needed. One thing we can be certain of, whatever challenge we face, we will overcome it together.



City of Mississauga  
**Corporate Report**



<p>Date: January 5, 2021</p> <p>To: Chair and Members of General Committee</p>	<p>Originator's files:</p>
<p>From: Shari Lichterman, CPA, CMA, Commissioner of Community Services</p>	<p>Meeting date: February 10, 2021</p>

## Subject

**Cultural Investment in Neighbourhood Main Streets – Economic Recovery**

## Recommendation

1. That the report entitled “Cultural Investment in Neighbourhood Main Streets” as part of Cultural Districts Implementation and the City’s Economic Recovery Framework, dated January 5, 2021 from the Commissioner of Community Services be approved.
2. That a new capital project be created with a gross and net budget of \$500,000 and that funding be allocated from account 30195 - Reserve for the Arts.
3. That all necessary By-Laws be enacted.

## Report Highlights

- The 2019 Culture Master Plan outlines a vision to make Mississauga “known for its thriving culture scene” over a 10-year period. The devastating and multi-layered impacts of COVID-19 on arts and cultural organizations, small business and workers across the country, have underscored the importance of the plan’s recommendations for supporting Mississauga’s creative sector and the Community and Economic Recovery Frameworks.
- Staff recommends that the City seek Expressions of Interest for a two-year project between 2021-2023 to secure third party services for community-engaged public art and artist designed public realm improvements within the city’s six Cultural Districts.
- Working in partnership with a third party service provider(s) will expedite delivery of and extend the City’s capacity to implement its master plan vision. Staff propose that the *Cultural Investment in Neighbourhood Main Streets* project be funded from the Arts Reserve, which is intended to be used for projects or studies with city-wide impact. The project will use a total of \$500,000 in Arts Reserve funds to complete specific deliverables over a two-year period.



## Background

The 2019 Culture Master Plan outlines a vision to make Mississauga “known for its thriving culture scene, where culture is at the heart of the city and embedded everywhere.” To achieve this, the City’s mission is to grow and support the creative sector, deliver cultural services and enable high quality experiences over a 10-year period from 2019-2029.

The devastating and multi-layered impacts of COVID-19 on arts and cultural organizations, small business and workers across the country have underscored the importance of the plan’s recommendations for supporting Mississauga’s creative sector and the City’s Community and Economic Recovery Frameworks. A key priority of the *Economic Recovery Plan for Creative Industries* is to build confidence amongst the local cultural sector to re-engage in their creative practice and activities throughout the public realm to re-establish public support.

The *Cultural Investment in Neighbourhood Main Streets* project is part of the Culture Division’s multi-level approach to stimulating community and economic recovery through arts, culture and creative industry-focused projects and grant funding opportunities. Several of the City’s existing plans and strategies provide a blueprint for how to support community and economic recovery, including the Cultural Districts Implementation Plan, Public Art Master Plan and Celebration Square Strategic Plan. Further detail on the alignment with these strategic plans can be found in Appendix I.

## Comments

In order to expedite the implementation of Cultural Districts and stimulate the City’s Post-COVID recovery objectives, staff recommend that the City seek Expressions of Interest from third party service providers to undertake a two-year *Cultural Investment in Neighbourhood Main Streets* project between 2021-2023. Working with a third party service provider will boost Culture staff capacity by mobilizing additional resources in terms of time, knowledge and capital.

The *Cultural Investment in Neighbourhood Main Streets* project will enrich Mississauga’s public realm with arts, culture and creativity, inject vibrancy and vitality across the City’s Cultural Districts. Public art and artist designed public realm initiatives will include economic, skills and experience building opportunities for Mississauga’s artists and creative workers.

Many of these individual projects will be developed in collaboration with appropriate City business units, commercial partners, BIAs, community members and community organizations to ensure that they are representative and inclusive of the citizens of Mississauga and encourage a sense of belonging and connection. The third party service provider(s) will identify, address and remove barriers to inclusion, and provide opportunities for effective and meaningful participation.

Staff have developed an outline of proposed project types that will directly support implementation of key recommendations within the Culture Master Plan, Cultural Districts Implementation Plan, Public Art Master Plan and Celebration Square Strategic Plan and Appendix II provides a brief description of the proposed project types, as well as examples of how they could materialize across the city.

### **Proposed Procurement Process**

Staff propose that the City issues a Request for Expressions of Interest (“REOI”). Given the range of proposed types of project deliverables, submissions from groups working in partnership and other collaborations will be encouraged.

The REOI will outline criteria for the type of third party service provider(s) City staff are seeking, which may include but not be limited to organizations with demonstrated experience in, a reputation for and the capacity to undertake:

- Public art procurement, production and installation;
- Procurement and project management of both large and small-scale artist designed public realm installations;
- Skills, resource and experience building opportunities for artists and creative workers;
- Establishing and managing mentorships and artist-in-residence opportunities;
- Undertaking meaningful engagement with under-represented communities throughout all aspects of a projects design, management and implementation; and
- Co-designing and/or co-producing projects in collaboration with community members and/or other project partners such as cultural and community organizations, local BIAs and developers.

Following the REOI process, the City could award a contract to one or more organizations to complete a specific number of project deliverables. Each organization will be required to submit project plans for each deliverable for review and acceptance by City staff prior to contract award. The local Councillor and BIA will be engaged in reviewing the proposed projects.

An evaluation framework will be prepared to analyze the project, which will include key performance indicators related to citywide community and economic benefit, impacts on the creative sector and the organization’s financial self-sufficiency.

### **Financial Impact**

The two-year (2021-2023) *Cultural Investment in Neighbourhood Main Streets* project will require a total of \$500,000 to complete the project deliverables. Upon approval of this report by the General Committee, a new capital project for budget year 2021 will be created with a gross and net budget of \$500,000 and the funding will be allocated from account 30195 - Reserve for the Arts.

## Conclusion

The proposed Request for Expressions of Interest for a two-year *Cultural Investment in Neighbourhood Main Streets* project (2021-2023) will support the City in responding to the pandemic's devastating and multi-layered impacts on both arts and cultural organizations and workers, small business and Mississauga residents. Bringing vitality and vibrancy to neighbourhood main streets within Cultural Districts will build a sense of place and support residents in reconnecting with the city, while also providing meaningful opportunities for participation in shaping public and cultural spaces and places.

## Attachments

Appendix I: Cultural Investment in Neighbourhood Main Streets – Project Alignment

Appendix II: Cultural Investment in Neighbourhood Main Streets – Project Types



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Shari Lichterman, CPA, CMA, Commissioner of Community Services

Prepared by: Michael Tunney, Manager, Culture Planning

### ***Cultural Districts Implementation Plan***

The Cultural Districts project responds directly to the 2019 Culture Master Plan's recommendation for the City to support public art, tactical urbanism, temporary pop up and placemaking initiatives in outdoor and underused-spaces throughout the city (*Rec. 2.1.4.1*). Its Implementation Plan identifies a three-year strategy (2021-2023) for focusing cultural development, public realm activations and programming expansion across the city's six Cultural Districts—Clarkson, Port Credit, Cooksville, the Downtown Core, Streetsville and Malton.

*Cultural Investment in Neighbourhood Main Streets* (the "project") will facilitate the launch of the Cultural Districts strategy by supporting the implementation of several recommendations articulated in the Cultural Districts Implementation Plan. Some of these recommendations may include:

- Identify areas for providing support to BIAs and local businesses affected by the Hurontario LRT construction (*Rec. 1.10.3*).
- Continue to work strategically with BIAs to coordinate annual event programming and opportunities to work together (*Rec. 1.14*).
- Improve access to the park located behind Streetsville Village Hall by incorporating wayfinding signage and temporary public art (*Rec. 3.1*).
- Partner with Downtown stakeholders to coordinate winter-focused programming in the Downtown Core, such as seasonal outdoor lighting, festivals and events (*Rec 4.10*).
- 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 (*Rec. 4.11*).
- Tell the story of the Downtown Core community through new interactive, public art, signage and culture programming (*Rec. 4.2*).
- Strengthen and enhance Cooksville's unique identity (*Rec. 5.1*).
- Identify creative placemaking and public art opportunities in Clarkson's public realm to enhance the sense of place at the pedestrian scale (*Rec 6.1*).
- Actively explore opportunities to engage Malton community residents, commuters, youth and students to increase vibrancy in public spaces and trails (*Rec 7.1*).

Simultaneous to the *Cultural Investment in Neighbourhood Main Streets* project, Community Services staff are engaged in long-term planning for arts and culture in the Lakeview Village development, including discussions regarding potential future cultural infrastructure within this new community. The project will inform the vision for Lakeview as a seventh Cultural District with a focus on cultural development. It will support staff in creating a template for a cultural district strategy that utilizes a third party service provider(s) to animate the future Cultural District.

Should the multi-year program of animations/activations have the desired impact of adding vibrancy to Cultural Districts, an annual strategy could be developed to roll out the program across the city to other prospective Cultural Districts and public spaces (*2019 Culture Master Plan, 2.1.4.1*).

***Public Art Master Plan (PAMP)***

The goal of the PAMP “is to establish a unique artistic identity for the city” that is “progressive and thought provoking: playing on the community’s distinct assets.” The PAMP guides development and implementation of Mississauga’s public art program through a design and curatorial outline.

With the PAMP’s five year implementation period (2016-2020) coming to an end, City staff will undertake a review of the PAMP in 2021 to outline the next steps of this strategy. There are several outstanding recommendations that the *Cultural Investment in Neighbourhood Main Streets* project could advance, including:

- Provide public art mentorship opportunities for emerging artists (*Rec. 10*).
- Continue investigation of sponsorship opportunities in partnership with other public and private corporations (*Rec. 22*).
- Exploring granting opportunities for public art projects that support not-for-profit and/or charitable community arts organizations, groups and collectives (*Rec. 23*).
- Collaborate with MiWay to identify opportunities at Major Transit Station Areas for temporary public art (*Rec. 25*).
- Grow opportunities for digital-based arts programming in collaboration with artists, arts organizations and other partners (*Rec. 28*).
- Continue to be a leading example in Mississauga of best practices for digital public art (*Rec. 29*).
- Use existing and emerging technology to commission interesting digital art projects on existing screens, project art content on built infrastructure and/or commission artists as part of an interactive digital feature (*Rec. 30*).

***Mississauga Celebration Square Strategic Plan***

The City is committed to creating great public spaces and tourism drawing experiences. The vision for Mississauga Celebration Square (MCS) is to be “the premier venue for outdoor events, creative expression and memorable experiences.”

A 10-year strategic plan was developed for the Square to achieve this vision and cement MCS as the City’s premiere outdoor cultural venue. Staff are currently halfway through the 10-year plan (2016 to 2025) and are seeking innovative opportunities to expedite the actions within this plan over the next five years.

The *Cultural Investment in Neighbourhood Main Streets* project could support advancing recommendations such as growing and attracting events with tourism appeal by:

- Producing a winter lighting program that will position Mississauga’s downtown as a winter destination;
- Providing programs that reflect an intercultural audience; and
- Enhancing programming and promotional partnerships with immediate stakeholders (Sheridan, AGM, Square One, etc.).

The following are brief descriptions of the types of projects that may be undertaken through the *Cultural Investment in Neighbourhood Main Streets* project with precedents from Mississauga and other jurisdictions.



**Permanent Public Realm Infrastructure**

Public realm infrastructure may be developed and installed in one or more Cultural Districts in alignment with the recommendations of the 2019 Culture Master Plan, Cultural Districts Implementation Plan and Public Art Master Plan. These types of projects may include creative bicycle racks, benches or sculptural seating areas that will be permanently sited in a location. The project will align with the City’s public art commissioning process, which will include the involvement of the Public Art Curators.

(image to the left) “BUS,” mmmm..., 2014. City of Baltimore.



*El Poeta Bench, Alfredo Häberli, Barcelona.*



*Sustainable Meter Rack, Lehigh University Design Collective, 2017.*

**Permanent Public Art**

Large-scale public art works would be permanently sited in a location that aligns with the recommendations of the 2019 Culture Master Plan, Cultural Districts Implementation Plan and Public Art Master Plan. The project will align with the City’s public art commissioning process, which will include the involvement of the Public Art Curators.

*(image to the right) “Contemplating Child,” Ferruccio Sardella, 2014. City of Mississauga Permanent Public Art Collection.*



*Pool of Knowledge, Stacey Spiegel, 1997, City of Mississauga Permanent Public Art Collection.*



*“The Bearded Ones,” Tom Benner, 2017. City of Mississauga Permanent Public Art Collection.*



**Temporary Light-based Placemaking**

A large scale light-based installation would complement programming to animate Mississauga Celebration Square (MCS) throughout the winter season. There may be a potential to expand the installation throughout the Downtown Culture District in coordination with immediate stakeholders including Sheridan College, the Art Gallery of Mississauga and Oxford Properties.

*(image to the left) "Fantastic Planet," Parer Studio, 2019.*



*"Entre les Rang/Luminothérapie," Kanva, 2013-2014.*

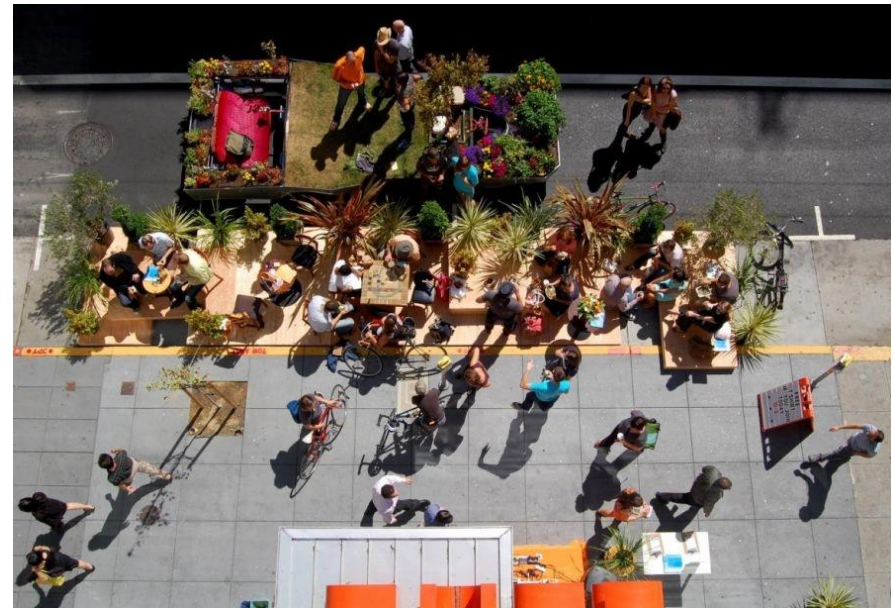
*"The Pool of Light," Jenn Lewin, 2008 to Current. City of Mississauga Permanent Public Art Collection.*



**Temporary Animation/Activation**

A series of installations and/or experiences to be located across Mississauga’s Cultural Districts (Port Credit, Streetsville, Malton, Cooksville, Clarkson and Downtown). These animation/activation projects would respond to the themes of each Cultural District and be developed through community engagement. The Cultural District Implementation Plan emphasizes use of a resources-based approach that aims to investigate and uncover assets already found in the community, to capitalize on the resources, capacities, strengths and aspirations of residents within each Cultural District. The projects would also likely be executed through partnerships with local BIAs. Projects could take on many different forms such as original artworks unique to each Cultural District, or pop-up installations or experiences that travel to different sites around the city.

*(image to the right). Parking Day, 2009, San Francisco.*



*Creative Hoardings Program, TOKO, 2016. City of Sydney.*



*“Asphalt Poetry,” PLANT, 2018, City of Toronto Everyone is King Design Build Competition.*

### Workshop Series

A series of workshops that build the capacity of emerging artists in public art and creative public realm projects. Building on the *Call for Artists* workshop hosted by the City in March 2020, the series could focus on topics such as project management, public art supply networks, funding opportunities, securing private commissions, technical skills such as lighting design, etc. The format of these workshops could be digital; however, a hands on component would also be useful. The workshops will also enable the City's Public Art Curators to engage artists in support of the Public Art Master Plan refresh.

*(image to the right) Call for Artists Workshop, City of Mississauga Public Art Program, 2020.*



*Digital painting workshop, Costis Papatheodorou, 2019, Athena, Greece.*



*Photo by Anthony Shkraba from Pexels.*

## **REPORT 1 - 2021**

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Road Safety Committee presents its first report for 2021 and recommends:

RSC-0001-2021

1. That a Subcommittee of the Road Safety Committee be established to collaborate with the Traffic Safety Council on the Walk to School Program.
2. That the Subcommittee be comprised of Members of the Road Safety Committee who have expressed interested and at least one or more Members of the Promotional Subcommittee (RSC-0001-2021)

## **REPORT 1 - 2021**

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Traffic Safety Council presents its first report for 2021 and recommends:

TSC-0001-2021

That the deputation and associated presentation from Jacqueline Hunter, Transportation Demand Coordinator regarding the Pedestrian Master Plan be received.

(TSC-0001-2021)

TSC-0002-2021

That the deputation and associated presentation from Matthew Sweet, Manager, Active Transportation regarding an Active Transportation Update be received.

(TSC-0002-2021)

TSC-0003-2021

That funds in the amount of up to \$1000 from the Committee 2021 budget be allocated to the Traffic Safety Council for the purpose of the proposed 2021 Walk to School Program Event.

(TSC-0003-2021)

TSC-0004-2021

1. That Traffic Safety Council plan a Walk to School Program Event in accordance with the COVID-19 pandemic regulations and protocols on May 11, 2021 to encourage students and residents to walk/use active transportation.
2. That Traffic Safety Council work in partnership with the Road Safety Committee to organize the promotional campaign for the 2021 Walk to School Program Event.
3. That Council be requested to endorse Traffic Safety Council's Walk to School Program Event on May 11, 2021.

(TSC-0004-2021)

TSC-0005-2021

1. That the Traffic Safety Council 2021 Work Plan be amended to include that up to \$1000 be allocated to the proposed 2021 Walk to School Program Event.
2. That the Traffic Safety Council 2021 Work Plan be approved as amended.

(TSC-0005-2021)

TSC-0006-2021

That the Parking Enforcement in School Zone Report for November 2020 be received.

(TSC-0006-2021)

TSC-0007-2021

That the Parking Enforcement in School Zone Report for December 2020 be received.  
(TSC-0007-2021)

TSC-0008-2021

That the Transportation and Works Action Items List for November 2020 be received.  
(TSC-0008-2021)