

# City of Mississauga Agenda



---

## General Committee

### Date

November 18, 2015

### Time

Immediately following Council

### Location

Council Chamber, 2<sup>nd</sup> Floor, Civic Centre,  
300 City Centre Drive, Mississauga, ON L5B3C1

### Members

Mayor Bonnie Crombie

Councillor Jim Tovey	Ward 1
Councillor Karen Ras	Ward 2
Councillor Chris Fonseca	Ward 3
Councillor John Kovac	Ward 4
Councillor Carolyn Parrish	Ward 5
Councillor Ron Starr	Ward 6 (Chair)
Councillor Nando Iannicca	Ward 7
Councillor Matt Mahoney	Ward 8
Councillor Pat Saito	Ward 9
Councillor Sue McFadden	Ward 10
Councillor George Carlson	Ward 11

### Contact

Sacha Smith, Legislative Coordinator, Legislative Services

905-615-3200 ext. 4516

Email [sacha.smith@mississauga.ca](mailto:sacha.smith@mississauga.ca)

### Find it online

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

INDEX – GENERAL COMMITTEE – NOVEMBER 18, 2015CALL TO ORDERAPPROVAL OF THE AGENDADECLARATIONS OF CONFLICT OF INTERESTPRESENTATIONSDEPUTATIONS

- A. Item 2 Susan Amring, Director, Economic Development and Kim Warburton, Chair, Economic Development Advisory Board and Vice-President of Communications/Public Affairs, GE Canada
- B. Anu Vittal, Executive Director, Mississauga Arts Council (MAC) with respect to MAC's 3-year strategic plan and MAC Artepreneur – Social Enterprise.
- C. Item 3 Mary-Lou Johnston, Manager, Business Development and Chris Prentice, Consultant, IBI Group
- D. Item 4 Shawn Slack, Director, IT

MATTERS TO BE CONSIDEREDUnfinished Business

- 1. Naming of Park 302, 6525 Danville Drive, 6275 Danville Drive and 610 Abilene Drive (Ward 5)

New Business

- 2. Support for a new GTA Regional Foreign Direct Investment Attraction Agency "NewCo"
- 3. MiWay 5 – Service Plan 2016-2020

INDEX – GENERAL COMMITTEE – NOVEMBER 18, 2015CONTINUED

4. IT Master Plan
5. Changes to the Tow Truck Licensing By-law 521-04, as amended for the Training of Tow Truck Drivers
6. Changes to the Tow Truck Licensing By-law 521-04, as amended for Vehicle Tow Digital Photographs
7. By-laws to establish a System of Administrative Penalties Respecting Business Licensing for the City of Mississauga
8. By-law to Establish Part of Lot 17, Concession 2, North of Dundas Street as Burnhamthorpe Road West (Ward 4)
9. McLaughlin Road (Bristol Road West to Britannia Road West) Improvements Class Environmental Assessment Study
10. 2016 Summer Games Update
11. Mississauga Sport Plan – Status Report
12. Yard Maintenance Subsidy and Tax Rebate Program
13. Surplus Land Declaration – City- Owned Lands on Annelyn Court (Ward 7) and City-Owned Lands on the south west corner of Thomas Street and Tenth Line (Ward 10)
14. Construction Lien Act Review
15. Stormwater Fees & Charges By-law Amendment

INDEX – GENERAL COMMITTEE – NOVEMBER 18, 2015  
CONTINUED

ADVISORY COMMITTEE REPORTS

Environmental Action Committee Report 7-2015 November 3, 2015

Mississauga Cycling Advisory Committee Report 10-2015 November 10, 2015

COUNCILLORS' ENQUIRIES

OTHER BUSINESS/ANNOUNCEMENTS

EDUCATION SESSION

Ezio Savini, Director, Building, Lesley Pavan, Director, Development & Design and Jack Hinton, Manager, Business & Customer Service with respect to E-plans.

This will take place in open session in the Council Chamber.

CLOSED SESSION

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

- A. Advice that is subject to solicitor-client privilege, including communications necessary for that purpose - 71 King Street West – Execution of Tolling Agreement (Ward 7)
- B. Advice that is subject to solicitor-client privilege, including communications necessary for that purpose – Living Arts Centre

ADJOURNMENT



CALL TO ORDERAPPROVAL OF THE AGENDADECLARATIONS OF CONFLICT OF INTERESTPRESENTATIONSDEPUTATIONS

- A. Item 2 Susan Amring, Director, Economic Development and Kim Warburton, Chair, Economic Development Advisory Board and Vice-President of Communications/Public Affairs, GE Canada
- B. Anu Vittal, Executive Director, Mississauga Arts Council (MAC) with respect to MAC's 3-year strategic plan and MAC Artepreneur – Social Enterprise.
- C. Item 3 Mary-Lou Johnston, Manager, Business Development and Chris Prentice, Consultant, IBI Group
- D. Item 4 Shawn Slack, Director, IT

MATTERS TO BE CONSIDEREDUnfinished Business

1. Naming of Park 302, 6525 Danville Drive, 6275 Danville Drive and 610 Abilene Drive (Ward 5)

Corporate report dated September 15, 2015 from the Commissioner of Community Services with respect to the naming of Park 302 located at 6525 Danville Drive, 6275 Danville Drive and 610 Abilene Drive.

This report was presented to General Committee at its meeting on October 7, 2015; the name was considered for at least thirty (30) days according to the City's Property and Facility Naming and Dedications Policy.

(1.)

RECOMMENDATION

That the name "Danville Park" for Park 302 located at 6525 Danville Drive, 6275 Danville Drive and 610 Abilene Drive, be approved.

New Business

2. Support for a new GTA Regional Foreign Direct Investment Attraction Agency "NewCo"

Corporate Report dated November 6, 2015 from the City Manager and Chief Administrative Officer with respect to the support for a new GTA Regional Foreign Direct Investment Attraction Agency "NewCo".

To support corporate waste reduction efforts, Appendix 1 to this report will not be printed but can be viewed online with this Agenda.

RECOMMENDATION

1. That City Council endorse in principle, the establishment of a new Foreign Direct Investment (FDI) Attraction Agency for the Greater Toronto Area (GTA) as outlined in the report dated November 13<sup>th</sup>, 2015 entitled, Support for a new GTA Regional Foreign Direct Investment Attraction Agency "NewCo", from the City Manager and Chief Administrative Officer.
2. That subject to Council approval of the 2016 Budget, the City of Mississauga enter into a services agreement between the City of Mississauga and the new GTA FDI Attraction Agency to provide funding up to \$228,000 for the purposes set out in this report; that the necessary by-law be prepared; and that the Mayor and City Clerk be authorized to execute said agreement and any other ancillary documents related to this agreement.
3. MiWay 5 – Service Plan 2016-2020

Corporate Report dated November 4, 2015 from the Commissioner of Transportation and Works with respect to the MiWay 5 - Service Plan for 2016-2020.

RECOMMENDATION

That the report to General Committee entitled "MiWay 5 – Service Plan 2016-2020" dated November 4, 2015 from the Commissioner of Transportation and Works be endorsed in principle.

4. IT Master Plan

Corporate Report dated October 29, 2015 from the Commissioner of Corporate Services and Chief Financial Officer with respect to the IT Master Plan.

RECOMMENDATION

1. That the report of the Commissioner of Corporate Services and Chief Financial Officer dated October 29, 2015 and entitled IT Master Plan be received for information.
2. That the IT Master Plan as attached in Appendix 1 be endorsed by General Committee as a strategic document that will inform future improvements to City Services through the use of technology.

5. Changes to the Tow Truck Licensing By-law 521-04, as amended for the Training of Tow Truck Drivers

Corporate Report dated November 4, 2015 from the Commissioner of Transportation and Works with respect to changes to the Tow Truck Licensing By-law 521-04, as amended for the training of tow truck drivers.

RECOMMENDATION

That a by-law be enacted to amend the Tow Truck Licensing By-law 521-04, as amended, for the training of tow truck drivers as outlined in the report from the Commissioner of Transportation and Works, dated November 2, 2015 and entitled "Changes to the Tow Truck Licensing By-law 521-04, as amended, for the Training of Tow Truck Drivers".

6. Changes to the Tow Truck Licensing By-law 521-04, as amended for Vehicle Tow Digital Photographs

Corporate Report dated November 2, 2015 from the Commissioner of Transportation and Works with respect to changes to the Tow Truck Licensing By-law 521-04, as amended for Vehicle Tow Digital Photographs.

(6.)

RECOMMENDATION

1. That a by-law be enacted to amend the Tow Truck Licensing By-law 521-04, as amended, to include digital photograph requirements as outlined in the report from the Commissioner of Transportation and Works, dated November 2, 2015 and entitled "Changes to the Tow Truck Licensing By-law 521-04, as amended, Vehicle Tow Digital Photographs".
2. That a by-law be enacted to amend the Tow Truck Licensing By-law 521-04, as amended, to increase the all-inclusive flat tow fee from \$280 to \$290 to cover the cost of computer memory and telephone equipment that may be required for the taking of digital photographs as outlined in the report from the Commissioner of Transportation and Works, dated November 2, 2015 and entitled "Changes to the Tow Truck Licensing By-law 521-04, as amended, Vehicle Tow Digital Photographs".

7. By-laws to establish a System of Administrative Penalties Respecting Business Licensing for the City of Mississauga

Corporate Report dated November 3, 2015 from the Commissioner of Transportation and Works with respect to by-laws to establish a system of administrative penalties respecting business licensing.

RECOMMENDATION

1. That a by-law to amend the Licensing Administrative Penalty By-law 135-2014, as amended, be enacted as outlined in Appendix 1 to the report from the Commissioner of Transportation and Works, dated November 3, 2015 entitled "By-laws to establish a System of Administrative Penalties Respecting Business Licensing for the City of Mississauga".
2. That a by-law to amend the Business Licensing By-law 1-06, as amended, be enacted as outlined in Appendix 2 to the report from the Commissioner of Transportation and Works, dated November 3, 2015 entitled "By-laws to Establish a System of Administrative Penalties Respecting Business Licensing for the City of Mississauga".

(7.)

3. That a by-law to amend the Adult Entertainment Establishment Licensing By-law 507-05, as amended, be enacted as outlined in Appendix 3 to the report from the Commissioner of Transportation and Works, dated November 3, 2015 entitled "By-laws to Establish a System of Administrative Penalties Respecting Business Licensing for the City of Mississauga".

8. By-law to Establish Part of Lot 17, Concession 2, North of Dundas Street as Burnhamthorpe Road West (Ward 4)

Corporate Report dated October 20, 2015 from the Commissioner of Transportation and Works with respect to a by-law to establish Part of Lot 17, Concession 2, north of Dundas Street as Burnhamthorpe Road West.

RECOMMENDATION

1. That a by-law be enacted authorizing the establishment of a public highway to be known as Burnhamthorpe Road West on those lands described as: In the City of Mississauga, Municipality of Peel, (Geographic Township of Toronto, County of Peel), Province of Ontario, and being composed of Part of Lot 17, Concession 2, North of Dundas Street of the said Township, designated as Part 1, on Plan 43R-36787.
2. That City staff be authorized to register both by-laws on title against the subject lands in the appropriate Land Registry Office.

9. McLaughlin Road (Bristol Road West to Britannia Road West) Improvements Class Environmental Assessment Study

Corporate Report dated November 4, 2015 from the Commissioner of Transportation and Works with respect to McLaughlin Road (Bristol Road West to Britannia Road West) Improvements Class Environmental Assessment Study.

RECOMMENDATION

That the report dated November 4, 2015 from the Commissioner of Transportation and Works regarding the McLaughlin Road (Bristol Road West to Britannia Road West) Improvements Class Environmental Assessment Study be received for information.

10. 2016 Summer Games Update

Corporate Report dated October 23, 2015 from the Commissioner of Community Services with respect to a 2016 Summer Games update.

RECOMMENDATION

That the report dated October 23, 2015 titled "2016 Ontario Summer Games Update" from the Commissioner of Community Services be received for information.

11. Mississauga Sport Plan – Status Report

Corporate Report dated October 15, 2015 from the Commissioner of Community Services providing a status report on the Mississauga Sport Plan.

RECOMMENDATION

That the Corporate Report titled "Mississauga Sport Plan- Status Report" dated October 15, 2015 from the Commissioner of Community Services be received for information.

12. Yard Maintenance Subsidy and Tax Rebate Program

Corporate Report dated October 28, 2015 from the Commissioner of Corporate Services and Chief Financial Officer with respect to a Yard Maintenance Subsidy and Tax Rebate Program.

RECOMMENDATION

That the report of the Commissioner of Corporate Services and Chief Financial Officer dated October 28, 2015 entitled "Yard Maintenance Subsidy and Tax Rebate Program" be received for information.

13. Surplus Land Declaration – City- Owned Lands on Annelyn Court (Ward 7) and City- Owned Lands on the south west corner of Thomas Street and Tenth Line (Ward 10)

Corporate Report dated November 3, 2015 from the Commissioner of Corporate Services and Chief Financial Officer with respect to a Surplus Land Declaration for City-owned lands on Annelyn Court and on the south west corner of Thomas Street and Tenth Line.

(13.)

RECOMMENDATION

1. That the following lands be declared surplus to the City's requirements:
  - a. a portion of City owned land located on Annelyn Court, south of Dundas Street East and west of Erindale Station Road, containing an area of approximately 135.3 square metres (1,456.36 square feet), legally described as part of Block A, Plan M-63, being Parts 1 and 2 on Plan 43R-36719, in the City of Mississauga, Regional Municipality of Peel, Ward 7 (PO.11.ANN); and
  - b. a portion of City owned land located on the south west corner of Thomas Street and Tenth Line, south of Britannia Road, containing an area of approximately 56.89 square metres (612.38 square feet), legally described as part of Block 2, Plan 43M-1493 , being Part 2 on Plan 43R-35334, in the City of Mississauga, Regional Municipality of Peel, Ward 10 (PO.11.THO).
2. That Realty Services staff be authorized to proceed to dispose of the subject lands to be declared surplus, at fair market value.
3. That all steps necessary to comply with the requirements of Section 2.(1) of City Notice By-law 215-08 be taken, including giving notice to the public by posting a notice on the City of Mississauga's website for a two week period, where the expiry of the two week period will be at least one week prior to the execution of an agreement for the sale of the subject lands under Delegated Authority.

14. Construction Lien Act Review

Corporate Report dated November 5, 2015 from the City Solicitor with respect to the Construction Lien Act Review.

RECOMMENDATION

1. That the report from the City Solicitor dated November 5, 2015 on the "Construction Lien Act Review" be received for information.
2. That staff be authorized to make submissions to the Province and its Counsel to outline the issues of interest to the City in the Construction Lien Act review process.

15. Stormwater Fees & Charges By-law Amendment

Corporate Report dated November 4, 2015 from the City Solicitor with respect to the Stormwater Fees & Charges By-law amendment.

RECOMMENDATION

That a by-law to amend the Stormwater Fees and Charges By-law 0135-2015 (Appendix 1) be enacted as outlined in the report from the City Solicitor, dated November 04, 2015 entitled "Stormwater Fees and Charges By-law Amendment".

ADVISORY COMMITTEE REPORTS

**Environmental Action Committee Report 7-2015 November 3, 2015**

RECOMMENDATIONS

EAC-0033-2015

1. That the deputation and associated PowerPoint presentation to the Environmental Action Committee on November 2, 2015 by Cameron McCuaig, Mississauga Resident with respect to the Right to a Healthy Environment Declaration be received;
2. That the Right to a Healthy Environment Declaration is supported in principle by the Environmental Action Committee and that the matter be referred to staff in Legal Services for review and comment and report back to the Environmental Action Committee at its December 2015 meeting.

(EAC-0033-2015)

EAC-0034-2015

1. That the deputation and associated PowerPoint presentation to the Environmental Action Committee on November 3, 2015 by Cara Clairman, Plug 'n Drive with respect to the development of EV Charging infrastructure in Mississauga, be received;
2. That the matter of EV Charging Infrastructure in Mississauga be referred to staff and report back to the Environmental Action Committee at a future meeting.

(EAC-0034-2015)

EAC-0035-2015

That the deputation and associated PowerPoint presentation to the Environmental Action Committee on November 3, 2015 by Jeannette Chau, Mississauga Resident with respect to the 100% Positive March, be received.

(EAC-0035-2015)



EAC-0036-2015

That the Environmental Action Committee is in support of a staff review of boulevard gardens and the Encroachment By-law 0057-04.

(EAC-0036-2015)

EAC-0037-2015

That the EAC Environmental Actions Summary chart be received.

(EAC-0037-2015)

EAC-0038-2015

That the memorandum dated October 16, 2015 from Karen Morden, Legislative Coordinator with respect to the 2016 Environmental Action Committee meeting dates, be received.

(EAC-0038-2015)

#### **Mississauga Cycling Advisory Committee Report 10-2015 November 10, 2015**

#### **RECOMMENDATIONS**

MCAC-0054-2015

1. That the deputation and associated PowerPoint presentation by Michael Gusche, Project Manager, Park Development with respect to Barbertown Bridge Environmental Assessment, Culham Trail connection options, be received.
2. That Mississauga Cycling Advisory supports the preferred option design as outlined in the PowerPoint presentation by Michael Gusche, Project Manager Park Development with respect to Barbertown Bridge Environmental Assessment, Culham Trail connection options.

(MCAC-0054-2015)

MCAC-0055-2015

That the Not-for-Profit Steering Committee enter into discussions with representatives of Sustainable Mobility regarding establishing a partnership, and that the Steering Committee report back to the Mississauga Cycling Advisory Committee at its next meeting.

(MCAC-0055-2015)

MCAC-0056-2015

That the Communications and Promotions Subcommittee meet to address the matter of communication and promotion of cycling-related issues to Mississauga residents and report back to the Mississauga Cycling Advisory Committee at a future meeting.

(MCAC-0056-2015)

MCAC-0057-2015

That the Memorandum dated October 23, 2015 from Karen Morden, Legislative Coordinator, regarding the 2016 Mississauga Cycling Advisory Committee meeting dates, be received.

(MCAC-0057-2015)

MCAC-0058-2015

That the Mississauga Cycling Advisory Committee accepts and supports the request from Roy Buchanan, Citizen Member, to be absent from Mississauga Cycling Advisory Committee meetings until April 2016.

(MCAC-0058-2015)

MCAC-0059-2015

1. That the Mississauga Cycling Advisory Committee supports hosting the 2016 Annual Joint Cycling Committee of Ontario in the City of Mississauga.
2. That Irwin Nayer, Vice-Chair, Mississauga Cycling Advisory Committee, undertake to coordinate the details of hosting the 2016 Annual Joint Cycling Committee of Ontario.
3. That up to \$700.00 be allocated in the 2016 budget for expenses associated with hosting the 2016 Annual Joint Cycling Committee of Ontario meeting.

(MCAC-0059-2015)

### COUNCILLORS' ENQUIRIES

### OTHER BUSINESS/ANNOUNCEMENTS

### EDUCATION SESSION

Ezio Savini, Director, Building, Lesley Pavan, Director, Development & Design and Jack Hinton, Manager, Business & Customer Service with respect to E-plans.

This will take place in open session in the Council Chamber.

### CLOSED SESSION

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

- A. Advice that is subject to solicitor-client privilege, including communications necessary for that purpose - 71 King Street West – Execution of Tolling Agreement (Ward 7)

- B. Advice that is subject to solicitor-client privilege, including communications necessary for that purpose – Living Arts Centre

ADJOURNMENT

# City of Mississauga Corporate Report



<div>General Committee OCT 07 2015</div>		Originator's files:  PO01.DAN
Date:	September 15, 2015	
To:	Chair and Members of the General Committee	
From:	Paul A. Mitcham, P. Eng., MBA Commissioner of Community Services	Meeting date:  October 7, 2015

## Subject

**Naming of Park 302, 6525 Danville Drive, 6275 Danville Drive and 610 Abilene Drive (Ward 5)**

## Recommendation

That the request to name Park 302, (located at 6525 and 6275 Danville Drive and 610 Abilene Drive) to Danville Park be considered for a period of 30 days.

## Background

In accordance with the City's "Property and Facility Naming and Dedications" policy, the Community Services Department is directed to present names for the General Committee and Council's consideration for the purposes of naming parks, trails, and facilities in the City of Mississauga. In accordance with the policy, General Committee is requested to consider the recommended name as presented by the Community Services Department for a period of 30 days, after which time the Committee is asked to make a final recommendation to Council.

The subject report outlines the naming request of Park 302, located at 6525 and 6275 Danville Drive and 610 Abilene Drive and situated in Ward 5 (Appendix 1).

## Comments

Park 302 is located south of Courtneypark Drive East, west of Highway 410, north of Highway 401 and east of Kennedy Road.

The main entrance to the multi-use, year round park will be from 6525 Danville Drive, located along the western perimeter of the property.

1a

In accordance with the City's "Property and Facility Naming and Dedications" corporate policy, the proposed name, Danville Park, is consistent with the selection criteria which gives preference to names that "reflect the location of the facility".

Councillor Parrish (Ward 5) has been consulted and supports the recommended name.

## Financial Impact

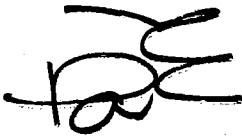
There is no materiel financial impact associated with this initiative.

## Conclusion

The proposed naming of Park 302 as "Danville Park" is in accordance with the City's "Property and Facility Naming and Dedications" corporate policy and should be considered by General Committee for a 30 day period pursuant to policy.

## Attachments

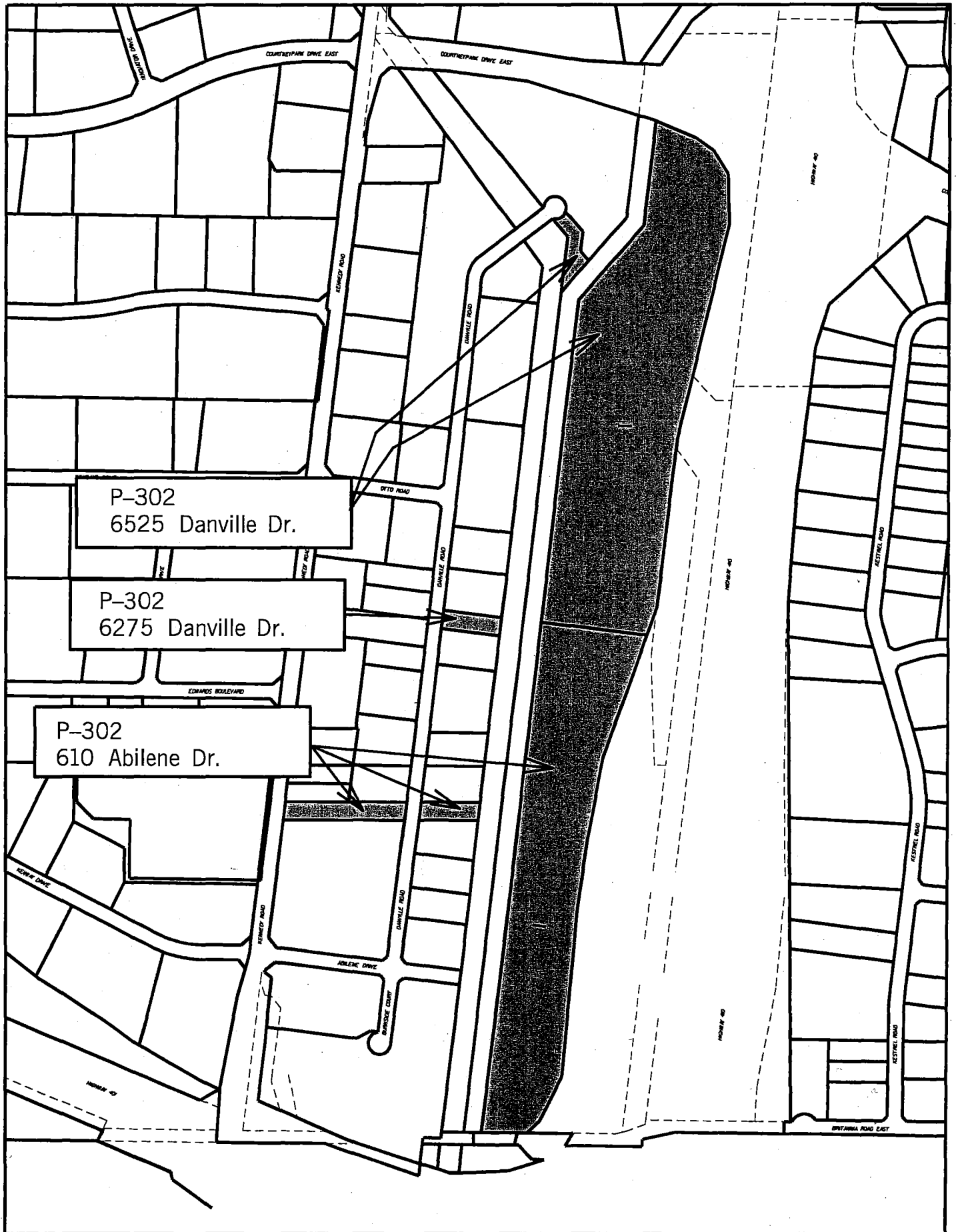
Appendix 1: Map of Park 302



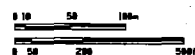
---

Paul A. Mitcham, P. Eng. MBA  
Commissioner of Community Services

Prepared by: Jane Darragh, OALA, MCIP, RPP, Planner, Park Planning



Location Map for P-302  
6525 Danville Dr.



Date: November 6, 2015

To: Chair and Members of General Committee

From: Janice Baker, FCPA, FCA, City Manager and Chief  
Administrative Officer

Originator's files:

Meeting date:

2015/11/18

## Subject

Support for a new GTA Regional Foreign Direct Investment Attraction Agency "NewCo"

## Recommendation

1. That City Council endorse in principle, the establishment of a new Foreign Direct Investment (FDI) Attraction Agency for the Greater Toronto Area (GTA) as outlined in the report dated November 13<sup>th</sup>, 2015 entitled, Support for a new GTA Regional Foreign Direct Investment Attraction Agency "NewCo", from the City Manager and Chief Administrative Officer.
2. That subject to Council approval of the 2016 Budget, the City of Mississauga enter into a services agreement between the City of Mississauga and the new GTA FDI Attraction Agency to provide funding up to \$228,000 for the purposes set out in this report; that the necessary by-law be prepared; and that the Mayor and City Clerk be authorized to execute said agreement and any other ancillary documents related to this agreement.

## Report Highlights

- The GTA region is under resourced and underperforming in attracting investment from around the world in comparison to other North American Regions.
- The current level of collaboration and cooperation among municipalities and all senior levels of government in the GTA, as it relates to the attraction of foreign direct investment, is unprecedented from a prospective resource and financial standpoint. The funding partners will include: The Government of Canada, Province of Ontario and Regions of Halton, York, Durham, the Cities of Toronto, Mississauga, Brampton and the Town of Caledon.
- Efforts are underway to reinvigorate and reinvent the approach to FDI generation in the region through the creation of a new regional enterprise. This represents a singular opportunity to place the GTA region as the destination of choice for foreign direct investment and become a gold standard in investment attraction.

- As a funding partner, Mississauga's share based on a per capita basis will be approximately \$228,000 annually. (As part of the 2016 budget approval process and future budget cycles.)
- The provincial government has provided \$730,000 in transitional funding to assist NewCo to be established in early 2016.

## Background

The Greater Toronto Marketing Alliance (GTMA) is a public-private partnership that serves as the key point of contact for businesses exploring opportunities in the Greater Toronto Area (GTA). The partnership brings together the 29 municipalities and regions in the GTA, the governments of Ontario and Canada, several not-for-profit organizations, and a broad cross section of private sector corporations. The GTMA's mission is to expand the economy of the GTA by raising the profile of the region internationally to attract new investment and employment.

Since 1997, the City of Mississauga has been a partner of the GTMA and supported the marketing of the GTA region internationally, recognizing that this economic growth is beneficial to all residents and businesses in the GTA. Today, Mississauga continues to be an active participant in the joint servicing of Foreign Direct Investment (FDI) leads in collaboration with the GTMA.

The City of Mississauga along with other municipal and regional governments increased their FDI activities in support of international business attraction while also continuing their partnership with the GTMA, including the City of Toronto that established Invest Toronto in 2008. A shared major concern was the limited resources and sustainable funding from either the Provincial or Federal governments that is appropriate for the strength and size of the GTA region, a region that is recognized as an economic engine for both Ontario and Canada.

In 2012, the GTMA Board of Directors initiated a process to secure greater funding. This initiative was Co-Chaired by Mayor John Tory, who was at the time head of CivicAction, and Mayor Dave Ryan who was the public sector co-chair of the GTMA. One major component of their work was a study commissioned by the GTMA and undertaken by PriceWaterhouseCoopers (PwC), entitled "Roadmap to Revitalization" Appendix 1. This study has set the stage for the work undertaken to date.

The PwC study clearly demonstrated that the GTA region is under resourced and underperforming in attracting investment from around the world in comparison to other North American Regions.

Noted in the report are some concerning trends. The GTA region ranks no better than middle of the pack when compared to global competitors in terms of the number of FDI projects. Canada's share of global FDI has been dropping consistently since the 1970s.

This trend is more worrisome when one considers that in 2010, for the first time, the majority of FDI went to developing and transition economies. And while Ontario attracted \$7 billion in



investments in 2014, this represents only 1% of the total global amount of investment made in the same year.

The growth of emerging economies provides more investment choice for potential investors. A truly global economy now means that capital is flowing at an increasing rate to more countries than ever before. As a result, the competitive landscape for the GTA region is more challenging than in the past.

The potential upside of increased FDI attraction is significant. In a time of low growth and a mature economy, a vibrant approach to foreign investment attraction is an essential tool in creating and maintaining a growing and diversified economy. Increased foreign direct investment has been identified as one tool to increase productivity and to attract stable high-income employment.

In short, while the GTA region has achieved a measure of success to date, the approach to generating FDI that gave rise to our existing enviable position will not guarantee the GTA region's competitive position in the future as new global challengers emerge. Nor will the status quo enable the GTA region to capitalize on its obvious strengths and increase its fair share of global investment in the years to come.

The PwC Report concluded that a reinvigorated, regionally based approach to FDI generation, bolstered by long-term stable funding from all levels of government and a clear mandate would be critical to maximizing FDI generation in the future. Ideally, in a time of increasing global competitiveness, the combined strength of the collective efforts of the Greater Toronto Region will outstrip the capabilities and capacities of any one municipality or organization.

As a follow-up to the study, the GTMA formed an advisory group which involved representatives from the private sector and regional and municipal economic development officials. This advisory group's work led to a proposal for a new, well-funded, regional agency concentrating on FDI, later referred to as 'NewCo'.

This Report provides an update on recent progress and a discussion on the implications for the City of Mississauga.

## **Present Status**

NewCo has now been incorporated and is led by an interim board of directors comprised of the Mayors of Pickering, Mississauga and Toronto, the Chair of Regional Municipality of York, and three private sector individuals – Toby Lennox, the Interim CEO of NewCo, Janet Ecker, the President and Chief Executive Office of the Toronto Financial Services Alliance, and Pat Horgan, a Vice President with IBM Canada. The Board will serve on an interim basis until the permanent governance structure and board of directors is completed. The provincial government has provided \$730,000 in transitional funding to assist NewCo to be established in early 2016.

A working group of economic development officers from each of the regional municipalities, including the cities of Caledon, Brampton, Mississauga and Toronto, as well as representatives of the provincial government, meet regularly to discuss the essential elements of the operation and strategy of NewCo.

This group, with the assistance of NewCo staff and expert consultants, are examining several issues including:

- The operating model for NewCo to ensure that the objectives of the organization are met;
- How regional and local assets will be maximized by NewCo in marketing the region;
- How regional and municipal governments will contribute to the annual and long term strategic priorities of NewCo;
- The name, visual identity and tagline for the new organization; and
- The transitional arrangements that must be in place to ensure an orderly, seamless and effective start-up of NewCo.

## Comments

The approach to building a new regional investment attraction agency reflects the regional, collaborative and cooperative culture that will ultimately define NewCo.

NewCo will be tasked with the challenge of increasing the GTA region's share of global FDI. This new agency is proposed to not simply be a larger version of existing organizations, but rather will be an entirely new enterprise, with a new and aggressive mandate, additional capabilities and the support of three levels of government.

NewCo will only succeed if it is able to work in a collaborative and cooperative fashion with all municipalities and regions, using the assets and advantages of the entire region for the benefit of all. As a regional enterprise, NewCo will work to lever the individual value propositions of each region to the larger benefit of all.

Although NewCo's Transition Board of Directors and the Economic Development Working Group continue to develop NewCo's strategy and operations plans for the first quarter 2016 launch, there has been agreement on a number of key principles for NewCo.

In particular, NewCo will:

- Be responsible for marketing the Greater Toronto Region, comprised of the Regions of Halton, York, Durham, the Cities of Toronto, Mississauga, Brampton and the Town of Caledon to attract new foreign direct investment.
- Be reflective of a regional dynamic. NewCo will be constantly alive to the priorities, attractions and concerns of the municipalities that comprise the Greater Toronto Region.
- Be built upon principles of regional cooperation and collaboration such that each municipality and region can share and take pride in the work done by NewCo.

- Have carriage for all aspects of investment generation, including research, in-market promotion and lead generation, advertising and marketing, business development, client servicing and strategy.
- Have at its core, a client-focused ethos directed at serving the needs of the investor with attention, agility, intelligence, savvy and diligence. Most vitally, NewCo will feature an excellence first approach to investor servicing at all points of contact.
- Receive multi-year funding from the Province of Ontario, the Government of Canada and the GTA funding partners that will enable the enterprise to bring best-in-class skills and techniques to investment promotion to become the gold standard for investment promotion practices.
- Build new capabilities that are not consistently employed in the Greater Toronto Region. These include greater research, sales and marketing capabilities, improved engagement with industry sectors in the Greater Toronto Region as well as a greater, more vital and persistent in-market presence.
- Market the Greater Toronto Region under one, vibrant and magnetic brand with a full complement of media and communications tools.
- Maximize the role of industry clusters in developing strategies and tactics for in-market efforts. These clusters reflect the best of the Greater Toronto Region's economic vitality and include financial services, life sciences, food and agriculture, advanced manufacturing, ICT and others.
- Serve to streamline relations between the federal and provincial governments and the Greater Toronto Region on investment leads and client servicing.
- Engage the private sector and incorporate the best private sector management practices, governance and performance.

## Strategic Plan

This new GTA economic partnership will support and continue to activate the Mississauga Economic Development Master Plan and align with the Mississauga Strategic Plan, as it relates in large part to the Prosper Pillar. More specifically the work of this new partnership will assist Mississauga as an international destination and attract innovative business and create employment. With respect to the Economic Development Master Plan, the partnership will support Mississauga's Goal – To become a Global Business Magnet. This Master Plan continues to provide the foundation for all strategic initiatives and actions on the part of the City's Economic Development Office. The goals also support the overall vision for the City as stated in the Strategic Plan.

## Financial Impact

The PwC Report recommended the following funding formula. Federal Government – \$2.5 Million per annum, Provincial Government – \$2.5 Million per annum, Municipal Funding Partners- \$2 Million per annum determined on a per capita basis and private sector corporations and academia - \$500,000 per annum.

Currently, Municipal Funding Partners contribute \$500,000 per annum to help operate the GTMA with Mississauga's portion being \$56,250. This new funding requirement is based on a per capita formula and will require an increase of Mississauga's share to approximately \$228,000 annually.

In its 2016 Budget submission, the Economic Development Office (EDO) is requesting funds to cover the City's portion of the annual contribution for the new GTA regional FDI attraction agency.

## Conclusion

The GTA region is under resourced and underperforming in attracting investment from around the world in comparison to other North American Regions.

The current level of cooperation and collaboration among municipalities and all levels of government in the GTA, as it relates to the attraction of foreign direct investment, is unprecedented from a prospective resource and financial standpoint.

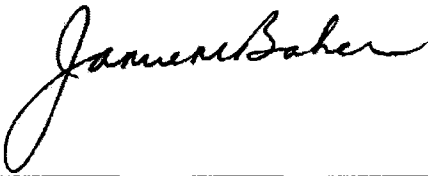
Efforts are underway to reinvigorate and reinvent the approach to FDI generation in the region through the creation of a new regional enterprise tasked with increasing the GTA region's share of global FDI. This represents a singular opportunity to place the GTA region as the destination of choice for foreign direct investment.

As a funding partner, Mississauga's share based on a per capita basis will be approximately \$228,000 annually.

## Attachments

Appendix 1: Roadmap to Revitalization

<http://www.greatertoronto.org/wp-content/uploads/2014/02/Roadmap-to-Revitalization-Final-Report-Summer-2013.pdf>.



Janice Baker, FCPA, FCA, City Manager and Chief Administrative Officer

Prepared by: Susan Amring, Director Economic Development

---

# ***Greater Toronto Marketing Alliance***

## **Roadmap to Revitalization**

---

*Summer 2013*



# Table of Contents

Executive summary .....	1
1. Introduction .....	11
1.1. Purpose of this report .....	11
1.2. Approach and methodology .....	12
1.3. Limitations of this report .....	13
2. Why regional coordination is important .....	14
2.1. Regional economic development strategy .....	14
2.2. Regional approach to FDI attraction .....	14
3. The case for change .....	16
3.1. Summary .....	16
3.2. Inward FDI provides economic benefits .....	17
3.3. Canada's inward FDI performance .....	19
3.4. The Toronto region: Canada's inward FDI engine .....	20
3.5. Inward FDI: the performance of the Toronto region .....	20
3.6. Inward FDI: the performance of the GTMA .....	21
3.7. Relative attractiveness of the Toronto region .....	21
3.8. Summary: the opportunity is substantial .....	25
4. Key drivers of successful FDI organizations .....	27
4.1. Introduction .....	27
4.2. Leading practices review .....	27
4.3. Role clarity with other FDI organizations .....	28
4.4. Organizational focus .....	29
4.5. Private sector involvement .....	30
4.6. Scale of the organization .....	30
4.7. Summary .....	31
5. Analysis and recommendations .....	32
5.1. Conceptual role of the revitalized GTMA .....	33
5.2. Accountability and performance measurement .....	40
5.3. A sustainable, competitive level of funding .....	40
5.4. Efficient and effective structure .....	45
5.5. Summary .....	47

6. Roadmap to revitalization .....	50
6.1. Finalizing the future state of the GTMA .....	50
6.2. Operational re-launch .....	52
6.3. Conclusion .....	52
Appendix 1: Jurisdictions studied .....	54
Appendix 2: Local consultations.....	66
Appendix 3: Acknowledgements .....	67

# *Executive summary*

The Greater Toronto Marketing Alliance (GTMA) is a public-private partnership whose vision is to “be recognized as the primary marketing voice for attracting international investment and employment to the Greater Toronto Area” (GTA). While it has achieved some notable successes, there is an acknowledged need to revitalize and restructure the organization if it is to achieve its full potential.

A blue ribbon “Strategy Group” was assembled to provide input from the perspective of multiple stakeholder groups. PwC was engaged to work with the Strategy Group and GTMA staff to assess the current situation, identify the specific changes that are needed, and create a “roadmap to revitalization”. We would like to acknowledge the valuable input and feedback received from the Strategy Group, GTMA staff and other stakeholders that were consulted throughout this process.

## *Why FDI is important*

Foreign Direct Investment (FDI) is accelerating as a key driver of economic growth. Over the period 1990 to 2011, FDI globally grew 75% faster than Gross Domestic Product (GDP), resulting in:

- **Quantifiable economic benefits.** When a foreign firm opens a new operation in a region it brings new capital investments, creates high paying jobs and generates tax revenues for all levels of government. The Conference Board of Canada estimates that every dollar spent on FDI results in an increase in total economic output of \$3.2.<sup>1</sup>
- **Spillover economic benefits.** Foreign firms bring knowledge, talent and scale. Foreign investors set up global distribution networks for domestic firms to use and bring highly qualified talent into the domestic labour pool. They enhance completion and drive productivity gains by bringing innovative new technologies and processes.

## *A regional approach drives region-wide prosperity*

There is a substantial body of research and evidence demonstrating that a regional approach to economic development activities, including attraction of FDI, is the most effective way to drive region-wide economic prosperity.

When a foreign company establishes new operations in Vaughan or Pickering or Burlington, the entire GTA benefits. The new company buys goods and services from other businesses throughout the region, creating spinoff benefits in those businesses and communities. In addition, employees are drawn from across a broad range of communities as shown in the real world example shown at right. These employees spend their wages in their local communities, generating additional spinoff benefits to other businesses.

---

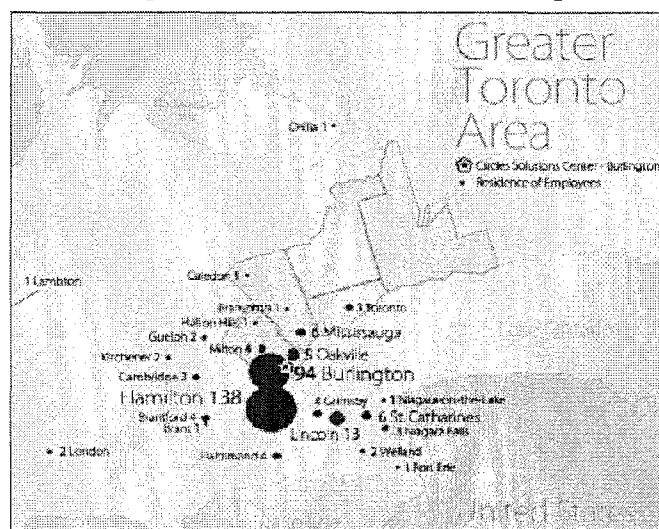
<sup>1</sup> The Conference Board of Canada “The Employment Effects of Foreign Direct Investment in Atlantic Canada” as found in Conference Board of Canada “The Role of Canada’s Major Cities in Attracting Foreign Direct Investment” May 2012.



In addition, when a foreign company is considering making an investment outside its home territory, it looks primarily to the value proposition offered by a country and more specifically, by a “city-region” within the country. Key drivers of the investment decision include the size and growth of the regional economy and population, labour force demographics, infrastructure, transportation, fiscal and regulatory environment, etc. These characteristics are reasonably homogenous across a region, rather than being specific to a local municipality. Local characteristics only become important during the selection of a specific site for the new operations.

Other jurisdictions that have been successful at attracting FDI have recognized the benefits of working together as a region to attract foreign investors.

**Figure 1: FDI investments drive job creation in the surrounding communities – a real world example**



Source: GTMA

## ***The GTA currently lacks effective regional coordination***

In addition to the GTMA, there are a myriad of FDI organizations operating within the Toronto region, such as Invest Toronto, the local municipal economic development departments and local business councils. In addition, both the Federal and Provincial governments undertake FDI attraction efforts that often lead to FDI investments in the Toronto region. Each of these organizations has its own agenda and priorities, such that they often compete with each other rather than cooperate and coordinate to drive region-wide economic prosperity. While there is some coordination of efforts amongst some of these groups, it is often ad hoc and incomplete.

The impacts of the current situation include overall inefficiency, confusion in the international market place and missed opportunities. This results when multiple delegations from different organizations visit the same market on separate visits, with their own unique pitch.

## ***The case for change***

The status quo is not an option, as there is much at stake. Canada's FDI performance, which once stood 3<sup>rd</sup> in the world with over 10% market share, has declined steadily and now ranks 12<sup>th</sup> with only a 2.7% share of the international FDI market.

As shown at right, Canada is losing FDI market share faster than any other country in the world. Low cost labour in developing economies is only a small part of the explanation. PwC's *Cities of Opportunity* study evaluated 27 global cities on a variety of factors, and the list of top performers in terms of FDI results is equally peppered with cities in both developed and developing economies. The highly skilled labour forces in these developed economies continue to drive FDI investment from knowledge based industries offsetting some of the impact on FDI attraction of lower labour costs in developing economies. The jobs that are generated by these investments are high quality and highly paid, and drive more prosperity than jobs created on the basis of low labour costs.

**Figure 2: Canada's declining FDI performance**

Top 3 FDI market share losers (1970-1981 vs. 2000-2011)		
Country		Change in market share
Canada		-8% ↓
United Kingdom		-6% ↓
United States		-5% ↓

Source: UNCTAD, PwC analysis

The Toronto region is the primary engine for FDI attraction in Ontario and in Canada, representing 52% and 24% respectively of all FDI activity. The FDI performance of the Toronto region is good in a North American context, ranking 2<sup>nd</sup> or 3<sup>rd</sup> (depending on the measure) relative to North American peers. In a global context however, the Toronto region is ranked only 18<sup>th</sup> of 27 global cities evaluated in the *PwC Cities of Opportunity* study mentioned above. This performance is at odds with the Toronto region's relative attractiveness as a destination for foreign direct investment. For example, on a global basis the Toronto region ranks high in terms of key FDI drivers such as size, location, demographics, economic growth, skilled labour, infrastructure, ease of doing business and the provincial and federal fiscal policy environment. Clearly, the Toronto region can and must do better if Canada's FDI performance is to reverse the recent trends.

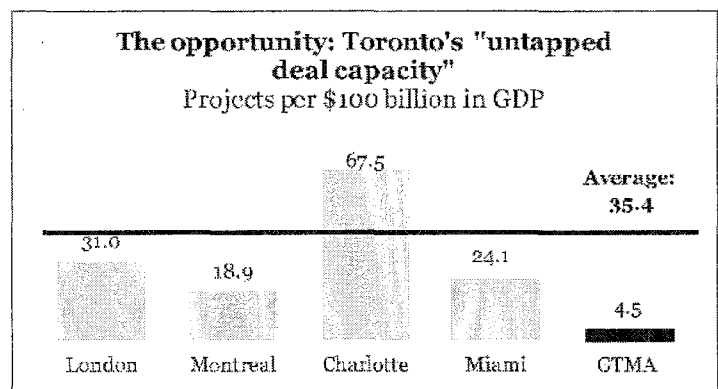
**The opportunity is significant.** High-performing FDI attraction agencies in four other city-regions were studied. Each of these regions is faced with similar coordination challenges as the GTA, due to complex multi-level political structures with multiple FDI organizations at various levels including significant FDI organizations at the municipal level. Our analysis focused on the single organization charged with driving overall regional results<sup>2</sup>, to identify how they have addressed these coordination challenges and what they do differently to drive success. For ease of reference, throughout this report these agencies are referred to by the name of the city-region they represent. As shown in the figure at right, on average these organizations were generating about *eight times* as many FDI projects as the GTMA in relation to the size of the local economy. Similar results are obtained if the comparison is performed on a per capita basis. This suggests that the GTMA is missing out on a significant number of FDI opportunities.

While the results achieved by other regional FDI organizations are in part driven by the relative funding levels (which are on average *four times* higher than the level of funding of the GTMA), funding is not the only driver of their superior performance.

The organizations studied on average are able to generate FDI investments at roughly *half* the "cost per project" as compared with the GTMA. This is driven by the synergies and economies of scale that come with higher levels of funding, combined with better coordination with other FDI organizations within their respective regions and a more focused approach to all aspects of their operations. How they achieve this is discussed in greater detail below.

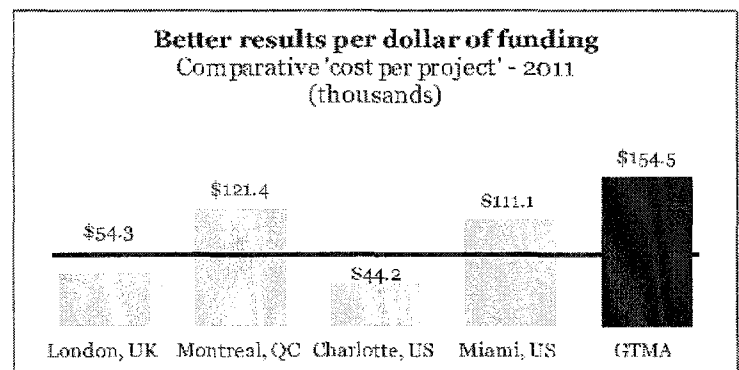
How might this translate into improved performance of the GTMA? Hypothetically speaking, if GTMA had four times its current funding level and was able to achieve the average cost per project seen in the four jurisdictions studied, it would be generating 8 times as many projects per year.

Figure 3: GTA economy will support higher deal flow



Source: PwC analysis

Figure 4: Funding levels are only part of the explanation for superior results in other city-regions



Source: PwC analysis

<sup>2</sup> Organizations studied included London & Partners, Montreal International, Charlotte Regional Partnership and The Beacon Council (Miami-Dade).

Such hypothetical scenarios must of course be interpreted with caution, as the results achieved in one jurisdiction may not be a good proxy for what could be achieved in the Toronto region. However, given the inherent attractiveness of the Toronto region in terms of the key drivers of FDI investment decisions, it is clear that the opportunity for improvement is substantial.

**The potential ROI (Return on Investment) is compelling.** Investments in FDI attraction activities generate significant economic benefits. The GTMA estimates that up to and including 2011, it has attracted 88 new investments which together contributed an estimated \$400 million to the GDP of the Toronto region, and by extension, to the GDP of Ontario and Canada as well. This means that on average, each project generated \$4.5 million in incremental GDP, which is more than two and a half times the total annual budget of the GTMA. To validate the GDP per project figure, it was compared it to the GDP impacts claimed by London & Partners, and found those results to be similar.

What is clear is that that the Toronto region is attractive as an FDI destination, but is underperforming relative to its peers. If Canada is to reverse its declining FDI market share, the Toronto region must compete more effectively on the international stage. A revitalized and restructured GTMA could be a key driver in making this happen.

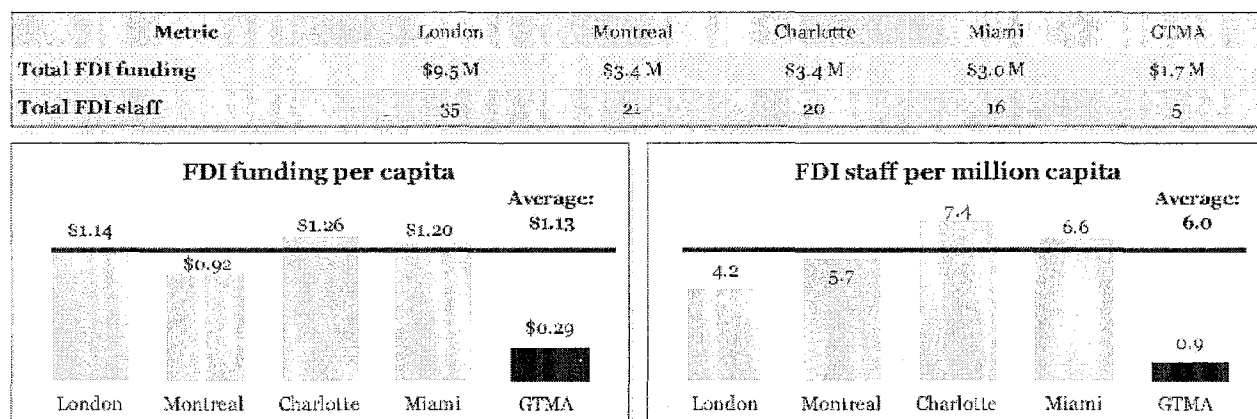
But money alone will not make it happen. To identify the nature of the changes required, we looked more closely at what high performing FDI organizations in other jurisdictions are doing to drive their superior results. In studying these organizations, a number of key things they do differently or better were identified, that if successfully adopted or adapted to the Toronto region context should drive significantly improved results in line with what is already being achieved elsewhere.

## ***Key drivers of successful FDI organizations***

Four broad areas of commonality were identified across the successful FDI organizations, which were used to underpin the specific recommendations made in this report:

- **Role clarity with other FDI organizations:** As noted, each organization operates within a complex multi-tiered government structure similar to the Toronto region, with multiple FDI organizations at various levels including municipal organizations having FDI responsibilities. The successful jurisdictions have addressed this through clearly defined, documented and agreed roles and “rules of engagement” for each organization that promote synergies, collaboration and coordination of effort across the various FDI organizations.
- **Organizational focus:** The successful FDI organizations accomplish this by having dedicated teams that specialize and focus solely on a specific target sector or market aligned to the region’s strengths and economic development strategy. These are often aligned with specific sector clusters found within the city-region that provide a powerful magnet for FDI from foreign firms operating within these sectors. Focus is also achieved by having specialized support roles (such as strategy, research, communications, fundraising, etc.). This drives expertise across all functions, and minimizes distractions in order to allow each individual to focus on what they do well.
- **Private sector involvement:** The organizations studied all leverage the private sector more extensively as part of their overall strategy, to assist with lead generation and fundraising in addition to providing services to target companies considering an FDI investment.
- **Scale of the organization:** In all cases, the comparator organizations have much larger scale of operations, in terms of both staffing and funding. This allows them the necessary resources to play an effective cross-region coordinating role, and the economies of scale to drive operational efficiencies. Figure 5 below illustrates the relative funding of the GTMA and the organizations studied.

Figure 5: The GTMA does not receive sufficient funding to be competitive on a global scale



Source: PwC analysis

## Analysis and recommendations

The GTMA was originally established in recognition of the importance of having a regional FDI attraction organization in the GTA, and it has accomplished some notable successes with the limited funding level it receives. Revitalizing the GTMA to drive greater economic benefits cannot be effectively addressed in isolation from the broader problem of regional coordination of FDI roles and activities across the myriad of stakeholder groups that currently exist. This is not to suggest that contraction into one “mega agency” is the right answer. Rather, improved role clarity and better coordination can achieve excellent results as demonstrated by the experience of the four organizations studied.

For the GTMA to play a credible role in addressing this core issue, it needs increased funding that will enable the fundamental changes that are needed in the way it is structured and operates. However, as part of any credible business case for increased funding, the issue of regional coordination needs to be addressed first, at least at a conceptual level. What is needed is multi-stakeholder consensus around a clear vision of the future state roles, responsibilities and coordinating mechanisms, and a sound game plan for how GTMA would make efficient and effective use of increased funding. Members of the Strategy Group are drawn from many of these organizations, and will therefore play a key role in driving this multi-stakeholder consensus.

Fourteen specific recommendations for revitalizing and restructuring the GTMA have been made, leveraging the key learnings about drivers of success as identified in our study of other FDI organizations as well as consultations with numerous FDI stakeholders here in the Toronto region. These recommendations are very intertwined and interrelated. While the specifics will no doubt need fine tuning as the revitalization proceeds, the conceptual approach should be considered as an overall package of changes that could lead to the Toronto region achieving the kinds of results seen elsewhere, rather than a “pick-and-choose” menu of options.

### Focused and clearly defined roles

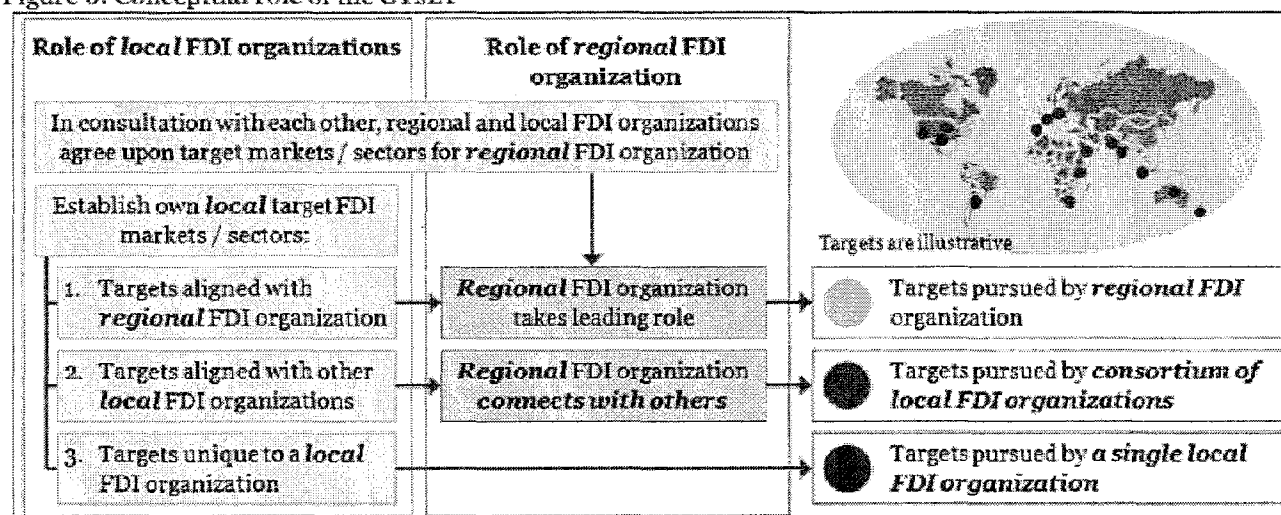
To achieve improved FDI results the Toronto region needs a consistent brand and coordinated approach internationally. The conceptual role of the GTMA is intended to drive this outcome by recommending broadly that the GTMA take on a dual role:

1. To take the lead on a set of target sectors or markets agreed to by FDI organizations in the Toronto region; and
2. To connect the independent FDI activities of other FDI organizations in the Toronto region, including the municipalities and senior governments. GTMA should gather information about the FDI targets that these

organizations are independently pursuing, communicate areas of commonality and encourage collaboration and coordination with respect to these areas of commonality.

This conceptual role of the GTMA is illustrated in Figure 6. Details are provided in six specific recommendations that follow directly below.

Figure 6: Conceptual role of the GTMA



Source: PwC analysis

Stakeholders in the Toronto region were keenly interested in understanding how the proposed new role of the GTMA would impact on the future role of the municipal economic development offices (EDOs) across the region as it relates to FDI attraction activities. Firstly, it has been proposed that the GTMA would lead a consultative and collaborative process with the EDOs to define specific targets and markets that would be beneficially pursued on a regional basis. The GTMA would take the lead in terms of international activities related to this agreed set of "region wide" target sectors and markets. The EDOs would be free to participate in these international activities as they see fit, and they would also continue to play a key role in site selection and deal closure activities, once specific target organizations visit the GTA to pursue the investment opportunity.

In addition, it is envisaged that the local EDOs would continue to be free to pursue other target sectors and markets (beyond those on the agreed list of region-wide targets). For these "local" targets, it is recommended that the GTMA play a coordinating role to bring together different EDO's, senior levels of government and other FDI organizations where there are multiple organizations targeting the same market or sector. It would then be the responsibility of these organizations to determine how best to coordinate their efforts to drive overall efficiency and results. Through these activities the municipalities should be able to build on existing strategies to refine targets and define activities more precisely. Another consideration is that a bigger and more effective GTMA should be generating more deal flow in the Toronto region and local EDOs may have to ramp up capacity to deal with added activity.

Figure 7: Potential role of the local municipal economic development offices

	Independently pursued sectors	Mutually agreed GTMA led sectors
International activities	<input type="checkbox"/> Connect with other GTA FDI participants targeting the same sectors/markets through the GTMA. <input type="checkbox"/> Conduct international missions, similar to activities done today.	<input type="checkbox"/> Participate on international missions led by the GTMA.
Activities in the GTA	<input type="checkbox"/> Attract investors, facilitate site selection and continue to conduct the same activities as currently done.	<input type="checkbox"/> Pitch the benefits of specific sites to investors brought into the GTA and conduct similar investment services as currently done in the GTA today.

The specific recommendations to achieve this are listed below.

**Recommendation #1:** The GTMA along with other economic development organizations including the municipalities and senior governments in the Toronto region should agree to a set of “Toronto region” target sectors and markets for which the GTMA will lead all international activities. Other FDI organizations should be free to participate in GTMA-led events for the “Toronto region” targets, but also to target their own additional sectors and markets independently as they see fit. These roles should be formally documented through the International Marketing Services Agreements (IMSAs) or other agreements.

**Recommendation #2:** For targets not led by GTMA, but which have been targeted by one or more Toronto region FDI organizations, the GTMA should play a coordinating role to connect the efforts of municipal, provincial, federal and other local organizations involved in FDI to those sectors and markets.

**Recommendation #3:** Targeted sectors and markets for region-wide focus should be selected strategically, based on clear criteria aligned to local strengths and the likelihood of success in ROI terms. Ideally, this would be driven by a region-wide economic development strategy (although this is not a pre-condition). In terms of alignment to local strengths, key considerations in target selection should include sector-based clusters that exist or are emerging in the Toronto region, market-based targets that align with significant ethnic populations, alignment to federal or provincial targets and/or incentive programs, and/or sectors targeted by other FDI Toronto region FDI organizations that would allow for synergies of effort and resources.

**Recommendation #4:** The recommended level of funding will enable the GTMA to effectively target 9 or 10 high potential sectors, clusters or markets by having a small focused and dedicated team supporting each. One team should be generalist in nature to deal with the large, attractive “one-off” opportunities, while the other nine should focus solely on an identified and agreed upon strategic target.

**Recommendation #5:** GTMA and FDI organizations at the local, provincial and federal levels should formalize agreements about how they will collaborate, cooperate and coordinate efforts related to mutually targeted sectors and markets. Documenting these agreements via Memoranda of Understanding (MoUs) is likely to be the most efficient and effective approach.

**Recommendation #6:** To address brand confusion, the GTMA should be re-branded with a name that prominently states “Toronto region” rather than “GTA”, and is also more reflective of the FDI deal brokering and collaborative role recommended for the GTMA.

## Measurement and accountability

As part of any responsible request for public funding, a process should be defined to monitor that funds are being used responsibly and are generating the intended results. Effective performance measurement and management processes drive accountability and effective use of funds.

**Recommendation #7:** In order to track performance, the GTMA should report results on a quarterly and annual basis in terms of the number of FDI projects, the number of jobs created, the GDP contribution of FDI investments and the value of FDI dollars invested. Specific annual targets should be established in order to drive accountability.

**Recommendation #8:** In order to drive accountability at the individual level, a portion of the compensation paid to the FDI staff or to contracted agents abroad should be tied to FDI results.

## A sustainable, competitive level of funding

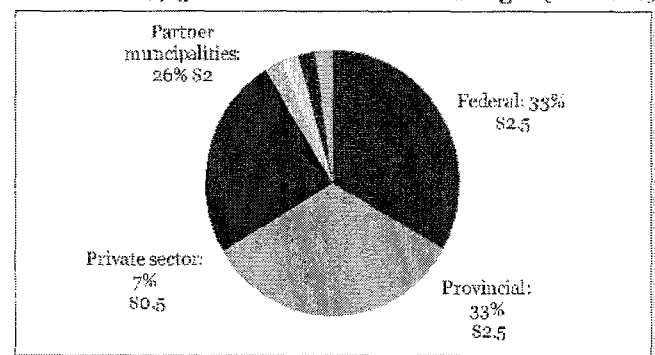
The GTMA is significantly underfunded relative to international regional FDI attraction organizations. To be internationally competitive in a way that begins to restore Canada's FDI performance, a substantial increase in GTMA funding is required. A proposed funding model is developed through the following recommendations.

**Recommendation #9:** In order to be competitive on a global scale and to capture FDI opportunities currently being missed, the GTMA requires a total budget of approximately \$6.6 to \$7.6 million, a \$4.9 to \$5.8 million increase from current levels.

**Recommendation #10:** As a starting point for discussion and refinement, the increased GTMA budget should be funded one third by the federal government and one third by the provincial government, with the final one third split among the municipal funding partners and the private sector. The contribution of the municipalities would be split based on population. Increased private sector funding is likely only achievable once the new revitalized GTMA has proven its success, and should therefore not be relied upon as part of the initial funding formula.

For illustrative purposes we have shown the potential funding allocations in Figure 8 based on a hypothetical \$7.5 million annual budget. As private sector funding is unlikely to increase until the revitalized organization can demonstrate results, Figure 8 assumes the same level of private sector support as achieved in the past. Municipal funding is split based on population illustratively.

Figure 8: Illustrative proposed funding allocations based on a \$7.5 million annual GTMA budget (millions)



**Recommendation #11:** The current funding model of the GTMA distracts resources from FDI activities. The GTMA requires a sustainable funding model indexed to inflation which could be achieved by extending the term of the IMSAs and indexing them to inflation, and by similarly sustainable and indexed federal and provincial contributions.

## Efficient and effective structure

Should additional public sector funding be obtained, the recommended structure of the GTMA has been divided into three broad categories that should improve results through continuity and specialization:

1. Increasing private sector involvement in lead generation and promoting the Toronto region;

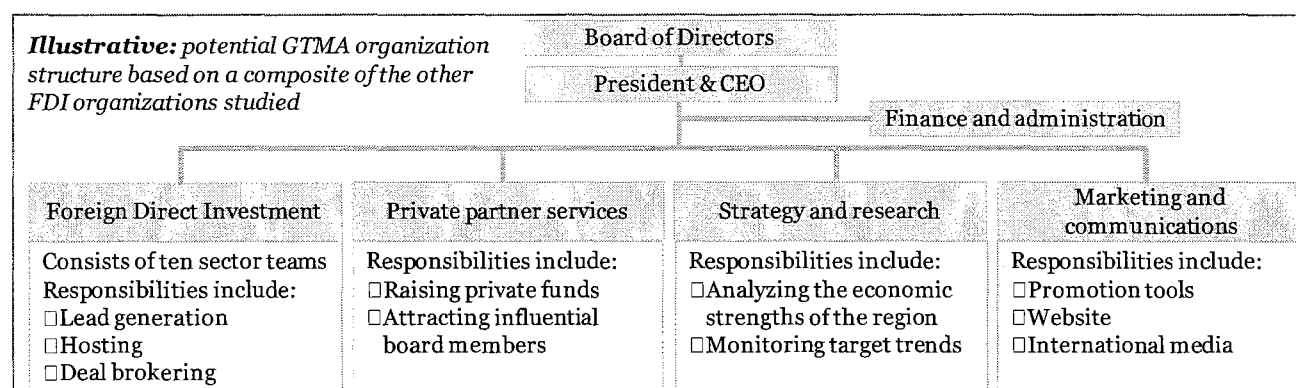
2. Structure the GTMA in a manner that allows staff to focus and specialize to improve both efficiency and effectiveness.
3. Provide GTMA with the tools it needs to be more effective.

**Recommendation #12:** Should enhanced public funding be obtained, the new organization should leverage the private sector more extensively and effectively by attracting more influential business people to its Board of Directors, increasing fundraising focus on multi-year private sector commitments, and involving private sector members in target selection and lead generation.

**Recommendation #13:** Should enhanced public funding be obtained, a new organization structure should be implemented that will enable improved FDI results and private sector fundraising. The structure should include individuals or teams focused on FDI sales, lead generation and follow through, private sector fundraising, strategy and research, marketing and communications, and finance and administration.

A proposed high level and preliminary organizational chart is illustrated below:

**Figure 9: Illustrative potential structure for the GTMA**



**Recommendation #14:** Should GTMA be successful in obtaining new incremental funding, a portion of this should be earmarked for implementation of a new CRM tool and enhancements to the GTMA website, in order to improve lead generation, follow through with an appropriate level of service, and enhanced analytics.

## Implementation roadmap

The implementation roadmap lays out the order in which FDI stakeholders should be approached to secure funding and formalize the detailed structure of the revitalized GTMA. Through-out this process, the conceptual design of the GTMA should be developed but remain flexible to accommodate the input of the various stakeholders and funding partners. The implementation should be finalized for 2014 budget planning which starts in the summer of 2013. The successful delivery of this implementation plan requires a dedicated senior and well-connected resource to continue to develop the concept with the various other FDI organizations and funders, and to complete the detailed planning for implementing the new regional agency. Given the limitations of existing staffing levels, the GTMA may need to seek temporary “bridge” funding to cover the cost required to undertake and effectively support these efforts.

The implementation roadmap involves first finalizing the concept of the revitalized organization and obtaining consensus from the Strategy Group and approval from the GTMA Board of Directors. Following this, external organizations with potential overlap should be contacted in order to define roles as well as processes for communication and collaboration. The first organizations to be approached should be those in which members of the Strategy Group have significant influence. With a number of local stakeholders engaged, an ‘intent’ to support



should be sought from senior governments. This provides the local constituents, who are approached next, with the incentive to come to agreement or risk losing senior government support. Local EDOs may also need to plan for a gradual ramp up in their own resourcing levels to deal with the expected increase in deal flow from an expanded and reorganized GTMA. With agreement in-place with the local constituents formal agreements should be entered into with senior governments as the final step before operational re-launch.

### ***Conclusion***

The case for change is compelling. FDI attraction is a key driver of economic growth and prosperity, and the Toronto region is significantly underperforming relative to its potential.

The opportunity is significant, and the ROI is clear. But money alone will not be enough to fix the current situation. Significantly improved collaboration and coordination of efforts across a broad range of organizations is needed. Given its mandate, the GTMA is the natural candidate to be the catalyst for change.

This report sets out a potential roadmap for that change, but it is a conceptual starting point only. It can and should evolve as consultations with the various stakeholder groups proceed. The overriding goal should be greater economic prosperity of the Toronto region as a whole, and the discussions should be underpinned by a clear understanding that all municipalities benefit from each FDI investment in the Toronto region.

# 1. Introduction

The Greater Toronto Marketing Alliance (GTMA) is a public-private partnership whose vision is to “be recognized as the primary marketing voice for attracting international investment and employment to the Greater Toronto Area” (GTA). By serving as the key point of contact for businesses exploring opportunities in the GTA, the GTMA actively promotes the GTA internationally and provides companies with assistance in evaluating, planning and implementing an expansion or move to the GTA. GTMA business information and site selection services are provided at no cost to potential investors in the Toronto region.

Investors working with the GTMA receive support and guidance from human resource consultants, financial and legal advisors, and commercial/industrial real estate professionals. They also benefit from key contacts with corporate executives and senior government officials. By providing all-encompassing services to investors, the GTMA helps facilitate investment in the GTA to position the region internationally as a preferred business location.

## 1.1. Purpose of this report

While the GTMA has achieved some notable successes, there is an acknowledged need to revitalize and restructure the organization if it is to achieve its full potential.

A blue ribbon “Strategy Group” was assembled to provide input from the perspective of multiple stakeholder groups. The Strategy Group consists of leaders from the public sector and business community that have volunteered their time and insights to assist in the development of this report. A list of members of the Strategy Group is provided in the Appendix. The Strategy Group has been mandated to:

- ☐ Recommend how to restructure the GTMA in order to enhance FDI attraction;
- ☐ Identify what additional resources are required; and
- ☐ Develop and present the business case to partners and funders.

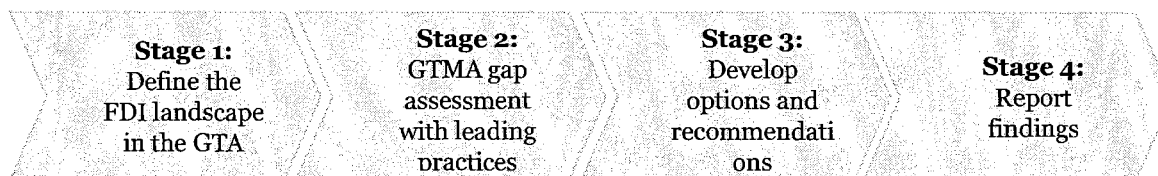
PwC was engaged to prepare this report, the purpose of which is to develop a roadmap for re-launching the GTMA with an enhanced ability to attract FDI into the Toronto region. More specifically, PwC was retained to assess:

- ☐ The GTMA’s strengths, weaknesses, opportunities and challenges;
- ☐ How the GTMA can coordinate and assist other stakeholders in the GTA in driving even better results; and
- ☐ How an expanded organization would work and be positioned for federal and provincial financial support.

PwC worked in close collaboration with the Strategy Group through the development of this report, meeting regularly to discuss findings and progress. PwC would like to acknowledge the valuable input and feedback received from the Strategy Group, GTMA staff and other stakeholders that were consulted throughout this process.

## 1.2. Approach and methodology

This report was developed through a four stage methodology as summarized below:

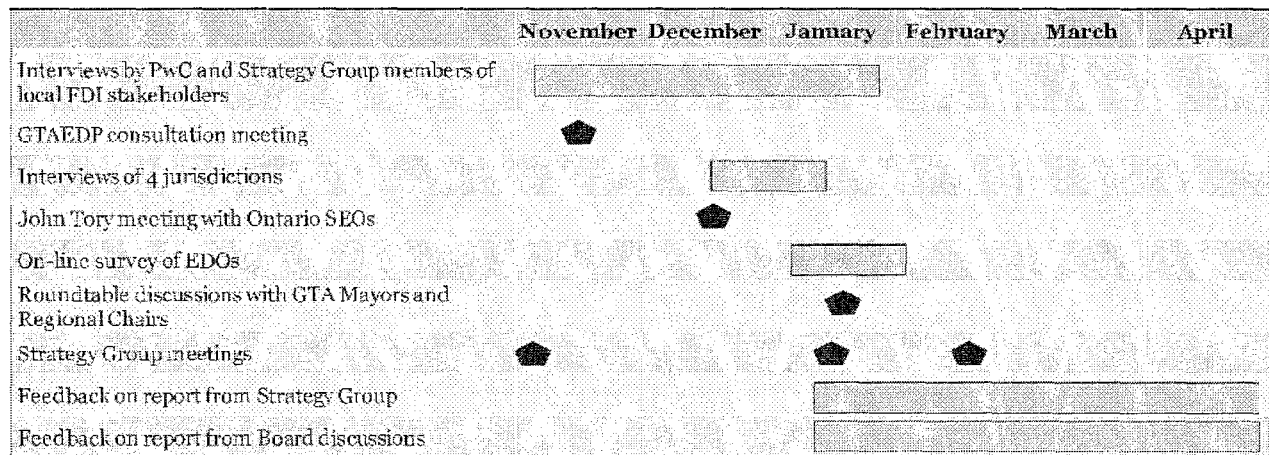


At the end of each stage, meetings were held with the Strategy Group to obtain insights and feedback. Details of each stage are provided in the table below, along with the activities undertaken to achieve the various objectives.

Stage	Objectives	Key Activities
<b>Stage 1: Define the FDI landscape in the GTA</b>	Define the FDI landscape and assess the case for change of FDI attraction in the Toronto region.	<ul style="list-style-type: none"> <li>• Researched the economic importance of FDI.</li> <li>• Assessed the GTA's FDI success within Canada, North America and globally.</li> <li>• Identified the drivers of FDI success.</li> <li>• Assessed the strengths and weaknesses of the Toronto region against the drivers of FDI success.</li> <li>• Discussed findings with Strategy Group.</li> </ul>
<b>Stage 2: GTMA gap assessment with leading practices</b>	Assess the current state of the GTMA relative to leading practices of successful FDI organizations.	<ul style="list-style-type: none"> <li>• Identified leading regional FDI attraction organizations.</li> <li>• Researched and interviewed four leading FDI attraction organizations to identify international leading practises.</li> <li>• Consulted with various FDI stakeholders in the GTA.</li> <li>• Compared the GTMA relative to the international best practices identified.</li> <li>• Discussed findings with Strategy Group.</li> </ul>
<b>Stage 3: Develop options and recommendations</b>	Develop the conceptual role, accountability methods, funding levels and structural form of the GTMA to better align with international leading practices.	<ul style="list-style-type: none"> <li>• Grouped leading practices into drivers of role definition, accountability methods, funding levels and structural form.</li> <li>• Developed recommendations to better align the GTMA with international leading practices.</li> <li>• Discussed findings with Strategy Group.</li> </ul>
<b>Stage 4: Report findings</b>	Report findings and develop the final 'roadmap to revitalization'.	<ul style="list-style-type: none"> <li>• Prepared draft report which incorporates feedback from the Strategy Group on all three stages prior.</li> <li>• Provided Strategy Group with draft report.</li> <li>• Incorporated comments.</li> <li>• Finalized report.</li> </ul>

This report was developed through a highly consultative process including regular meetings with the Strategy Group, a number of local FDI stakeholders and leading FDI jurisdictions. The figure below outlines key components of the consultative process, and further details of certain components are provided in the appendices.

Figure 10: This report was developed through a highly consultative process



### 1.3. Limitations of this report

In completing this work, PwC has relied upon the completeness, accuracy and fair presentation of the information, data, advice, opinions or representations given to us by GTMA staff which were not audited or otherwise verified. We provide no opinion, attestation or other form of assurance with respect to our work and we did not verify or audit any information provided to us.

Additional research was undertaken by us to identify relevant information available publicly. We made reasonable efforts to identify and utilize sources likely to be reliable and accurate, but we did not audit or otherwise verify the public information used in this report.

This report has been prepared solely for the use and benefit of, and pursuant to a client relationship exclusively with GTMA. PwC disclaims any contractual or other responsibility to others based on its use and, accordingly, this information may not be relied upon by anyone other than GTMA.

PwC reserves the right at its discretion to withdraw or make revisions to this report should we be made aware of facts existing at the date of the report that were not known to us when we prepared this report. The findings are as of the date hereof and PwC is under no obligation to advise any person of any change or matter brought to its attention after such date, which would affect the findings.

## 2. Why regional coordination is important

### 2.1. Regional economic development strategy

Economic growth and prosperity is not driven by the political boundaries that define the municipal structure within the Toronto region. Many of the issues that need to be addressed (such as transit, infrastructure, housing and environmental protection to name a few) are better served by a regional solution. There have already been many calls for a regional economic development strategy to drive better coordination in these areas. These include:

- *The local business community:* Both the Toronto Region Board of Trade<sup>3</sup> and Greater Toronto CivicAction Alliance<sup>4</sup> have publications calling for a regional economic development strategy in the Toronto region.
- *Senior governments:* The collaboration committee established by the Government of Canada, Province of Ontario and City of Toronto, the Intergovernmental Committee for Economic and Labour Force Development (ICE Committee) has called for a regional economic development strategy in the Toronto region.<sup>5</sup>
- *Canadian public policy think tanks:* The Mowat Centre for Policy Innovation has called for enhanced regional economic collaboration in the Toronto region and across southern Ontario.<sup>6</sup>
- *The international community:* The Organization for Economic Co-operation and Development (OECD) has called for intensified strategic planning at the level of the Toronto region.<sup>7</sup>

*“A shared vision and strategy is still a vital element in the Toronto region realizing its full economic potential.”*

**Dr. Michael Porter**, Harvard Business School

### 2.2. Regional approach to FDI attraction

Inward FDI is a component of economic development that would benefit from an overarching regional economic strategy. At minimum, there needs to be clear recognition that all municipalities are better served by improved regional coordination of FDI opportunities.

As businesses choose to invest in a region, the inward FDI proposition should be regional. From the perspective of a company considering an investment, urban centres, a well-known city centre and its surrounding municipalities, are seen as a cohesive whole. These urban centres are regionally linked through employment, transportation, planning and business development synergies. Businesses seek to locate where it is most appropriate for them within that economic region in order to serve the entire region, and beyond.

<sup>3</sup> <http://www.bot.com/Content/NavigationMenu/Policy/2012Summit/TRES-Summit-Summary.pdf>

<sup>4</sup> <http://www.civicaction.ca/towards-new-model-economic-cooperation-across-Toronto-region-o>

<sup>5</sup> <http://icecommittee.org/reports/Zizys-2012-Rowing-Together-Best-Practices-for-the-Regional-Coordination-of-Economic-Development-in-the-Toronto-region.pdf>

<sup>6</sup> <http://www.mowatcentre.ca/pdfs/mowatResearch/16.pdf>

<sup>7</sup> [http://www.oecd.org/gov/regional-policy/oecdterritorialreviewstorontocanada.htm#key\\_policy\\_issues](http://www.oecd.org/gov/regional-policy/oecdterritorialreviewstorontocanada.htm#key_policy_issues)

From a local government perspective however, each municipality in the Toronto region is a separate entity seeking to maximize employment and revenue generation within their borders. Each municipality is structured to attract businesses to locate within their borders, rather than in a different jurisdiction within the region.

As a result, the perspectives of the businesses seeking to operate and invest in an urban centre tend to be regional, while governance structures tend to be local. This disconnect between the realities of the marketplace and of government can be an impediment to a region realizing its full economic potential, including the attraction of FDI.<sup>8</sup>

This issue is not unique to the Toronto region. Each of the four jurisdictions studied in connection with this report represent a region comprised of a number of local municipalities. Each organization indicated that getting the local municipalities to buy into the regional proposition was no simple task. Time, resources and education were required to align the vision of the organization with the goals of the local municipalities. The message that must be emphasized to the municipalities is the regional benefits of inward FDI along with the notion that working together generates better results than working apart.

The economic benefits of inward FDI are regional, especially in a region like the Toronto region. When a business locates in one part of the Toronto region it sources employees, goods and services from other parts of the region. As an example, over 25% of all morning rush hour traffic in the Toronto region crosses municipal boundaries, representing over 570,000 trips.<sup>9</sup> Clearly, economic activity in one part of the Toronto region generates economic activity in another part of the region. In fact, from a property tax perspective, an FDI investment in one part of the region may in fact generate more property taxes in another part should more employees choose to own homes outside of the municipality in which the investment was made. This is demonstrated through a real world example.

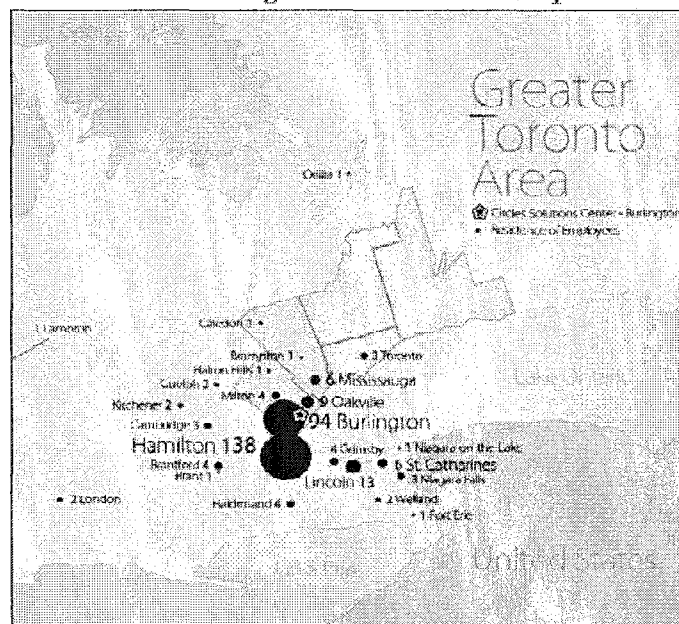
Regional employment by one multinational organization was documented by the GTMA in 2011, illustrated in Figure 11. As seen, Circles Solutions Centre, a subsidiary of the French conglomerate Sodexo Inc., and a leading provider of concierge and personal assistant services in the U.S., invested in Burlington but draws employees from across the region – from as far north as Orillia, as far west as Lambton and as far south as Fort Erie.

It is noteworthy that the FDI investment was in Burlington, but generated 46% more employment in Hamilton than in Burlington, suggesting that the investment resulted in more residential property taxes for Hamilton than Burlington. This example excludes other economic activity including sourcing products and services from other parts of the region that would further enhance the regional economic benefits.

When various FDI participants in the Toronto region do not work together, the result is a confused brand internationally and ultimately lost investments.

Working together the municipalities of the Toronto region are greater than the sum of the individual parts. The value proposition for inward FDI in the Toronto region is most successful when it is focused regionally. This is aligned with the current role and focus of the GTMA.

**Figure 11: Regional employment impact of an FDI investment in Burlington – a real world example**



Source: GTMA

<sup>8</sup> Toronto Board of Trade "Better Together: Driving Regional Economic Cooperation and Development" June 2010

<sup>9</sup> CivicAction "Towards a New Model for Economic Cooperation Across the Toronto Region" 2011

## 3. The case for change

### 3.1. Summary

FDI is a key driver of GDP growth, as each dollar of FDI results in 3.2 times the level of quantifiable economic activity.<sup>10</sup> Canada's FDI performance, which once stood 3<sup>rd</sup> in the world with over 10% market share, has declined steadily and now ranks 12<sup>th</sup> with only a 2.7% share of the international FDI market.

Knowledge based industries are continuing to drive FDI investment in developed countries with highly skilled labour forces, offsetting some of the impact of lower labour costs in developing economies. Canada is losing share faster than any other knowledge-based economy, and labour costs cannot be used as the "excuse" for our poor performance in this area.

The Toronto region is the primary engine for FDI attraction in Ontario and in Canada, representing 52% and 24% respectively of all FDI activity. While the Toronto region FDI performance is good in a North American context, it is no better than 3<sup>rd</sup> quartile in a global context. This is despite the fact that Toronto region scores very well on most of the key factors that make a regional economy attractive as a destination for inward FDI. Clearly, the Toronto region can and must do better if Canada's FDI performance is to reverse the recent trends.

Similar large, complex city-regions in other developed countries are achieving superior FDI results as compared with the Toronto region, through better approaches that help them to compete more effectively. They invest more in FDI attraction, and they achieve better results per dollar invested despite facing similar coordination of effort challenges as are faced within the Toronto region. In studying FDI organizations in these jurisdictions, a number of key things they do differently or better were identified, that if successfully adopted or adapted to the Toronto region context, could drive results at least on a par with what is already being achieved elsewhere.

If the Toronto region is to compete more effectively on the international stage, a revitalized and restructured GTMA will be an essential component in making this happen. The opportunity is significant. The organizations studied on average are able to generate FDI investments at roughly half the "cost per project" as compared with the GTMA, driven by a combination of higher levels of funding that drive synergies, and a more focused and coordinated approach to all aspects of their operations. Should the GTMA be funded at a globally competitive level, it is

#### FDI defined

Foreign direct investment (FDI) is defined as the acquisition by residents of one country of real assets (as opposed to financial assets) in another country. The assets purchased can either be existing assets or represent new investment, such as the construction of buildings or the purchase of new equipment.

FDI can be both inward and outward. Inward FDI occurs, for example, when a foreigner invests in Canada, while outward FDI occurs when a Canadian invests abroad. There is a general consensus among economists that both inward and outward FDI provides net economic benefits. Outward FDI provides benefits to the source country such as repatriated profits, royalty payments and access to overseas markets. But the rewards of inward flows, such as job creation, new structures, and technology transfer, are more readily apparent. The GTMA and this report focus on inward FDI, particularly new investments that create new jobs and economic activity, rather than purchase of existing business by foreign owners that drive little or no new incremental benefits.

Conference Board of Canada "The Role of Canada's Major Cities in Attracting Foreign Direct Investment" May 2012

<sup>10</sup> The Conference Board of Canada "The Employment Effects of Foreign Direct Investment in Atlantic Canada" as found in Conference Board of Canada "The Role of Canada's Major Cities in Attracting Foreign Direct Investment" May 2012.

estimated that it could achieve nearly 70 incremental FDI investments per year. Further, using estimates provided by the GTMA, every incremental FDI project can potentially generate an incremental GDP impact of \$4.5 million.

A more detailed discussion of these issues is provided below.

### ***3.2. Inward FDI provides economic benefits***

There is a general consensus among economists that inward FDI conveys net economic benefits to the host country. The economic benefits of inward FDI can be grouped into two broad categories:

1. Quantifiable economic benefits in terms of capital formation, well-paid jobs and increased tax revenues.
2. Spillover economic benefits.

#### ***Quantifiable economic benefits***

When a foreign firm opens a new operation in Canada it is making a capital investment and creating jobs. Employees of foreign multinationals tend to be more productive than workers at domestic firms, meaning that they usually earn higher wages.<sup>11</sup> The result is capital formation, high paying jobs and higher tax revenues for all levels of government.

The quantifiable economic impact of inward FDI in Canada has been shown to be quite high. In 2008, the Conference Board of Canada estimated direct, indirect and induced employment effects of inward FDI<sup>12</sup> in Atlantic Canada. Their analysis was across two FDI phases, the investment phase where the new workspace and/or machinery and equipment are set up, and the operational phase, when the project actually starts.<sup>13</sup>

The study found that during the investment and operational phases, every dollar spent on FDI resulted in an increase in total economic output of \$3.2 and \$2.2 respectively. Further, on average, the investment phase of inward FDI supported 22,500 jobs in the Atlantic Canada region between 2004 and 2006, equivalent to 2.1% of employment in the region. The operational phase of FDI created an estimated 31,800 positions annually for the region. Jobs created by inward FDI also had higher average wages than others found in the region.<sup>14</sup>

The significant quantifiable economic benefits of inward FDI have been shown to be largely driven by productivity improvements. A 2009 study by Wolfgang Keller and Stephen Yeaple estimated that FDI accounted for approximately 14% of total productivity growth in the United States from 1987 to 1996.<sup>15</sup>

<sup>11</sup> Conference Board of Canada "The Role of Canada's Major Cities in Attracting Foreign Direct Investment" May 2012.

<sup>12</sup> Direct jobs are the jobs created directly by the investment, indirect jobs are jobs created by supply chain linkages, and induced jobs are created by people and companies spending their wages and earnings from the FDI on other sectors of the economy.

<sup>13</sup> Conference Board of Canada "The Role of Canada's Major Cities in Attracting Foreign Direct Investment" May 2012.

<sup>14</sup> The Conference Board of Canada "The Employment Effects of Foreign Direct Investment in Atlantic Canada" as found in Conference Board of Canada "The Role of Canada's Major Cities in Attracting Foreign Direct Investment" May 2012.

<sup>15</sup> Keller and Yeaple "Multinational Enterprises, International Trade, and Productivity Growth" as found in Conference Board of Canada "The Role of Canada's Major Cities in Attracting Foreign Direct Investment" May 2012.



## Spillover economic benefits

Spillover economic benefits are difficult to quantify and typically not captured by measures of economic benefits. Inward FDI spillover economic benefits can occur through six main channels:<sup>16</sup>

- **Exports.** Foreign firms may establish global distribution networks or have knowledge of foreign markets that domestic firms can use and learn from.
- **New talent.** People who have worked at multinational corporations can be hired by domestic firms, thereby transferring any superior technological or managerial skills to the local firm.
- **Competition.** Competition between an increased number of firms forces domestic firms to operate more efficiently, thus boosting productivity.
- **Technology transfers.** Multinational corporations may introduce a technology or technique that is then imitated by domestic firms. For example, the introduction of a new technology may be too expensive and too risky for a domestic firm, but if a multinational corporation successfully demonstrates its use, it may encourage domestic firms to adopt it through imitation.
- **Scale effects.** For domestic firms that would supply the multinational corporation, FDI results in increased demand, allowing domestic firms to achieve economies of scale.
- **Improved inputs.** For domestic firms that would purchase goods and services from the multinational corporation, FDI results in increased supply, providing domestic firms with higher quality inputs at lower costs.

Figure 12: Economic benefits of inward FDI

Quantifiable GDP benefits	Spillover to domestic firms
Capital investments	Exports
High paying jobs	New talent
Increased tax revenues	Increased competition
	Technology transfers
	Scale effects
	Improved inputs

Source: PwC analysis

Inward FDI continues to accelerate globally, providing a heightened opportunity to capture the economic benefits provided, as discussed next.

## Inward FDI growth rate

Historically, global inward FDI has been growing faster than GDP and has been accelerating. One of the main reasons is the rise of 'integrative trade' – the phenomenon of firms taking apart their supply chains and repositioning them around the world to maximize returns. One of the results is an increase in inward FDI that is used to develop value chains, sales from foreign affiliates and offshore outsourcing.<sup>17</sup>

The table below illustrates that globally, inward FDI has been growing faster than GDP since the 1970's. Further, inward FDI is accelerating – growing 35% faster than GDP in the 70's and 80's but 75% faster than GDP over the past two decades.

<sup>16</sup> Conference Board of Canada "The Role of Canada's Major Cities in Attracting Foreign Direct Investment" May 2012.

<sup>17</sup> Conference Board of Canada "The Role of Canada's Major Cities in Attracting Foreign Direct Investment" May 2012.

Table 1: GDP and Inward FDI growth

	1970 to 1989	1990 to 2011
Global GDP CAGR	10.1%	5.4%
Global inward FDI CAGR	14.6%	9.5%
FDI vs. GDP	FDI growth is 35% faster	FDI growth is 75% faster

Source: UNCTAD, PwC analysis

Inward FDI provides significant economic benefits and is growing at an accelerating rate.

### 3.3. Canada's inward FDI performance

Canada's FDI performance, which once stood 3<sup>rd</sup> in the world with over 10% market share, has declined steadily and now ranks 12<sup>th</sup> with only a 2.7% share of the international FDI market, as shown in Table 2.

Several rationales have been put forth to explain Canada's declining share of global FDI. Arguments have been made that Canada provides FDI investors with a small market base,<sup>18</sup> but this ignores the signing of NAFTA over the period and the resulting ranking of the Toronto region as the top market in North America and fifth globally based on the purchasing power of the population within a 500-mile radius.<sup>19</sup>

Table 2: Canada's declining inward FDI market share

Decade/year	Canada's market share	Canada's global rank
1970's	10.4%	3
1980's	3.7%	6
1990's	3.2%	8
2000's	3.2%	8
2011	2.7%	12

Source: UNCTAD, PwC analysis

Other arguments include tariffs and regulations in Canada that are restrictive to FDI<sup>6</sup> (discussed later in this section). Canada's ranking on the OECD's FDI Regulatory Restrictiveness index has fluctuated but has not deteriorated significantly since the 90's.<sup>7</sup>

The main argument remains the cost of labour in Canada,<sup>20</sup> however the needs of knowledge-based industries for a highly skilled workforce are still well served in the developed world. As shown in Table 3, Canada is losing share faster than any other knowledge-based economy, and labour costs cannot be used as the "excuse" for our poor performance in this area.

Table 3: Canada's inward FDI market share has fallen the most globally

Top 3 FDI market share losers (1970-1981 vs. 2000-2011)	
Country	Change in market share
Canada	-8% ↓
United Kingdom	-6% ↓
United States	-5% ↓

Source: UNCTAD, PwC analysis

<sup>18</sup> Conference Board of Canada "Hot Topic: Inward FDI Attraction: Is Canada attracting its "fair" share of inward FDI?" April 2011

<sup>19</sup> Toronto Board of Trade "Toronto as a Global City: Scorecard on Prosperity" 2011

<sup>20</sup> Conference Board of Canada "Hot Topic: Inward FDI Attraction: Is Canada attracting its "fair" share of inward FDI?" April 2011

### 3.4. The Toronto region: Canada's inward FDI engine

The Toronto region is the primary engine for FDI attraction in Ontario and in Canada, attracting more than its share of the economy (GDP) as shown in Table 4.

Table 4: Toronto region drives FDI in Ontario and Canada and 'hits above its belt'

	Canada	Ontario	Toronto region	GTA as a percentage of Ontario	GTA as a percentage of Canadian
FDI projects (2011)	290	135	70	52%	24%
2011 GDP (2002 million)	\$1,357	\$497	\$246	50%	18%

Source: PwC analysis, GDP figures from Conference Board of Canada

In 2011, the Toronto region represented 52% and 24% of FDI projects in Ontario and Canada, but 50% and 18% of GDP respectively. The Toronto region 'hits above its economic weight' and is the engine of inward FDI in Canada.

### 3.5. Inward FDI: the performance of the Toronto region

In North America, the Toronto region performs well in terms of FDI attraction, ranking 3<sup>rd</sup> in total FDI projects and 2<sup>nd</sup> in total FDI capital invested.<sup>21</sup>

At a global level however, the Toronto region ranks no better than 'middle of the pack'. According to PwC's 2012 *Cities of Opportunity*, Toronto ranks in the middle of the 3<sup>rd</sup> quartile in terms of the number of FDI projects, behind a long list of global cities in both developed and developing economies, as demonstrated in Table 5.

Table 5: Toronto's inward FDI performance is 'middle of the pack' in a global scale

Top quartile		Second quartile		Third quartile		Fourth quartile	
1	Shanghai	8	New York	15	Abu Dhabi	22	Mexico City
2	London	9	Tokyo	16	Kuala Lumpur	23	Buenos Aires
3	Singapore	10	Mumbai	17	Seoul	24	Johannesburg
4	Hong Kong	11	Madrid	18	<b>Toronto</b>	25	Los Angeles
5	Beijing	12	Sydney	19	Istanbul	26	Chicago
6	Paris	13	Sao Paulo	20	Berlin	27	San Francisco
7	Moscow	14	Milan	21	Stockholm		

Source: PwC's *Cities of Opportunity*

<sup>21</sup> Ministry of Economic Development and Innovation "Ontario's Success in Attracting FDI, 2011" May 15, 2012. fDi Intelligence

### 3.6. Inward FDI: the performance of the GTMA

An in-depth study was conducted of regional FDI organizations in four other jurisdictions, each of which have similar multi-tiered government structures and similar socio-economic factors to the Toronto region. For a detailed discussion of each jurisdiction studied, see the Appendix. While performance comparisons are fraught with challenges and caveats around creating a true “apples-to-apples” comparison, a couple of points are clear:

- **In relation to size of the local population, the GTMA attracts the fewest FDI projects** – this suggests that there is untapped market potential and a significant opportunity to improve the performance of the Toronto region. As illustrated in Figure 13, the GTMA attracts 1.9 projects per 1 million population, relative to an average of the four jurisdictions studied of 14.0 projects.<sup>22</sup> A key driver of this metric is the level of spending in relation to the size of the Toronto region, which was much higher in the four jurisdictions studied and discussed later.

**The GTMA has higher costs per FDI project** – as seen in Figure 14 the GTMA costs per project are nearly double the average of the four other jurisdictions studied. Said another way, for the dollars invested in FDI attraction, the GTMA is only half as successful as other jurisdictions in attracting FDI projects.<sup>23</sup>

Figure 13: The GTMA does not attract a proportional share of FDI projects

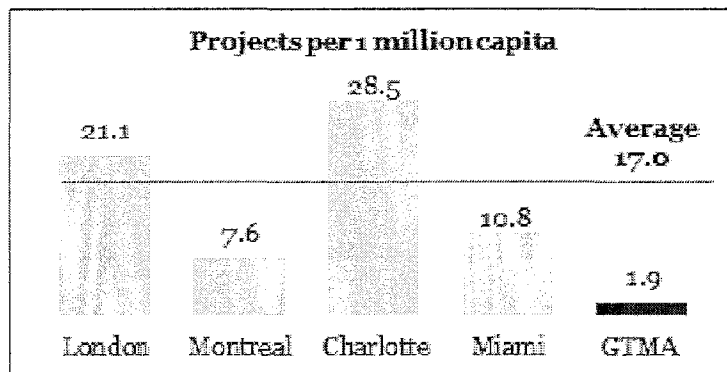
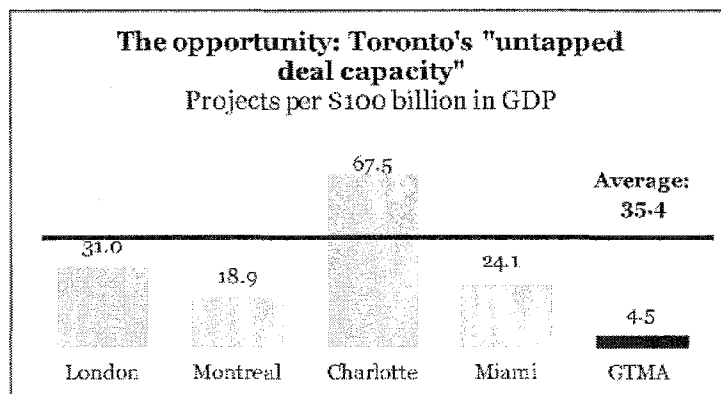


Figure 14: The cost per project at the GTMA is almost double the average



The Toronto region and the GTMA are performing poorly when compared to global jurisdictions. In the next section, potential rationales for the poor performance of the Toronto region are explored.

### 3.7. Relative attractiveness of the Toronto region





The attractiveness of the Toronto region to inward FDI should make the region a top performer. Using broad categories for determinants of inward FDI, an inward FDI attractiveness scorecard has been developed.

<sup>22</sup> Tracking of the number of projects was not perfectly consistent across the jurisdictions studied. Montreal, QC, Miami, US and GTMA track the number of projects landed while Charlotte, US tracks qualified projects and London, UK tracks the average annual projects landed over three years.

<sup>23</sup> Annual FDI budgets are estimated based on publicly available information and conversations with senior executives within the regional FDI organizations.

Determinants of FDI are grouped into four main categories: 1) factors that are nearly impossible to alter; 2) market factors; 3) fiscal policy factors; and 4) FDI policy factors, each of which is discussed below. The overall scorecard is illustrated below, followed by a discussion of each factor.

Figure 15: Toronto region's "FDI attractiveness scorecard"

Non controllable factors 	Market factors 	Fiscal policy 	FDI policy 
Size ●	Real GDP growth rate ●	Corporate tax rates (Overall) ●	FDI restrictiveness (Overall) ●
Location ●	Cost of living ●	Digital sector ●	Communications ●
Demographics ●	Transportation and infrastructure ●	R&D ●	Media ●
Climate ○	Health, safety and security ●	Corporate services ○	Manufacturing ●
	Ease of doing business ●	Manufacturing ○	Financial services ○
	Shareholder protection ●	Incentives and support ○	Transport ○
	Labour productivity ○		Agriculture & forestry ○
	Intellectual capital and innovation ●		

Source: PwC analysis

The Toronto region is relatively attractive overall to inward FDI. Attractive features include the size, location and demographics of the region, as well as the macroeconomic stability, infrastructure, openness, financial market stability and level of innovation. Fiscal policy features are attractive overall, the Toronto region benefits from some of the best tax treatment of research and development costs globally. There is an opportunity to improve the level of regulatory restrictions on FDI. Each of these factors is discussed next.

## Non controllable factors

Non controllable factors are those that are nearly impossible to affect, even in the long term. Four non controllable factors were identified, all of which were found to be attractive to FDI in the Toronto region:

- *Market location:* The Toronto region has the top market potential in North America and ranks fifth globally with a market of \$4.9 trillion based on population and purchasing power (total income of the population within a 500-mile radius).<sup>24</sup>
- *Market size:* The Toronto region's population of 5.8 million is the largest in Canada.<sup>25</sup> The Toronto region has 135 million people within a one-day drive or 1 hour flight (500 mile radius), which compares to 70 million people from New York.<sup>26</sup>

<sup>24</sup> Toronto Board of Trade "Toronto as a Global City: Scorecard on Prosperity" 2011

<sup>25</sup> Conference Board of Canada "Metropolitan Outlook 1" Autumn 2012

- *Demographics:* With approximately 46% of the population foreign born, Toronto is the most multicultural city in the world. The Toronto region also has one of the fastest population growth rates in the world at 1.7% and is in the top 10 globally with 30% of the population having at least a bachelor's degree.<sup>27</sup>
- *Climate:* Toronto is viewed as a cold weather climate, but in fact Toronto is on the same latitude as Cannes on the sunny Riviera and just slightly — one degree — north of Boston. Lake Ontario serves to moderate Toronto's weather to the point that its climate is one of the mildest in Canada.<sup>28</sup>

On three of the four non controllable determinants of FDI attractiveness, the Toronto region scores high marks (location, size and demographics). On the issue of climate, the Toronto region may have an image issue. Overall, the non controllable determinants of inward FDI make the Toronto region very attractive.

## Market factors

Market determinants of inward FDI attractiveness are those factors that are largely determined by market forces but can be altered through policy decisions in the medium term.

PwC's 2012 *Cities of Opportunity* report was used to determine the relative attractiveness of the Toronto region in relation to market factors. Released in October 2012, this study includes 27 global cities, which were selected using three fundamental criteria: cities exemplify capital market centers, represent a broad geographic sampling, and comprise both mature and emerging economies. The cities are measured across 10 indicators constructed with a robust sampling of 60 variables. The Toronto region's rankings across various market determinants of inward FDI attraction are presented in the table below:

Figure 16: Toronto region ranking: Market determinants of inward FDI

Market determinants of FDI success	PwC 2012 Cities of Opportunity Global ranking of 27 of the world's leading cities	
	Metric	Toronto ranking (higher is better, 27 <sup>th</sup> is best)
Macroeconomic conditions	Real GDP growth rate	20 <sup>th</sup>
	Cost of living	6 <sup>th</sup>
Physical infrastructure	Transportation, construction activity, housing	26 <sup>th</sup>
Institutional infrastructure	Health, safety and security	26 <sup>th</sup>
Openness	Ease of doing business	23 <sup>rd</sup>
Financial markets	Level of shareholder protection	24 <sup>th</sup>
Labour markets	Productivity	18 <sup>th</sup>
Innovation	Intellectual capital and innovation	26 <sup>th</sup>

As seen in Figure 16, the Toronto region scores well on all but two market determinants of inward FDI attractiveness. Real GDP growth is relatively attractive, as is our physical and institutional infrastructure, openness, financial market stability and level of innovation. The cost of living in the Toronto region is quite high, and there is an opportunity to improve our level of productivity. Overall, the Toronto region is attractive according to the market determinants of inward FDI attractiveness.

<sup>26</sup> Greater Toronto Marketing Alliance *Top 10 reasons to invest in the GTA* <http://www.greatertoronto.org/why-greater-toronto/top-ten-reasons/> accessed February 26, 2013

<sup>27</sup> Toronto Board of Trade *"Toronto as a Global City: Scorecard on Prosperity"* 2011

<sup>28</sup> City of Toronto website: [http://www.toronto.ca/toronto\\_overview/climate.htm](http://www.toronto.ca/toronto_overview/climate.htm) accessed February 26, 2013

## Policy factors

Policy factors that affect inward FDI attractiveness are primarily fiscal and regulatory. Monetary policy stability is also a determinant of inward FDI attractiveness, however this is largely captured in market factors. For this analysis, fiscal policy and FDI policy have been broken out separately.

The Toronto region has attractive fiscal policy characteristics. PwC's 2012 *Cities of Opportunity* report ranks Toronto as 4<sup>th</sup> out of 27 cities globally for overall tax rate. KPMG's 2012 *Competitive Alternatives: Focus on Tax* ranks 55 cities globally based on tax cost competitiveness. Toronto ranks 5<sup>th</sup> overall and is in the top quartile across the four industries measured, the digital sector, research and development, corporate services and manufacturing.

Various inward FDI incentives are offered across the federal, provincial and local governments in the Toronto region. No specific metric is known that ranks global cities based on inward FDI incentives offered. Within the Toronto region, there is a long list of programs to assist investors in their expansion and relocation decisions, and ensuring a competitive, friendly and receptive business environment.

Direct inward FDI policy is the only determinant of FDI attractiveness working against the Toronto region. The Organisation for Economic Co-operation and Development (OECD) ranks 55 countries on their inward FDI regulatory restrictions based on 1) foreign equity limitations; 2) screening or approval mechanisms; 3) restrictions on the employment of foreigners as key personnel; and 4) operational restrictions, e.g. restrictions on branching and on capital repatriation or on land ownership.

Canada has consistently ranked poorly on the OECD's FDI Regulatory Restrictiveness index since its inception in 1997, and most recently, in 2012, Canada ranked 44<sup>th</sup> of 55 (12<sup>th</sup> from the bottom). The ranking is based on a compilation of rankings of industries. A key issue in Canada is the existence of the *Investment Canada Act* which requires a review of each foreign investment in Canada over certain financial thresholds. The existence of this Act limits Canadian performance in the second criteria (screening or approval mechanisms). Canada also has some restrictive investment policies in a number of industries, a select few are highlighted below for illustrative purposes.

Figure 17: 2012 OECD Regulatory Restrictiveness: Performance of select Canadian industries

Sector	Canada's rank (higher is better, 55 <sup>th</sup> is best)	Key drivers of ranking
Communications	2 <sup>nd</sup>	<i>Telecommunications Act</i> : requires that all operators in certain segments of the industry are Canadian owned and controlled. Certain investments reviewed by CRTC.
Media	3 <sup>rd</sup>	<i>Telecommunications Act</i> : requires that all operators in certain segments of the industry are Canadian owned and controlled. Certain investments reviewed by CRTC.
Fisheries	9 <sup>th</sup>	Vessels must be >50% Canadian owned.
Mining and energy	11 <sup>th</sup>	Investment Canada review process with added scrutiny for some resources.
Financial Services	17 <sup>th</sup>	<i>Bank Act</i> : Financial organizations have foreign ownership restrictions that vary based on size of the organization.
Transportation	22 <sup>nd</sup>	Transport Canada transaction review process. Foreign equity restrictions in certain segments of the industry.

Source: PwC analysis

As seen in the table above, a number of industries in Canada have limits on the ability of foreign investors which limits the attractiveness of the Toronto region to FDI investors.

Overall however, the market size, location, demographics, stability, infrastructure, innovation levels, and fiscal policies make the Toronto region attractive to inward FDI, suggesting that the Toronto region should instead be doing better than other regions, not worse.

### 3.8. Summary: the opportunity is substantial

As an attractive FDI destination with results that do not match up well against similar large, complex city-regions, the opportunity to improve the results of the Toronto region through a revitalized and restructured GTMA is substantial.

To illustrate the potential size of the opportunity, a hypothetical scenario is presented in Table 6. If GTMA were funded in relative terms at the average level seen in the successful jurisdictions studied, and used this to drive synergies and other changes to the way it operates, the following benefits could be achieved:

- 'Cost per project' could reduce by roughly half to be in line with the average being achieved in the other jurisdictions; and
- Combined with the impact of the increased funding annual deal flow could increase from 11 projects to 80 projects.

Table 6: Size of the opportunity - illustrative

	Funding (millions)	Cost per project (thousands)	Number of projects
Current GTMA	\$1.7	\$154.5	11
GTMA with average funding per capita and a comparable cost per project	\$6.6	\$82.8	80

Source: PwC analysis

**Note:** As is the case with the GTA, within each of the 4 jurisdictions studied there are multiple FDI organizations at the local or municipal level that play an important role in the overall FDI effort. In comparing budgets for the regional FDI organizations, these local budgets have therefore been excluded in both the GTA and the comparator jurisdictions.

From an ROI perspective, the GTMA estimates up to and including 2011, it has attracted 88 new investments which together contributed an estimated \$400 million to the GDP of the Toronto region.<sup>29</sup> This results in an estimated \$4.5 million in incremental GDP per project.<sup>30</sup> As discussed in Recommendation #9, the recommended incremental funding for the GTMA is \$4.9 to \$5.8 million. When compared to an estimated incremental GDP impact per project of \$4.5 million, the substantial economic benefits of investing in FDI attraction become clear.

<sup>29</sup> GTMA 2011 Annual Report

<sup>30</sup> This impact per project is estimated at a very high level and embodies a number of assumptions, however it is largely consistent with other jurisdictions, with the exception of Montreal International which had 28 investments in 2011 that generated \$668 million invested, or \$23.9 million of dollars invested per project. GDP impact is lower than investments per project by definition, however the improved results are significant.



The Toronto region has very attractive assets that are not being promoted effectively internationally to attract FDI. Enhancing our approach to attracting FDI investors has the potential to increase the economic benefits of FDI investments in the Toronto region exponentially.

In the next section, the key drivers that are allowing other jurisdictions to achieve this success are examined, as well as the impediments that are holding the GTA back. Following that, a series of recommendations are provided for addressing these issues and driving the superior results that appear possible, along with the initial framework for a strategy to roll-out the revitalized organization.

## 4. Key drivers of successful FDI organizations

### 4.1. Introduction

Our analysis of successful FDI organizations in other jurisdictions identified key drivers of success and impediments facing the GTMA, which underpin the recommendations made in the next section. These findings can be grouped into four broad categories as follows:

- **Role clarity with other FDI organizations:** Similar to the GTMA, each organization operates within a complex multi-tiered government structure, with multiple FDI organizations at various levels. The successful jurisdictions have addressed this through clearly defined, documented and agreed roles and “rules of engagement” for each organization, that promote synergies, collaboration and coordination of effort across the various FDI organizations.
- **Organizational focus:** The successful FDI organizations accomplish this by having dedicated teams that specialize and focus solely on a specific target sector or market aligned to the region’s strengths and economic development strategy. These are often aligned with specific sector clusters found within the city-region that provide a powerful magnet for FDI from foreign firms operating within these sectors. Focus is also achieved by having specialized support roles (such as strategy, communications, fundraising, etc.). This drives expertise across all functions, and minimizes distractions in order to allow each individual to focus on what they do well.
- **Private sector involvement:** The organizations studied all leverage the private sector more extensively as part of their overall strategy, to assist with lead generation and fundraising in addition to providing services to target companies considering an FDI investment.
- **Scale of the organization:** In all cases, the comparator organizations have much larger scale of operations, in terms of both staffing and funding. This allows them the necessary resources to play an effective cross-region coordinating role, and the economies of scale to drive operational efficiencies.

These issues are examined in more detail below, following a discussion of how leading FDI attraction organizations were selected.

### 4.2. Leading practices review

Four international FDI attraction organizations were ultimately selected and used to identify leading practices in FDI attraction. The following criteria were used to identify the four organizations ultimately selected:

- A mix of Canadian, US and international organizations;
- Excellent performance in terms of FDI attraction relative to the size of the regional economy;
- Regional organizations that operate in markets that are similar to the GTA (politically and economically); and
- Have significant regional coordination and/or funding issues.

Following consultation with the Strategy Group, four organizations were selected, summarized below:

Organization	Regional Population	Regional GDP	FDI Projects (2011)	Regional political structure
London, UK: London and Partners (L&P)	8.3 M	\$565 B	175	L&P represents the Greater London Area (GLA) – analogous to a ‘regional municipality’ with 33 boroughs, of which the City of London is one.
Montreal, QC: Montreal International (MI)	3.7 M	\$135 B	28	MI undertakes international FDI promotion efforts on behalf of the Communauté métropolitaine de Montréal (CMM), a planning, coordinating and funding body serving 82 municipalities in the Greater Montreal Area (GMA). CMM is a regional council operated by local politicians that provides MI with FDI funding.
Charlotte, NC/SC: Charlotte Regional Partnership (CRP)	2.7 M	\$114 B	77	CRP represents 16 counties across 2 states with no single regional governing body.
Miami, FL: The Beacon Council (TBC)	2.5 M	\$112 B	27	TBC is a county level FDI agent, representing Dade County of 36 municipalities.
Toronto, ON: Greater Toronto Marketing Alliance	6.1 M	\$1245 B	11	Represents 25 municipalities and 4 regions with no single regional governing body.

A detailed discussion of each organization along with specific relevant findings is provided in Appendix 1.

### **4.3. Role clarity with other FDI organizations**

Similar to the GTMA, each organization studied operates within a complex multi-tiered government environment, with multiple FDI organizations at various levels. The successful jurisdictions have addressed this through clearly defined, documented and agreed roles and “rules of engagement” for each organization.

With FDI organizations at the senior government levels, documented responsibilities tend to be geographic and activity based. For example, London & Partners has a direct Memorandum of Understanding with UK Trade & Investment that specifies geographic areas of responsibility as well as the process for communicating target sectors and markets in order to promote synergies, collaboration and overall efficiency and effectiveness of the FDI effort. They are even in the process of merging CRM systems to enhance communications and collaboration.

The GTMA has no similar documented roles and rules of engagement with either the Federal or Provincial government. Rather, its interactions with DFAIT, MEDI and OMAFRA are managed on an ad-hoc, project basis.

With local governments, all four regional FDI organizations studied take the lead role in all international activities related to an agreed upon set of target markets and sectors. Once specific leads or prospects are identified and local

visits are arranged, the local municipalities play a key role in facilitating site selection and other local marketing activities. In Charlotte and Miami, local governments also select additional target sectors and markets based on perceived local market opportunities, and are free to pursue these independently. Often as well, relationships with local governments are clearly documented. In Charlotte for example, clear expectations of the regional FDI organization are established up-front and agreed to within the founding documents of the regional FDI organization.

Also in Charlotte and Miami, the regional organization acts as a coordination mechanism for local governments, connecting local governments in their region to discuss FDI leads and similar targets. Overall, greater role clarity is found to facilitate better collaboration and coordination of efforts, which in turn drives effectiveness and overall cost efficiency.

## 4.4. Organizational focus

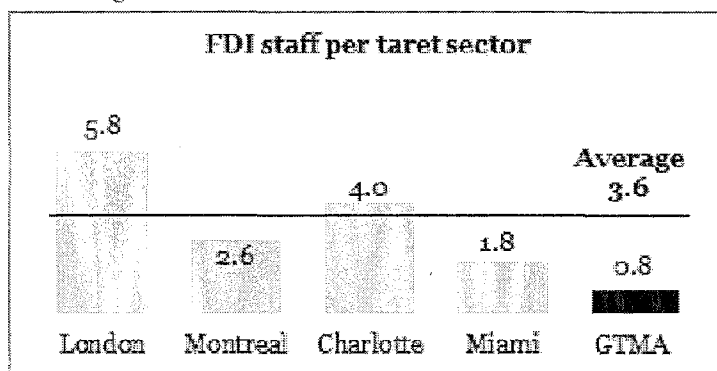
The regional FDI organizations studied achieve enhanced organizational focus by:

Limiting the number of target markets and sectors to those that can be effectively supported within a given staffing level. As seen in Figure 18, the average number of FDI staff per target sector across the organizations studied is 3.6<sup>31</sup> while at the GTMA it is 0.8. As a result, GTMA resources are spread too thin to effectively cover all target sectors and markets.

Developing specialized roles that minimize the distractions of FDI staff. All four jurisdictions have various specialized support roles, including a team dedicated to fundraising. This compares to the GTMA, where due to limited size, each individual must play multiple roles, further diluting the level of focus that can be directed to core FDI activities within each targeted sector and market.

Obtaining sustainable public funding. Each organization has a sustainable source of public funding, and fundraising therefore focuses on the private sector. This compares to the GTMA which in addition to private sector fundraising, must apply to each of 7 municipalities each year for renewal of its core funding. In addition, in order to access federal funding, GTMA must raise matching

Figure 18: GTMA is unable to devote sufficient staff to each targeted sector



Source: PwC analysis

Table 7: Lack of specialist roles at GTMA detracts from focus on core FDI attraction activities

Support staff	Funding	Marketing	Communi-cations	Corporate services	Research / strategy
London, UK	✓	✓	✓	✓	✓
Montreal, QC	✓	✓		✓	✓
Charlotte, US	✓	✓	✓	✓	✓
Miami, US	✓	✓	✓	✓	✓
GTMA				✓	

Source: PwC analysis

<sup>31</sup> Staff involved in FDI activities and target counts are estimated based on publicly available information and conversations with senior executives within the regional FDI organizations.

private sector funding on a project-by-project basis. As a result, fundraising overall consumes a disproportionate share of GTMA resources, distracting from core FDI attraction activities.

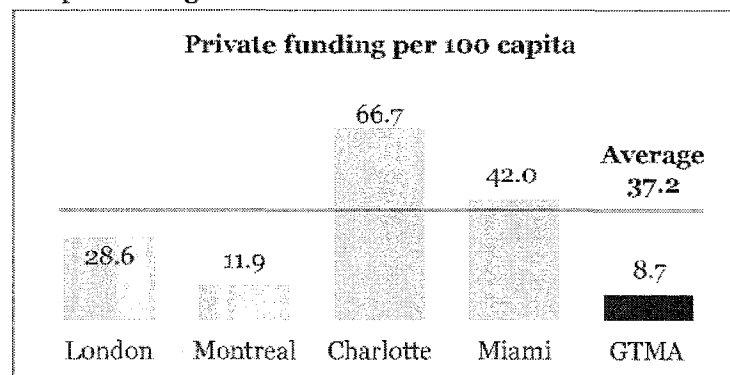
## 4.5. Private sector involvement

The organizations studied all leverage the private sector more extensively and effectively than does the GTMA in terms of generating funding, generating leads, and representation on the Board of Directors.

GTMA has 50% private sector representation on its Board, while the average of the jurisdictions studied is 71%. These Board members are leveraged in other jurisdictions to generate FDI targets and leads. For example, in Miami, private sector members are key participants on international missions. This is in contrast to the GTMA where private sector members are largely involved in directional oversight and providing services to leads and prospects.

As shown in Figure 19, the jurisdictions studied average a total of \$37.2 in private

**Figure 19: GTMA's private sector funding is lower than the comparator organizations**



Source: PwC analysis

sector funding per 100 capita, while the GTMA achieves a fraction of this, at \$8.7. This is partially attributable to the small scale of the GTMA and its need for focus on annual or project-by-project renewal of its sources of public sector funding. Another contributing factor however is that two of the jurisdictions studied are based in the U.S., where private sector organizations tend to be larger and have an enhanced culture of supporting FDI initiatives. An understanding of the limitations of the Canadian context informs the recommendation that the GTMA could achieve better results in this area, but perhaps not on a par with that achieved in the U.S. In addition, it is likely that increased private sector funding could only be obtained once the revitalized and restructured GTMA was up and running and had proven its success.

## 4.6. Scale of the organization

FDI organizations were selected based on their comparability to the GTMA, and as such all have other FDI organizations at the local level and within more senior levels of government. Notwithstanding this, in all cases the comparator organizations have much larger scale of operations, in terms of both staffing and funding. The GTMA has approximately:

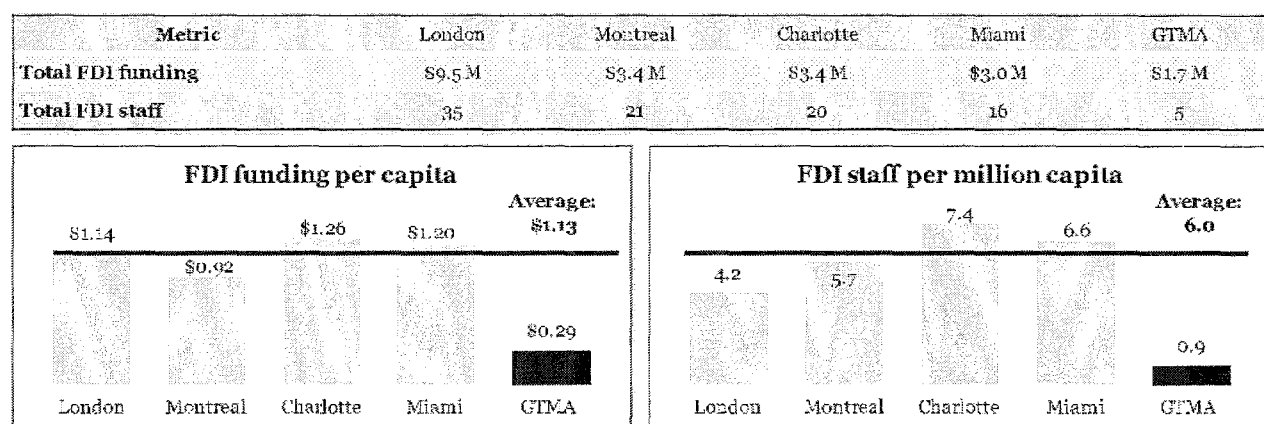
A quarter of the average FDI budget per capita at \$0.29 relative to an average of \$1.13<sup>32</sup> in the comparator organizations.

A fraction of the FDI staff per 1 million at 0.86 FDI staff member per 1,000,000 relative to an average of 5.97 FDI staff members per 1,000,000 population.

Each of the studied organizations has much larger funding levels, both in absolute and relative terms. This allows them the necessary resources to play an effective cross-region coordinating role, and also results in economies of scale that drive operational efficiencies.

<sup>32</sup> Regional population is estimated based on various public sources.

Figure 20: The GTMA has significantly less funding and scale than organizations studied



Source: PwC analysis

## 4.7. Summary

A number of factors are driving results in successful FDI organizations in other jurisdictions. To summarize:

Each of the studied organizations have more clearly defined and documented roles (as compared with the GTMA), not only for themselves, but also how they interact and relate to other FDI organizations within their jurisdictions. This role clarity applies equally to senior levels of government and local (municipal) governments, which continue to play important roles in the FDI attraction process. This greater role clarity facilitates better collaboration and coordination of efforts, which in turn drives effectiveness and overall cost efficiency.

Each of the studied organizations has achieved a greater level of focus, through limiting the number of targeted sectors and markets to those that it can effectively support, as well as through larger scale of operations that allow for role specialization. This increased focus, drives better results within each target sector or market, through better continuity, follow-up and relationship building. This compares to the GTMA, where due to limited size, each individual must play multiple roles, distracting attention from core FDI lead generation and follow-up activities.

Another common element of the studied organizations is the existence in each case of a sustainable source of public funding. This compares to the GTMA which must apply to each of 7 municipalities each year for renewal of its core funding. In addition, GTMA must raise matching private sector funding on a project-by-project basis, in order to access DFAIT funding. Because of this, GTMA must spend a greater proportion of resources on fundraising activities, whereas the other organizations are largely able to focus their fundraising efforts on the private sector.

The studied organizations are also better at leveraging the private sector. Boards are more heavily weighted to the private sector, and Board members are more directly involved in lead generation and follow-up through their extensive local and international business connections.

Finally, each of the studied organizations has much larger funding levels, both in absolute and relative terms. This allows them the necessary resources to play an effective cross-region coordinating role, and the economies of scale to drive operational efficiencies.

## 5. Analysis and recommendations

In this section, recommendations for revitalizing and restructuring the GTMA are outlined.

Revitalizing the GTMA cannot be effectively addressed in isolation from the broader problem of regional coordination of FDI roles and activities across the myriad of stakeholder groups that currently exist. This is not to suggest that contraction into one “mega agency” is the right answer. Rather, improved role clarity and better coordination can achieve excellent results as demonstrated by the experience of the four organizations studied.

In addition to coordination across FDI organizations, there could be additional benefits from coordination with non-FDI organizations such as the Toronto Region Board of Trade, to leverage their industry cluster development efforts in the identification of high potential target sectors for FDI attraction efforts.

For the GTMA to play a credible role in addressing this core issue, it needs increased funding that will enable the fundamental changes that are needed in the way it is structured and operates. However, as part of any credible business case for increased funding, the issue of regional coordination needs to be addressed first, at least at a conceptual level. What is needed is multi-stakeholder consensus around a clear vision of the future state roles, responsibilities and coordinating mechanisms, and a sound game plan for how GTMA would make efficient and effective use of increased funding. Members of the Strategy Group are drawn from many of these organizations, and could therefore play a key role in driving this multi-stakeholder consensus.

Fourteen specific recommendations have been made for revitalizing and restructuring the GTMA, leveraging the key learnings about drivers of success as identified in our study of other FDI organizations. These recommendations are not mutually exclusive; rather, they are very intertwined and interrelated. While the specifics will no doubt need fine tuning as the revitalization proceeds, the conceptual approach should be considered as an overall package of changes that could lead to the GTMA achieving the kinds of results seen elsewhere, rather than a “pick-and-choose” menu of options.

Our recommendations are provided in 4 broad groupings that are briefly summarized below:

1. Focused and clearly defined roles, through:
  - Clarifying and documenting the respective roles of GTMA, local municipalities and other FDI organizations active in the Toronto region as it pertains to an agreed upon set of target sectors and markets;
  - Formalizing the respective roles of GTMA, the province (MEDI, OMAFRA) and the federal government (DFAIT) as it pertains to FDI attraction activities related to GTA-targeted markets and sectors; and
  - Re-branding the GTMA to reduce confusion in the marketplace about its role.
2. Improved accountability and performance measurement.
3. A sustainable level of funding that enables improved international competitiveness of FDI attraction efforts. Key considerations in the development of the specific recommendations in this area include:
  - The appropriate size of the organization is informed by:
    - i. Average funding per capita of successful FDI organizations; and

- ii. The number of target sectors to be potentially be pursued. Preliminary guidance on selecting target sectors and the number that should be supported is provided.
- The current funding model of the GTMA requires existing staff to have multiple areas of responsibility, which diverts attention from FDI lead generation and promotion through the sales cycle which should be removed through a sustainable funding model.
- 4. Structuring the GTMA to drive improved results through continuity and specialization by:
  - Increasing private sector involvement in lead generation and promoting the Toronto region;
  - Structuring the GTMA in a manner that allows staff to specialize; and
  - Providing GTMA with the tools it needs to be more effective.

The specific recommendations and rationale are discussed in more detail below.

### 5.1. Conceptual role of the revitalized GTMA

In our review of other leading jurisdictions, two models were identified for coordination of FDI roles between regional and local FDI organizations. The main differences between the two models were in the areas of participation in international missions and in who “brokers the deal”:

1. **The regional FDI organization ‘brokers the deal’** (Montreal, QC and London, UK); and
2. **The municipal FDI organizations ‘brokers the deal’** (Charlotte, US and Miami, US).

#### Model #1: Regional FDI organization brokers the deal

In this model, a regional economic body establishes the broad markets / sectors to be targeted by the FDI organization. For example, in Montreal, the Communauté Métropolitaine de Montréal establishes the regional economic development plan covering not only FDI but also a host of regional economic and infrastructure issues.

The regional FDI organization leads all international FDI activities related to the targeted sectors and markets. In London, the municipalities may choose to undertake limited international investment promotion, but generally do not. In Montreal, the municipalities are prohibited by legislation to promote themselves internationally, to avoid conflicting messages in the marketplace.

Once leads are generated, the regional FDI organization introduces the investors to the local municipalities. The local municipalities then compete for the deal, if a natural landing point has not yet emerged.

The regional FDI organization then helps the investor choose the ultimate landing point, playing the role of an ‘honest broker’. The objective is to get the deal done, with the underlying assumption that wherever the deal lands, it is good for the entire region.

Figure 21: Model #1 illustrated



Source: PwC analysis



## Model #2: Municipal FDI organization brokers the deal

In this model, the municipalities and the regional FDI organization work in concert to establish the target markets / sectors for the regional FDI organization. The local FDI offices also establish their own FDI target markets / sectors, often in consultation with the regional organization. The local targets can be the same as those developed by the regional body or unique. The frequency with which the local municipalities establish their own local targets unique of the regional organization is notably less frequent than is the case in the Toronto region.

As illustrated in Figure 22, this model results in a set of three targets, those that are:

**The responsibility of the regional organization.** For these the regional organization takes a leading role and all local organization can join the effort.

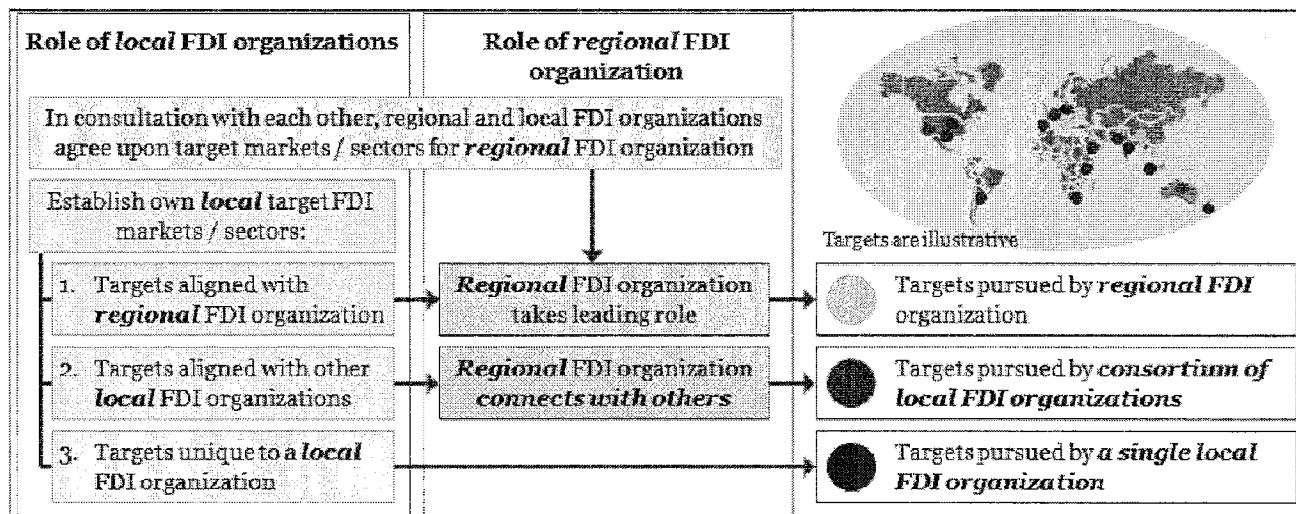
**Common across several municipalities within the region.** For these, the local offices often work in concert in international activities. For this set of targets, local offices can include senior levels of government.

**Unique to one municipality/senior level of government.** For these targets, the local municipality is solely responsible for international efforts. The jurisdictions studied had much fewer targets in this category relative to the current state in the Toronto region.

As the regional organization generates leads, it introduces investors to the municipalities and plays a limited role in ultimate site selection. The final landing point is the responsibility of the local municipalities.

This model is most closely aligned with the GTMA current state, as discussed on the following next.

Figure 22: Model #2: Municipal FDI organization brokers the deal



Source: PwC analysis

## Recommended role of the GTMA

Currently in the Toronto region, local municipalities are active in international FDI activities. The GTMA's role is most closely aligned with **Model 2: Municipalities broker the deal**, but with some key differences.

Consistent with Model 2, the GTMA currently works with local municipalities to define the GTMA FDI targets, and the GTMA works collaboratively with most municipalities in GTMA target markets / sectors. There are however examples of local municipalities acting independently in GTMA target markets / sectors, suggesting that there is an opportunity to achieve better coordination and collaboration by clearly documenting the roles of the GTMA and local municipalities, as well as the targets that will be pursued by each.

Also consistent with Model 2, the GTMA currently introduces investors to the appropriate municipalities and plays a limited role in ultimate site selection.

Contrary to Model 2 however, the GTMA currently plays a limited, ad-hoc role in connecting FDI organizations in the Toronto region that are pursuing the same target markets or sectors. One of the greatest strengths of the Toronto region is the local Boards of Trade and Chambers of Commerce, business councils and associations as well as universities and colleges. The GTMA should coordinate these organizations involved in FDI attraction and involve them in developing targets and generating leads for GTMA targets sectors.

The recommendations developed are intended to more closely align the conceptual role of the revitalized GTMA with Model 2. The recommended role is conceptual only, as the GTMA implements the revitalized organization, flexibility will be paramount as it agrees to a specific role with senior levels of government, local municipalities and other FDI organizations active in the Toronto region.

**Recommendation #1:** The GTMA along with other economic development organizations including the municipalities and senior governments in the Toronto region should agree to a set of “Toronto region” target sectors and markets for which the GTMA will lead all international activities. Other FDI organizations should be free to participate in GTMA-led events for the “Toronto region” targets, but also to target their own additional sectors and markets independently as they see fit. These roles should be formally documented through the International Marketing Services Agreements (IMSAs) or other agreements.

### *Coordinating role for non-GTMA led targets*

Aside from the mutually agreed Toronto region target sectors to be led by the GTMA, individual FDI organizations may have additional target sectors in common with each other, particularly where these are focused on ethnic diaspora networks such as the Indian community or the Chinese community. These markets or sectors may also represent targets of the provincial or federal governments. In such cases, there is an opportunity for improved overall results through better coordination that could be provided by an organization such as the GTMA.

**Recommendation #2:** For targets not led by GTMA, but which have been targeted by one or more Toronto region FDI organizations, the GTMA should play a coordinating role to connect the efforts of municipal, provincial, federal and other local organizations involved in FDI to those sectors and markets.

The implementation of the role outlined for the GTMA could result in:

- ☐ Better coordination and synergies among FDI organizations in the Toronto region;
- ☐ Reduced brand confusion for the Toronto region internationally; and
- ☐ Increased sector specialization of the various FDI organizations in the Toronto region.

The recommended role for the GTMA is conditional on a significant enhancement in funding. If the GTMA is unable to obtain the support required from senior and local levels of government, its role may need to be limited to playing a coordinating role to connect municipal, provincial and federal efforts related to FDI attraction in the Toronto region.

## Establishing sector targets

This section is broken into two parts, the first discusses the considerations that should be given when selecting targets and the second discusses considerations given to the number of targets to establish.

## Strategically defined targets

A driver of success for the jurisdictions studied was the manner in which target markets and sectors are chosen. Broadly, there are various approaches to selecting targets however the ultimate objective is to identify targets that:

- Are aligned to local strengths, such as industry clusters for which the region is considered a leader;
- Are aligned to large local ethnic communities that will be attractive to new business investments from the "home" country to service that ethnic market; and
- Provide a large economic impact domestically (jobs and GDP impact).

Targeting markets that would merely see the Toronto region as a "safe haven" for investment dollars should be avoided, as they are most likely to result in buy-outs of existing businesses that have no or limited net economic benefits for the region.

As a result of its need to spread its resources thinly, the GTMA currently focuses its efforts based on the ease of going after a particular sector or market. It does this within the context of a limited research budget for identifying targets that meet the more formal criteria described above. The likelihood of success is also a determinant of target selection in other jurisdictions. Other jurisdictions determine the likelihood of success based on internal and external research and analysis, analytics of internal leads generated and leveraging public and private sector contacts.

Examples of criteria that are used in target selection in other jurisdictions are provided in the table below:

Economic impact	Likelihood of success
Sectors that leverage local strengths / clusters	Targeted by senior governments
Sectors that diversify / compliment existing businesses	Local cluster exists
Markets that augment an existing ethnic community	Sectors for which incentives exist
	Internationally focused sectors / markets
	Sectors in expansion

Source: PwC analysis

The Toronto Region Board of Trade has been advocating for a Toronto region cluster development strategy, similar to that developed in Montreal, QC for some time. From an FDI attraction perspective, cluster development appears to meet both criteria of having a significant economic impact and having a higher likelihood of success.

Clusters are inherently attractive to foreign investors and cluster development generates innovation, competitive advantage and national prosperity. Firms within a cluster benefit from easier access to, and reduced costs of, certain collective resources such as a specialized inputs, infrastructure, or access to capital and a local labour market of specialized skills, resulting in competitive advantage over firms outside of the cluster and ultimately generating economic prosperity at the local, regional and national level.<sup>33</sup>

<sup>33</sup> Porter, Michael *"The Competitive Advantage of Nations"* 1990

It has been argued that within the modern knowledge based economy, long-term economic growth depends on the capacity of industry to upgrade and innovate. Firms and nations that hold a competitive advantage in today's global economy face a global set of competitors who will eventually imitate and replicate any advantage, requiring that firms continually innovate and upgrade to remain competitive. Our capacity to innovate determines our productivity which entrenches and expands our competitive advantages internationally and innovation is driven at the local, cluster level.<sup>34</sup>

Montreal, QC has successfully pursued a cluster development in FDI attraction. Montreal International leverages cluster offices to identify sub-sectors of clusters that are under-represented within the cluster. For example, if in the aerospace cluster there is found to have eight wing manufacturers but only one or two landing gear manufacturers, the FDI organization will target landing gear manufacturers globally. This results in targets that:

1. Generate significant economic benefits by enhancing local clusters; and
2. Have a high likelihood of success as investors seek to provide complimentary inputs within well developed clusters.

FDI cluster strategies are proven in the Toronto region. For example, the Toronto Financial Services Alliance (TFSA) is a public-private partnership dedicated to growing Toronto region's financial services cluster. The TFSA is a collaboration involving three levels of government, the financial services industry and academia that builds international awareness of the advantages offered by the Toronto region and assists global financial service companies exploring business opportunities in Toronto.

**Recommendation #3:** Targeted sectors and markets for region-wide focus should be selected strategically, based on clear criteria aligned to local strengths and the likelihood of success in ROI terms. Ideally, this would be driven by a region-wide economic development strategy (although this is not a pre-condition). In terms of alignment to local strengths, key considerations in target selection should include sector-based clusters that exist or are emerging in the Toronto region, market-based targets that align with significant ethnic populations, alignment to federal or provincial targets and/or incentive programs, and/or sectors targeted by other FDI Toronto region FDI organizations that would allow for synergies of effort and resources.

## Number of sectors to target

One driver of the success achieved in other jurisdictions is that they are able to devote sufficient resources to each target market and sector to be effective in lead generation and follow-up activities.

While the number of GTMA target markets and sectors is similar to other FDI organizations, it is trying to do this with fewer resources. This limits the level of attention and focus that can be devoted to each target, which limits success and contributes to the perceived need for local municipalities to undertake their own FDI lead generation activities related to these targets.

The number of targets selected should be limited to those that can be effectively addressed by a given resource level. This will allow for:

- ☐ Increased focus within targeted markets and sectors.
- ☐ Enhanced continuity of relationships with investors.
- ☐ GTMA staff to be positioned as market or sector specialists within their respective target market or sector.

---

<sup>34</sup> Porter, Michael *"The Competitive Advantage of Nations"* 1990

In order to arrive at a reasonable number of target sectors for the GTMA, insights from other economic development participants in the Toronto region were leveraged. Specifically, the Toronto Region Board of Trade has identified ten clusters in the Toronto region. The clusters are:

1. Aerospace;
2. Auto & parts;
3. Creative & entertainment;
4. Energy;
5. Financial services;
6. Food & beverage;
7. Bio-pharma & bio-medical;
8. Information and communication technology;
9. Professional services; and
10. Transportation & logistics.

In all, these clusters comprise roughly 37 per cent of total economic activity in the Toronto region and they account for substantial employment in Toronto. The clusters range from long-established industries, like food & beverage, to rapidly growing industry, such as transportation & logistics.<sup>35</sup> This is a reasonable starting point for identifying target sectors for the GTMA, however additional analysis will be required to evaluate whether these targets meet the needs of the restructured organization.

The financial services industry is already targeted by the TFSA as discussed above. Currently, the GTMA targets three of the remaining nine target clusters of the Toronto Region Board of Trade:

1. Energy
2. Food and beverage; and
3. Information and communications technology.

The GTMA also currently has three other target sectors:

1. Advanced manufacturing;
2. Agriculture; and
3. Environment.

As a starting point, a tighter alignment with the Toronto Region Board of Trade cluster strategy should be considered, but a more formal analysis is needed to refine and finalize the list of targets based on the criteria discussed above.

As seen in the successful jurisdictions, specific individuals or teams are focused 100% on a specific target sector to drive focus and specialization, and this model should be adopted within the revitalized GTMA. However, there is also a need for flexibility to address high value opportunities in sectors not currently targeted. For example, although the GTMA was not targeting the retail sector in 2011, the largest investor in that year was Target. Ignoring large investments as they are not target sectors would be unadvisable, and therefore a tenth 'undefined target' should be included to allow for organizational flexibility.

**Recommendation #4:** The recommended level of funding will enable the GTMA to effectively target 9 or 10 high potential sectors, clusters or markets by having a small focused and dedicated team supporting each. One team should be generalist in nature to deal with the large, attractive "one-off" opportunities, while the other nine should focus solely on an identified and agreed upon strategic target.

---

<sup>35</sup> Toronto Board of Trade "Toronto as a Global City: Scorecard on Prosperity" 2012

## *Relationship with senior governments*

With senior levels of government, three of four of the jurisdictions studied had clearly defined roles, often documented.

- Montreal, QC, has *legislated* roles and responsibilities with municipal governments and documented roles with senior levels of government.
- Charlotte, US, included role definition and hand-off procedures between the regional FDI organization and state level FDI organizations *within the articles of incorporation* of the regional FDI organization.
- London, UK, has a formal *Memorandum of Understanding* directly with the national FDI organization (UKTI) and is in the process of combining CRM systems.

The GTMA currently does not have a formal relationship with MEDI, OMAFRA or DFAIT. As a result, opportunities for collaboration, coordination and leveraging each other's efforts may be being missed.

**Recommendation #5:** GTMA and FDI organizations at the local, provincial and federal levels should formalize agreements about how they will collaborate, cooperate and coordinate efforts related to mutually targeted sectors and markets. Documenting these agreements via Memoranda of Understanding (MoUs) is likely to be the most efficient and effective approach.

## *Other economic development mandates*

Three of the four organizations that were studied have mandates that extend beyond FDI, into other areas such as tourism attraction, talent attraction and broader economic development. Most were of the view that these broader mandates contribute somewhat to overall cost efficiencies, but in a fairly limited way. In terms of enhancing FDI results, only business tourism was cited as a beneficial partnership, albeit to a limited extent. As such, no changes to the mandate of the GTMA are recommended at this time.

Currently there is significant effort required to revitalize and restructure the GTMA, through this process the focus should be on regional FDI attraction. Should the GTMA become a leading FDI focused organization the opportunity to expand its mandate could be explored.

## *Branding of the GTMA*

A number of stakeholders expressed the view that the "GTA" is not a recognized "brand" internationally and that there is a degree of confusion within the Toronto region over the role of the GTMA, particularly relative to Invest Toronto. Further, a number of local stakeholders and an international FDI organization pointed out that the 'M' in GTMA suggests that it is limited to a "marketing" role.

The majority of regional FDI organizations studied used their anchor city in their name as it is internationally recognized as a brand.

While the name Toronto is prominent in the GTMA's logo, the commonly used abbreviation "GTMA" reduces the impact of the word "Toronto".



**Recommendation #6:** To address brand confusion, the GTMA should be re-branded with a name that prominently states "Toronto region" rather than "GTA", and is also more reflective of the FDI deal brokering and collaborative role recommended for the GTMA.

## 5.2. Accountability and performance measurement

A number of common metrics of success were identified across the regional FDI organizations studied, the most common being:

- ☐ Number of FDI projects.
- ☐ Number of jobs created.
- ☐ GDP contribution of FDI investments.
- ☐ Value of FDI dollars invested.

Other metrics include the number of investors hosted in the region, the number of investors visited abroad and days spend promoting the region, the count of visits to foreign subsidiaries in the region to generate results, and other metrics.

The top four metrics above are largely consistent with the results tracked by the GTMA, with the exception of the value of FDI dollars invested.

**Recommendation #7:** In order to track performance, the GTMA should report results on a quarterly and annual basis in terms of the number of FDI projects, the number of jobs created, the GDP contribution of FDI investments and the value of FDI dollars invested. Specific annual targets should be established in order to drive accountability.

It was also found that FDI organizations have had success implementing results based compensation for FDI staff or lead generating organizations located abroad, tying a portion of compensation to attributable results. For example, in Montreal, QC, the regional FDI organization sets annual FDI targets for their staff and ties a portion of compensation to the achievement of those targets. This has been shown to align incentives of staff and the organization, and in some cases actually lower labour costs.

**Recommendation #8:** In order to drive accountability at the individual level, a portion of the compensation paid to the FDI staff or to contracted agents abroad should be tied to FDI results.

## 5.3. A sustainable, competitive level of funding

In this section, the “right-size” of funding for the GTMA is discussed as well as a sustainable funding model that will reduce ‘distractions’ faced by the GTMA.

### *Level of funding*

The GTMA is underfunded relative to other regional FDI organizations internationally, limiting its ability to play an effective cross-region coordinating role and to realize economies of scale to drive operational efficiencies.

The key points to emphasize in any proposal for new incremental funding are as follows:

- Investments in FDI attraction have an attractive payback in terms of jobs and economic growth, and Canada’s FDI performance is in a long-term downward trend.
- The Toronto region is the FDI engine of Ontario and Canada and, must be internationally competitive if the trend is to be reversed.

- Current Toronto region FDI performance in the global context is poor. A key reason for this is that investments in FDI attraction are not internationally competitive.
- Leading jurisdictions are spending 4 times as much as the Toronto region on FDI attraction, which gives them the scale to achieve better results, in a cost efficient manner.
- Money isn't the only part of the solution, but it is an essential component that would enable the GTMA to make the necessary changes to drive improved results.

The appropriate size and level of funding for the GTMA has been assessed in two ways:

1. A top-down approach based on average funding per capita of the four other FDI organizations studied; and
2. A bottom-up approach based on the potential number of targets for the GTMA and the average funding per FDI target of other jurisdictions.

These two approaches are discussed in detail below.

## Funding the GTMA: top-down approach

In this section, a top-down approach is used to determine the competitive level of funding for the GTMA. To accomplish this, the average level of funding of the four high-performing comparator organizations was used, adjusted for differences in size of the regional population. Similar results are obtained when the relative size of the regional economy is used as the basis for adjustment.

As illustrated in Table 8, the GTMA is underfunded relative to other organizations.

**Table 8: The GTMA has a fraction of the funding of other organizations on both an absolute and relative basis**

	London & Partners	Charlotte Regional Partnership	Miami (The Beacon Council)	Montreal International	Average	GTMA
Total FDI funding (M)	\$9.5	\$3.4	\$3.4	\$3.0	\$4.8	\$1.7
FDI funding per capita	\$1.14	\$0.92	\$1.26	\$1.20	\$1.13	\$0.29
FDI staff	35	21	20	17	23	5
FDI staff per million capita	4.22	5.68	7.41	6.6	5.97	0.86

Source: PwC analysis

The average amount of FDI funding per capita found in other jurisdictions is \$1.13 which compares to a GTMA FDI funding per capita of \$0.29. Also, the number of FDI staff per capita in other jurisdictions averaged 5.97 which compares to the GTMA level of 0.86. The population of the Toronto region is estimated at 5.839 million.<sup>36</sup>

**Using these estimates, the top-down approach suggests that the GTMA should have total funding of approximately \$6.6 million and staff of approximately 30 to 35.<sup>37</sup>**

<sup>36</sup> Conference Board of Canada "Economic Insights into 13 Canadian Metropolitan Economies" Autumn 2012



## Funding the GTMA: bottom-up approach

Of the four FDI organizations studied, the average level of FDI funding and staffing per target sector is \$755,000 and 3.6 respectively. Using the funding level estimated by the top-down approach, a revitalized GTMA could support approximately nine target sectors. As discussed above, as a starting point there appear to be ten sectors in the Toronto region in which there is value for targeting, including a generic 'target sector'. **Should the GTMA pursue ten sectors, this would imply total funding and staffing of \$7.6 million and 36 staff.**

The results of the top-down and bottom-up approaches to determining the 'right size' of the GTMA are largely consistent and illustrated in Table 9 below.

**Table 9: The competitive size of the GTMA is between \$6.6 and \$7.6 million**

	Average of jurisdictions studied	GTMA current state	Size of the Toronto region	Indicative size of the GTMA
Top-down approach				
FDI budget per capita	\$1.13	\$0.29	5.839 million population	\$6.6 million
FDI staff per million capita	5.97	0.86		35 staff
Bottom-up approach				
FDI budget per target sector	\$755 K	\$283 K	9 cluster targets + 1 'flexible' team	\$7.6 million
FDI staff per target sector	3.6	0.8		36 staff

**Recommendation #9:** In order to be competitive on a global scale and to capture FDI opportunities currently being missed, the GTMA requires a total budget of approximately \$6.6 to \$7.6 million, a \$4.9 to \$5.8 million increase from current levels.

## Funding of the GTMA: sources

Currently, the funding of the GTMA is provided through 4 sources. In 2011 the GTMA was funded approximately as follows:

<sup>37</sup> Average of FDI funding per capita of \$1.13 \* Toronto region population of 5.839 million = \$6.6 million competitive funding.

**Table 10: GTMA is currently disproportionately funded by the municipalities of the Toronto region**

<b>Current source of funding</b>	<b>Proportion of 2011 funding</b>
Municipalities of the Toronto region	34%
Private sector	31%
Province of Ontario	18%
Department of Foreign Affairs and International Trade	17%

*Source: GTMA 2011 financial statements, PwC analysis*

As the FDI engine of Canada, both the province and the country stand to benefit from improved performance of the GTA. To assist in reversing the downward trend in Canada's international FDI market share, a clear case can be made that an increased proportion of GTMA funding should come from senior levels of government. This can be expected to reduce distractions of GTMA FDI staff and allow the GTMA to plan over the long-term. As an example, Montreal International renews public funding every three years. This provides the ability to plan over a longer-term (strategic planning is tied to funding periods) while still providing for regular accountability to public funders.

Although the GTMA has been successful at achieving 30% proportional support from the private sector, this is likely only sustainable for its current budget. Other jurisdictions attract on average 32% of their budgets from the private sector. Driving the average however is two U.S. jurisdictions with up to 53% of funding from the private sector. In the U.S., private sector organizations tend to be larger and have an enhanced culture of supporting economic development initiatives than in Canada where private sector organizations tend to be smaller and more reliant on public funds to support economic development initiatives. Montreal International for example obtains 13% of its funding from the private sector.

Accordingly, the largest share of the new incremental funding should come from the federal and provincial governments. With this commitment, the municipalities should be prepared to provide increased funding as well, albeit a much smaller increase on a percentage basis. Finally, these investments and the changes they would enable should permit GTMA to build the credibility that would enable it increase private sector funding within the limitations of the Canadian private sector context. These same limitations are likely to require that the GTMA obtain some initial success prior to achieving increased funding from the private sector. The potential funding model therefore needs to assume a continuation of the current level of private sector support.

A potential new funding model reflecting these concepts is outlined in Table 11 below, assuming \$7.5 million in annual funding requirements.

Table 11: Potential funding model

Recommended source of funding	Approximate total annual funding (millions)	Incremental annual funding (millions)
Federal government	\$2.5	\$2.2
Province of Ontario	\$2.5	\$2.2
Municipalities of the GTA (spread based on size)	\$2.0	\$1.4
Current private sector funding	\$0.5	-
<b>TOTAL</b>	<b>\$7.5</b>	<b>\$5.8</b>

For illustrative purposes we have shown the potential funding allocations in Figure 11 based on a hypothetical \$7.5 million annual budget. As private sector funding is unlikely to increase until the revitalized organization can demonstrate results, Figure 8 assumes the same level of private sector support as achieved in the past. Municipal funding would be split based on population.

**Recommendation #10:** As a starting point for discussion and refinement, the increased GTMA budget should be funded one third by the federal government and one third by the provincial government, with the final one third split among the municipal funding partners and the private sector. The contribution of the municipalities would be split based on population. Increased private sector funding is likely only achievable once the new revitalized GTMA has proven its success, and should therefore not be relied upon as part of the initial funding formula.

## *Sustainable public funding*

All other jurisdictions studied have a sustainable source of public funding, while the GTMA does not. Additionally, the level of funding is not indexed, and is therefore eroded each year by the rate of inflation.

Annually, the GTMA must renegotiate the IMSA with 7 different municipalities. In addition, DFAIT funding is project specific (each project must be individually applied for and justified), and is based on “fifty cent dollars”, meaning that matching private sector funding must be raised for each project.

As a result, GTMA spends a great deal of its scarce resources each year (estimated by GTMA at 30%) to renegotiate IMSAs and other funding arrangements. As it has no dedicated fundraising person or department, and these activities are therefore a direct drain on the level of effort available by GTMA staff to spend on FDI attraction activities.

There are several options that can be pursued to obtain sustainable public funding.

**Property taxes** could be dedicated to FDI activities, or **new types of taxes** could be implemented (e.g., gas). This option is politically unappealing but would address sustainability and indexing needs.

**The term of IMSAs** could be extended and indexed to inflation. This has historically been difficult for the GTMA to achieve but may be sellable as part of a package of changes that convinces funders of the value for money to be delivered.

New funding could be sought from **senior governments** based on the revitalized organization. This would need to be addressed as part of more formalized arrangements for cooperation and coordination of international FDI activities discussed in Recommendation #4.

- Propose fixed federal funding could be transitioned to a fixed basis, to **replace project-based funding**. This would result in the same cost to the federal government but address the need for sustainable funding and eliminate the drain on resources caused by the need to have private sector match funding on a project-by-project basis.

**Recommendation #11:** The current funding model of the GTMA distracts resources from FDI activities. The GTMA requires a sustainable funding model indexed to inflation which could be achieved by extending the term of the IMSAs and indexing them to inflation, and by similarly sustainable and indexed federal and provincial contributions.

## ***5.4. Efficient and effective structure***

Should additional public sector funding be obtained, the recommended structure of the GTMA has been divided into three broad categories that should improve results through continuity and specialization:

4. Increasing private sector involvement in lead generation and promoting the Toronto region;
5. Structure the GTMA in a manner that allows staff to specialize.
6. Provide GTMA with the tools it needs to be more effective.

Each of these three categories is discussed in detail next.

### ***Enhanced role for the private sector***

The organizations studied all leverage the private sector more extensively and effectively than does the GTMA in terms of generating private sector funding, generating leads, and representation on the Board of Directors.

Broadly, regional FDI organizations receive private sector support as FDI organizations provide:

- **Macro-economic growth and stability:** private sector organizations see value in supporting the local economy; and
- **Lead generation:** FDI organizations provide networking opportunities, marketing partnerships and lead introductions.

This value proposition is largely consistent with the offering of the GTMA. Both Charlotte and Miami cite the support of influential local business people as a key driver of their success in achieving private sector support.

Involving the private sector has the effect of increasing credibility both with the local business community and potential investors. Other FDI organizations also leverage their private sector members to assist in identifying target sectors and markets and providing leads and introductions. There are other avenues for partnership that should be explored. Miami for example has found success in marketing partnerships, particularly with American Airlines – the FDI organization advertises the region in the same placements as American Airlines promotes its services. The result is effective, affordable promotion. Miami also travels on missions with teams comprised almost exclusively of private sector members.

Overall, enhanced participation by the private sector in the GTMA would likely increase credibility within the business community, raising both revenues and FDI results. As discussed prior, the characteristics of the private sector in Canada make it unlikely that the GTMA could obtain comparable private sector funding to the U.S. jurisdictions studied. Within the recommended funding model, the private sector would provide \$1.1 to \$1.3 million

in annual funding, more than double 2011 levels. This is the last piece of funding to come as the private sector will likely be required to see tangible improvements prior to enhancing funding.

**Recommendation #12:** Should enhanced public funding be obtained, the new organization should leverage the private sector more extensively and effectively by attracting more influential business people to its Board of Directors, increasing fundraising focus on multi-year private sector commitments, and involving private sector members in target selection and lead generation.

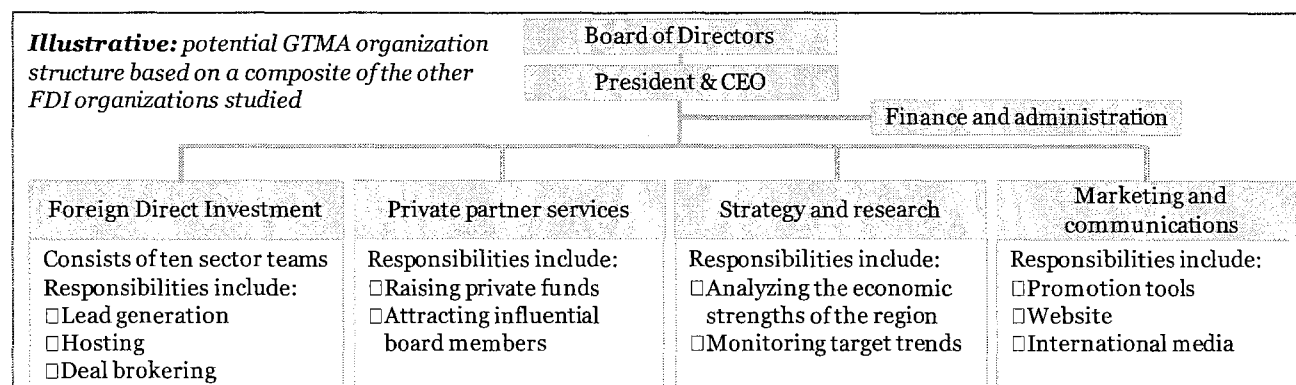
Success with the private sector is often attributed to having influential business people involved in the organization, however all of the jurisdictions studied had resources dedicated to attracting private funding, something lacking at the GTMA along with other support roles, as discussed in the following section.

## Specialized staff

All of the other jurisdictions studied have developed specialized support roles that enable FDI staff to focus on lead generation and follow through, a key driver of their success as previously mentioned. If the GTMA is provided with additional funding, it has an opportunity to grow its staffing levels, which would enable further increases in focus and specialization.

Depicted in Figure 23 is a potential organization structure that the GTMA could implement if it were funded to comparable levels as the other jurisdictions studied. As mentioned in Recommendation #3, the FDI department of the GTMA could be constructed based on sector targets. Each sector targeted would comprise a team within the Foreign Direct Investment department, along with an additional team designed to respond to inquiries in non-target sectors.

**Figure 23: Illustrative potential structure for the GTMA**



**Recommendation #13:** Should enhanced public funding be obtained, a new organization structure should be implemented that will enable improved FDI results and private sector fundraising. The structure should include individuals or teams focused on FDI sales, lead generation and follow through, private sector fundraising, strategy and research, marketing and communications, and finance and administration.

## The tools to be effective

In addition to enhanced staffing levels and specialized roles, there are opportunities to leverage enhanced funding to improve the tools being used by the GTMA to drive FDI results.

To enable better tracking of leads through the various stages of the FDI “sales pipeline”, all four of the jurisdictions studied have Customer Relationship Management (CRM) tools in place. The GTMA does not, and this inhibits overall effectiveness.

In addition to the CRM tool, GTMA would benefit from enhancing its web site. While it already contains a wealth of valuable information, it would benefit however from being organized into more of a self-service storefront that would stream investors based on the sector and potential size of the investment. This can be accomplished through a series of questions presented on the website, with drop down answer options that would drive the streaming of the potential investor to the appropriate parts of the website.

These questions would result in larger potential investors and/or investors in the sectors targeted by GTMA to be streamed to a more personalized “high-touch” approach with a GTMA sector specialist identified.

Investors in sectors targeted by one or more of the local municipalities would be streamed to the appropriate municipal contact. Smaller investors in non-targeted sectors would be streamed to more of a self service approach, including listings of local private sector partners that can provide additional services.

Once completed, this type of website, particularly if integrated with a CRM tool, would enable:

1. Improved overall lead generation via the web, with the level of service provided determined in a more strategic manner.
2. Improved analytics and tracking of visitors to the website. The GTMA could monitor sectors selected to identify trends and assess whether targets should be re-assessed.

**Recommendation #14:** Should GTMA be successful in obtaining new incremental funding, a portion of this should be earmarked for implementation of a new CRM tool and enhancements to the GTMA website, in order to improve lead generation, follow through with an appropriate level of service, and enhanced analytics.

### **5.5. Summary**

Fourteen specific recommendations have been made for revitalizing and restructuring the GTMA, leveraging the key learnings about drivers of success as identified in our study of other FDI organizations. These recommendations are not mutually exclusive; rather, they are very intertwined and interrelated. While the specifics will no doubt need fine tuning as the revitalization proceeds, the conceptual approach should be considered as an overall package of changes that could lead to the GTA achieving the kinds of results seen elsewhere, rather than a “pick-and-choose” menu of options.

These recommendations are summarized below in four groupings as follows:

- Role of the GTMA;
- Measurement and accountability;
- A sustainable competitive level of funding; and
- Efficient and effective structure.

### **The role of the GTMA**

**Recommendation #1:** The GTMA along with other economic development organizations including the municipalities and senior governments in the Toronto region should agree to a set of “Toronto region” target

sectors and markets for which the GTMA will lead all international activities. Other FDI organizations should be free to participate in GTMA-led events for the “Toronto region” targets, but also to target their own additional sectors and markets independently as they see fit. These roles should be formally documented through the International Marketing Services Agreements (IMSAs) or other agreements.

**Recommendation #2:** For targets not led by GTMA, but which have been targeted by one or more Toronto region FDI organizations, the GTMA should play a coordinating role to connect the efforts of municipal, provincial, federal and other local organizations involved in FDI to those sectors and markets.

**Recommendation #3:** Targeted sectors and markets for region-wide focus should be selected strategically, based on clear criteria aligned to local strengths and the likelihood of success in ROI terms. Ideally, this would be driven by a region-wide economic development strategy (although this is not a pre-condition). In terms of alignment to local strengths, key considerations in target selection should include sector-based clusters that exist or are emerging in the Toronto region, market-based targets that align with significant ethnic populations, alignment to federal or provincial targets and/or incentive programs, and/or sectors targeted by other FDI Toronto region FDI organizations that would allow for synergies of effort and resources.

**Recommendation #4:** The recommended level of funding will enable the GTMA to effectively target 9 or 10 high potential sectors, clusters or markets by having a small focused and dedicated team supporting each. One team should be generalist in nature to deal with the large, attractive “one-off” opportunities, while the other nine should focus solely on an identified and agreed upon strategic target.

**Recommendation #5:** GTMA and FDI organizations at the local, provincial and federal levels should formalize agreements about how they will collaborate, cooperate and coordinate efforts related to mutually targeted sectors and markets. Documenting these agreements via Memoranda of Understanding (MoUs) is likely to be the most efficient and effective approach.

**Recommendation #6:** To address brand confusion, the GTMA should be re-branded with a name that prominently states “Toronto region” rather than “GTA”, and is also more reflective of the FDI deal brokering and collaborative role recommended for the GTMA.

## Measurement and accountability

**Recommendation #7:** In order to track performance, the GTMA should report results on a quarterly and annual basis in terms of the number of FDI projects, the number of jobs created, the GDP contribution of FDI investments and the value of FDI dollars invested. Specific annual targets should be established in order to drive accountability.

**Recommendation #8:** In order to drive accountability at the individual level, a portion of the compensation paid to the FDI staff or to contracted agents abroad should be tied to FDI results.

## A sustainable, competitive level of funding

**Recommendation #9:** In order to be competitive on a global scale and to capture FDI opportunities currently being missed, the GTMA requires a total budget of approximately \$6.6 to \$7.6 million, a \$4.9 to \$5.8 million increase from current levels.

**Recommendation #10:** As a starting point for discussion and refinement, the increased GTMA budget should be funded one third by the federal government and one third by the provincial government, with the final one third split among the municipal funding partners and the private sector. The contribution of the municipalities would be split based on population. Increased private sector funding is likely only achievable once the new revitalized GTMA has proven its success, and should therefore not be relied upon as part of the initial funding formula.

**Recommendation #11:** The current funding model of the GTMA distracts resources from FDI activities. The GTMA requires a sustainable funding model indexed to inflation which could be achieved by extending the term of the IMSAs and indexing them to inflation, and by similarly sustainable and indexed federal and provincial contributions.

### Efficient and effective structure

**Recommendation #12:** Should enhanced public funding be obtained, the new organization should leverage the private sector more extensively and effectively by attracting more influential business people to its Board of Directors, increasing fundraising focus on multi-year private sector commitments, and involving private sector members in target selection and lead generation.

**Recommendation #13:** Should enhanced public funding be obtained, a new organization structure should be implemented that will enable improved FDI results and private sector fundraising. The structure should include individuals or teams focused on FDI sales, lead generation and follow through, private sector fundraising, strategy and research, marketing and communications, and finance and administration.

**Recommendation #14:** Should GTMA be successful in obtaining new incremental funding, a portion of this should be earmarked for implementation of a new CRM tool and enhancements to the GTMA website, in order to improve lead generation, follow through with an appropriate level of service, and enhanced analytics.



## 6. Roadmap to revitalization

A high level implementation roadmap has been developed, primarily based on input received from the Strategy Group members. The implementation roadmap is illustrated below, followed by a brief discussion of each component.

The “roadmap to revitalization” is divided into two components: 1) development of the detailed future state of the GTMA where funding is committed and the role of the GTMA finalized; and 2) the operational launch. The goal is to have completed the future state of the GTMA for 2014 budget planning which starts in the summer of 2013. The successful delivery of this implementation plan requires a dedicated senior and well-connected resource to continue to develop the concept with the various other FDI organizations and funders, and to complete the detailed planning for implementing the new regional agency. Given the limitations of existing staffing levels, the GTMA may need to seek temporary “bridge” funding to cover the cost required to undertake and effectively support these efforts.

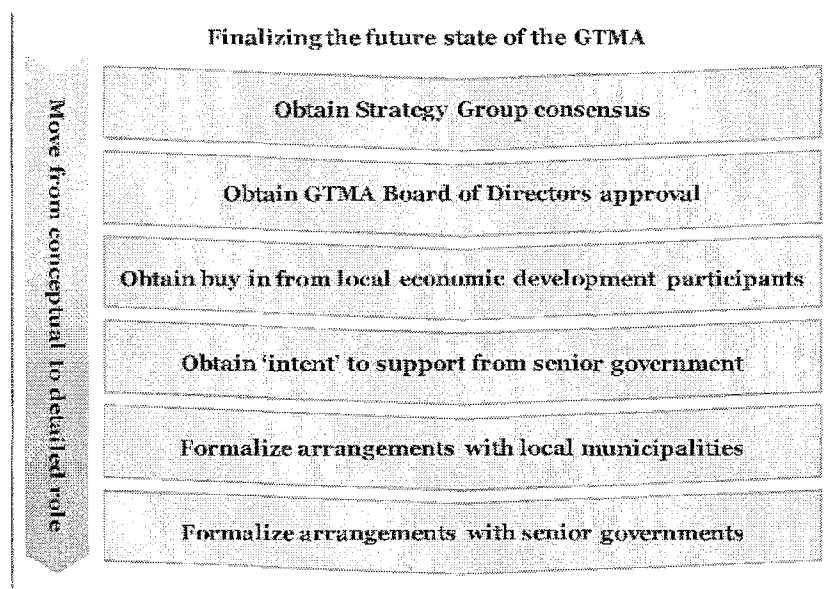
### 6.1. Finalizing the future state of the GTMA

In this section an approach is developed that will guide the development of the detailed role that the GTMA should play and the commitment of funding required to enable this.

At this point, the recommended role of the GTMA is expressed in conceptual terms. As the GTMA works towards the revitalized launch, it will need to remain flexible and refine the ultimate role that it will play in consultation with other stakeholders and as it solicits funding commitments from various public organizations.

The objective of this roadmap is to strategically outline the order in which stakeholders should be engaged in order to optimize funding and the support of the community. The approach is illustrated below, followed by a detailed discussion of each step.

Figure 24: Implementation roadmap



## *The Strategy Group and GTMA Board of Directors*

The first step is to obtain consensus on the conceptual design from the Strategy Group and approval from the GTMA Board of Directors. Through this process, the conceptual role of the GTMA should be established and agreed to but still be open to input from other stakeholders.

## *External organizations with potential overlap*

The next step is to approach local economic development organizations. At this stage, the role of the GTMA should be conceptual and allow for flexibility based on feedback from other economic development participants.

Groupings and examples of organizations to approach include: local economic development organizations (CivicAction); local FDI organizations (Toronto Financial Services Alliance and Invest Toronto); local Boards of Trade and Chambers of Commerce (Toronto Region Board of Trade); local business councils (Canada-India Business Council); and local business associations (Toronto Chinese Business Association).

Examples of terms to document include:

- Respective roles;
- Processes for communicating, including point people and regular discussions; and
- Processes for collaborating, including sharing leads and identifying participants in the Toronto region with potentially overlapping activities.

The strategy should be to first look to Strategy Group members to identify the first organizations to engage. Once relationships with a few key organizations are developed, others should follow.

## *Obtain 'intent' from senior governments*

With a clear vision of how FDI attraction will be coordinated across the various stakeholder organizations, the GTMA should be positioned to make the case for new and increased Federal and Provincial funding. These discussions should also cover coordination issues and mechanisms with those levels of government. If a formal commitment cannot be obtained until other sources of funding are confirmed, at minimum, GTMA should obtain an indication of intent of and obtain an understanding of the amount of funding that could be made available and what needs to be in place to get that funding.

## *Local municipalities*

The local municipalities are likely to be primarily interested in the business case for increased levels of support. A signalling of intent from senior governments will be helpful, however the main benefit of supporting the revitalized GTMA will be improved FDI performance. Local municipalities may require increased staff to accommodate added FDI deal flow and will be able to allow staff to specialize within certain sectors and markets, either in partnership with the revitalized GTMA or on targets sought independently.

At this point private sector partners could be approached as well with the revised concept of the GTMA. The objective is to tailor the role of the GTMA in a manner that will attract influential business people to play an active role in targeting and lead generation. Success with the private sector may be difficult until a revitalized organization is able to demonstrate tangible results.

## *Formal agreement with senior governments*

Once there is general agreement within the community of the future role of the GTMA, formal agreements should be reached with senior governments. Examples of terms that should be specified include:

- Respective roles;
- Targets established around the performance criteria established in Recommendation #7.
- Processes for communicating, including point people and regular discussions;
- Processes for collaborating, including sharing leads and identifying participants in the Toronto region with potentially overlapping activities;
- Hand-off processes for leads identified that fall within the focus of the other organization; and
- Level and term of funding.

The specific role for the GTMA should be drawn from the recommendations within this report.

## **6.2. Operational re-launch**

Should the GTMA be successful in obtaining an appropriate level of public funding, the following operational launch will need to be undertaken to create the revitalized organization described in this document:

- Develop a revised strategic plan based on the final role of the GTMA;
- Develop a business plan for the initial years of operation;
- Determine the size and governance of the revitalized Board of Directors;
- Finalize and organizational structure and define roles and responsibilities;
- Commence the hiring process;
- Implement performance metrics and develop the processes for tracking, monitoring and recognizing results; and
- Develop a revitalized private sector fundraising strategy.

## **6.3. Conclusion**

The case for change is compelling. FDI attraction is a key driver of economic growth and prosperity, and the Toronto region is significantly underperforming relative to its potential. The opportunity is significant, and the ROI is clear. But money alone will not be enough to fix the current situation. Significantly improved collaboration and coordination of efforts across a broad range of organizations is needed. Given its mandate, the GTMA is the natural candidate to be the catalyst for change.

This report sets out a potential roadmap for that change, but it is a conceptual starting point only. It can and should evolve as consultations with the various stakeholder groups proceed. The overriding goal should be greater

economic prosperity of the Toronto region as a whole, and the discussions should be underpinned by a clear understanding that all municipalities benefit from each FDI investment in the Toronto region.

# ***Appendix 1: Jurisdictions studied***

## London & Partners

London & Partners (L&P) was launched April 1, 2011 via a merger of London's three predecessor promotional agencies: Think London (FDI attraction), Study London (educational attraction) and Visit London (leisure and business tourism attraction). The catalyst for the merger was the hosting of the 2012 Summer Olympic Games, and the objective was to create operational cost synergies as well as one single promotional organization for London that can speak with one voice, vision and mission to all audiences in the UK and internationally. In terms of facilitating FDI attraction, there have been additional relationships generated from working in concert with business tourism. Having the educational mandate has also facilitated L&P's ability to connect investors with R&D opportunities.

L&P is the international promotional agency of the Greater London Authority (GLA), which provides all public funding to L&P and is headed by the Mayor of London, an elected official that represents 33 local borrows. The Mayor of London should not be confused with the Lord Mayor of London. The Lord Mayor of London is the mayor of the City of London, one of the 33 borrows within the GLA. The Lord Mayor of London would be analogous to a city councilor in, while the Mayor of London would be analogous to the Mayor of Toronto.

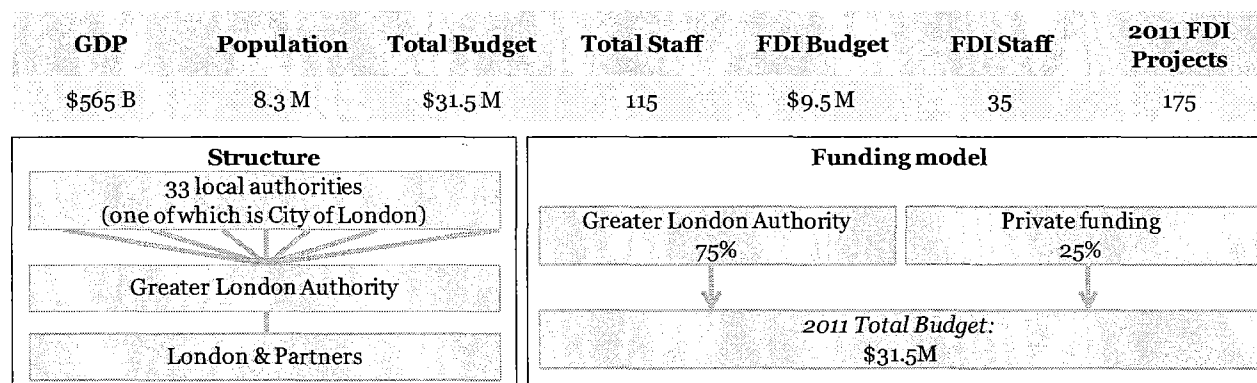
## Funding and performance

As seen in the table below, the GLA has approximately \$565 billion in annual GDP and a population of approximately 8.3 million.

L&P has an annual total budget of approximately \$31.5 million, 25% of which is derived from private sector funds and 75% from public funds. Public money is provided by the Greater London Authority with a portion of property taxes earmarked for FDI. The value proposition for private funders is primarily FDI lead generation.

In 2011, L&P generated an average of 175 new FDI projects every year over the three years prior with activity linked to L&P. London consistently ranks as the top FDI destination city globally by number of projects in IBM's "Global Location Trends – Annual Report", and is ranked 2<sup>nd</sup> globally in PwC's *Cities of Opportunity 2012* for attracting greenfield FDI projects.

Figure 25: L&P funding model



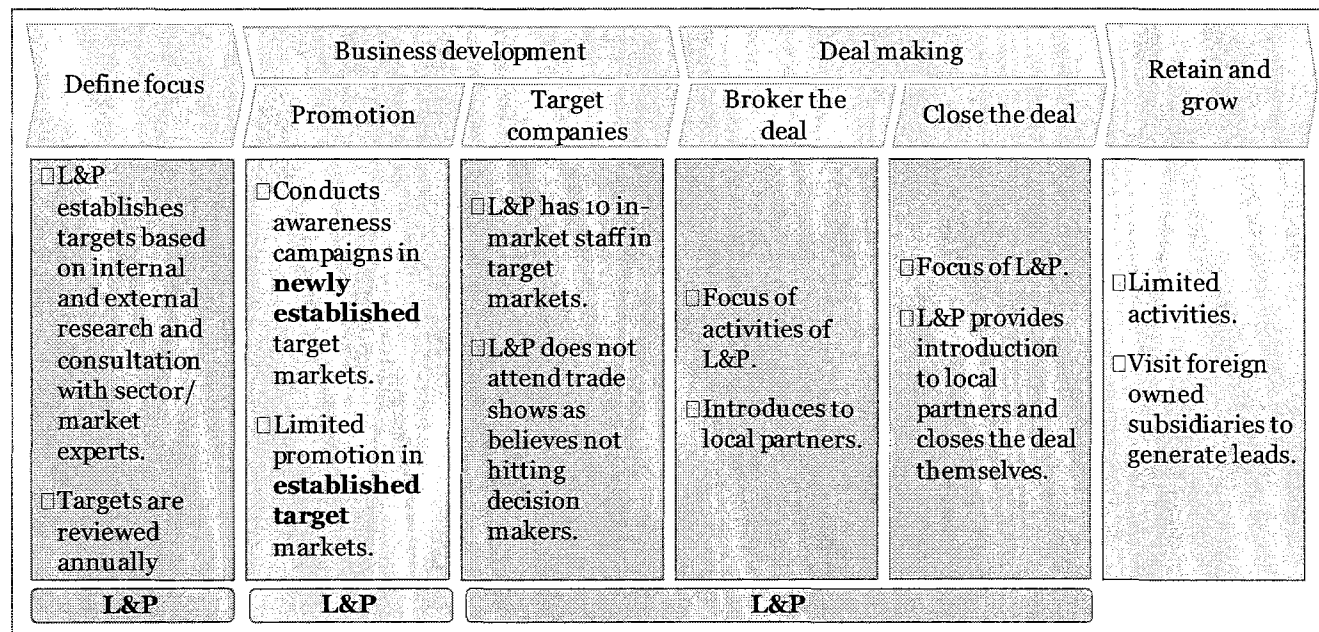
## Operations

L&P defines its own FDI targets and goes after them. Local burrows are free to participate in international promotion but they rarely do, if ever. L&P distinguishes its promotional approach based on the target – conducting promotion in newly targeted markets, but focusing more on targeted contact in markets in which it has been present longer. L&P has permanent staff in several local markets (San Francisco, New York, Beijing, Shanghai and

Mumbai) and part-time staff in other markets (Australia, France, Germany and Spain). L&P introduces local burrows to investors but controls the deal until it is completed. Through conversations, L&P indicated that they do not attend trade shows as they have noticed a difficulty connecting with decision makers.

The focus of L&P within the FDI value chain is illustrated below. Darker sections are coloured darker depending on the level of focus, indicating that L&P defines its targets and focuses on deal making. They are also responsible for defining their own targets.

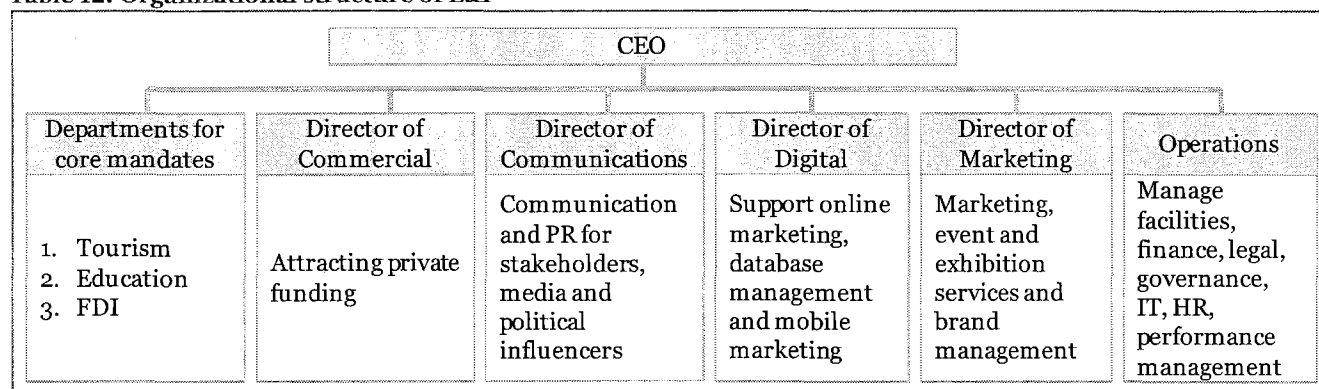
Figure 26: L&P operational model (not including local burrows)



## Structure

The organizational structure of L&P is illustrated below.

Table 12: Organizational structure of L&P



L&P has three unique departments to deliver on its core mandate: tourism, education and FDI attraction. L&P's FDI staff have a portion of compensation tied to FDI results achieved. Supporting these mandates L&P has unique departments for:

- Attracting funding;
- Communications;
- Digital strategy;
- Marketing; and
- Other corporate operations.

### *Relationship with other FDI organizations*

L&P has a formal memorandum of understanding (MoU) with UK Trade and Investment, the national organization responsible for FDI attraction. The focus of the relationship is around communication of activities rather than working together directly. This means that they don't work together on investor specific projects, but rather inform one another of activities in order to avoid duplication and provide consistency of branding. Their level of cooperation in this regard has progressed to the point that the two organizations are in the process of combining CRM systems.

There is a limited relationship between L&P and local burrows in the GLA. Local economic development organizations in the GLA rarely pursue FDI internationally – this task is nearly exclusively the role of L&P. L&P acts as the FDI magnet for the region and local offices compete for deals brought in by L&P. L&P helps clients determine in which local area to land.

### *Target setting*

L&P has a research team that examines external and internal data and consults with sector/market experts to determine targets. Targets are reviewed at least annually, as well as when success is being observed in non-targeted markets/sectors. L&P currently has six target sectors in addition to markets targeted:

- ☐ European headquartered companies;
- ☐ R&D;
- ☐ Creative Industries;
- ☐ Information communications technology;
- ☐ Business Services; and
- ☐ Environmental technology.



## Montreal International

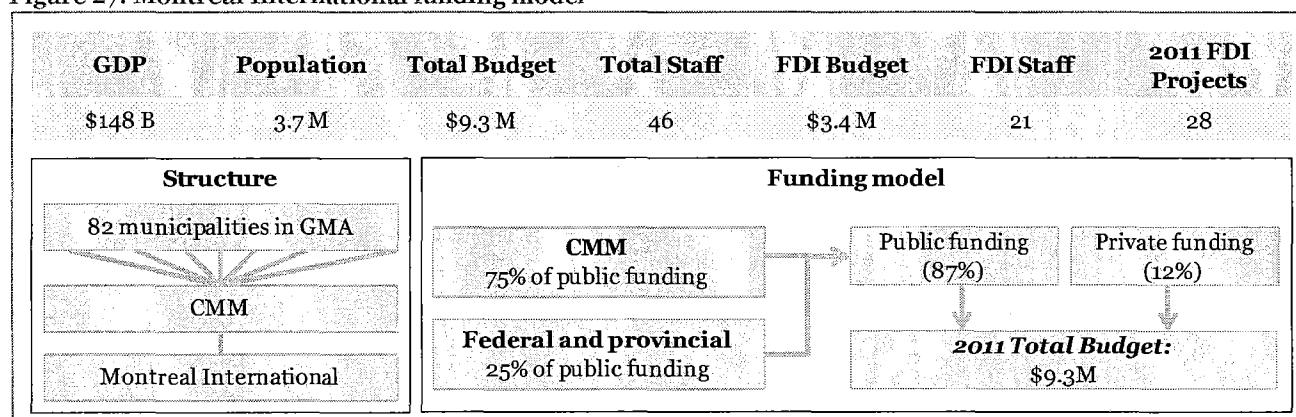
Montreal International (MI) undertakes international promotion efforts on behalf of the Communauté métropolitaine de Montréal (CMM). CMM is a planning, coordinating and funding body serving 82 municipalities in the Greater Montreal Area (GMA). The CMM is administered by a 28-member Council composed of the mayors of various municipalities within the GMA. The CMM has jurisdiction over a number of fields, including economic development; land planning; public transit and metropolitan arterial road network; waste management planning; air quality; wastewater; arts and cultural promotion; social and affordable housing; facilities, infrastructure and other services and activities of regional importance.

MI has several responsibilities within the GMA, including attracting and retaining international organizations (e.g., the UN), attracting, welcoming and retaining foreign talent, promoting the economic attractiveness of the GMA and attracting, retaining and expanding foreign direct investment (FDI).

### Funding and performance

MI has a total annual budget of \$9.3 M, \$2.3 M of which is spent on FDI. 87% of its funding comes from public sources, 75% of its public funding from CMM and 25% from the federal and provincial governments. MI's public funding is reviewed every three years. In 2011, MI attracted 28 projects to the GMA.

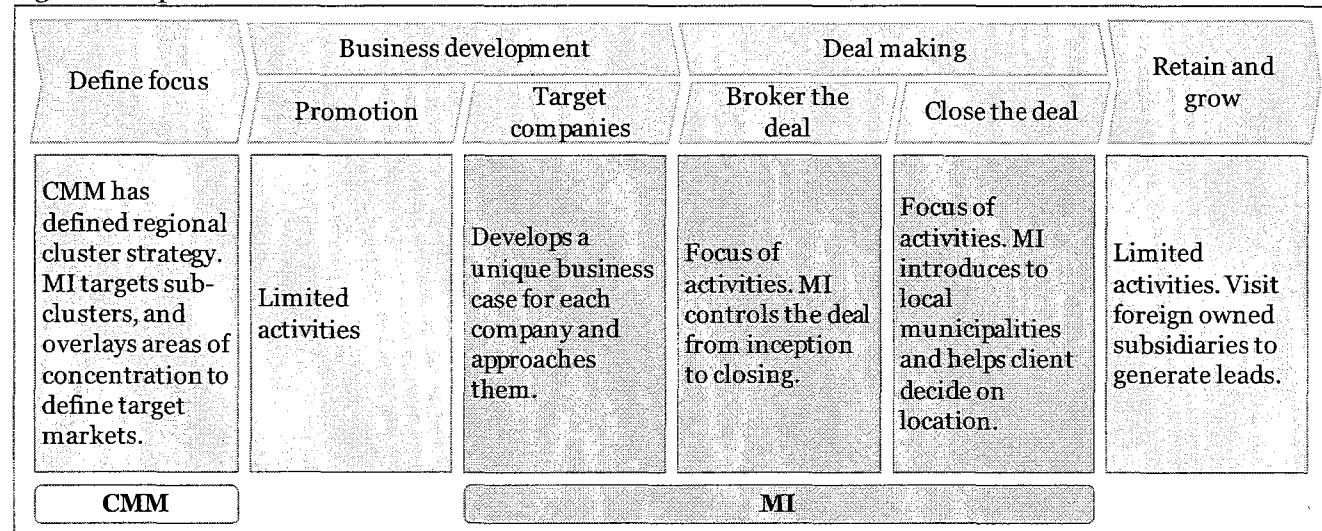
Figure 27: Montreal International funding model



### Operations

MI's FDI activities are focused on supporting the regional economic development cluster strategy developed by CMM. In 2003, CMM developed a cluster based regional economic development strategy targeting the growth of 16 clusters within the GMA. MI focuses FDI efforts on attracting complimentary sub-clusters to 7 of the clusters that are currently developed. For example, if within the aerospace cluster in the GMA, there are 8 wing manufacturers but a single landing gear manufacturer, MI will target landing gear manufacturers, overlaying geographic areas of concentration to identify target markets. MI then leverages the local cluster offices to identify specific companies and develop company specific business cases to approach targets. MI provides introductions to local offices and helps the client choose a specific landing point. The focus of MI within the FDI value chain is illustrated below.

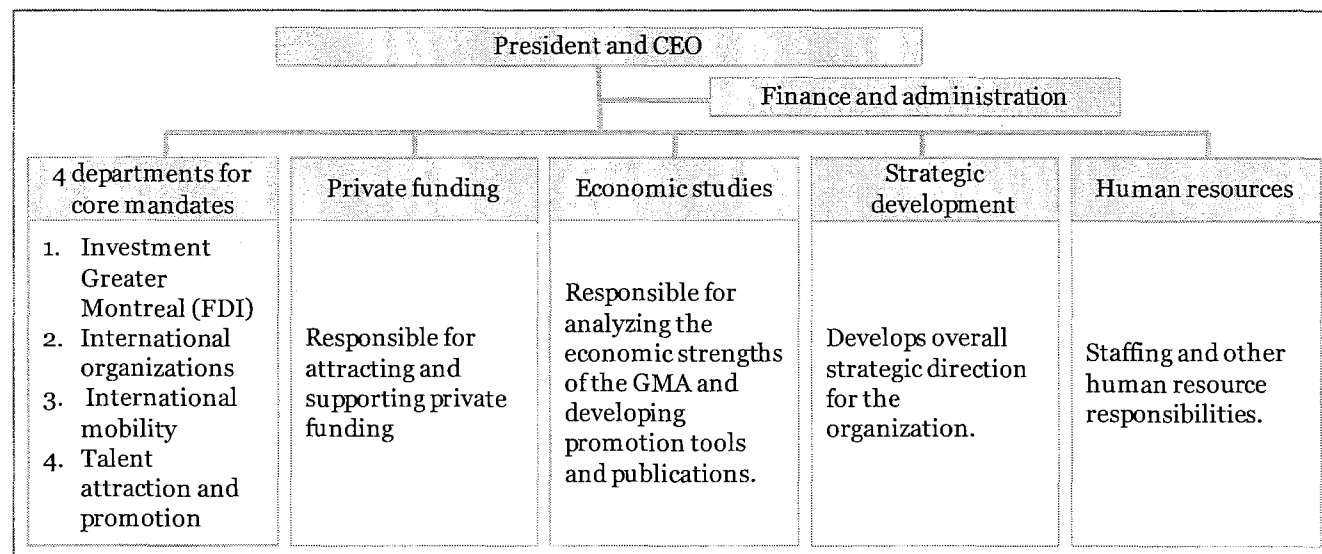
Figure 28: Operational activities of Montreal International



## Structure

The organizational structure of Montreal International is illustrated below.

Figure 29: Organizational structure of Montreal International



As seen, Montreal International has four departments to deliver on its core mandates: FDI attraction of private companies, FDI attraction of international organizations, international mobility and talent attraction and promotion. Montreal International has five departments that provide support activities, including:

- Private funding;
- Economic studies;
- Strategic development;
- Human resources; and

- Finance and administration.

### *Relationship with other FDI organizations*

In Montreal, section 151 of the *Act Respecting the Communauté Métropolitaine de Montréal* removes the jurisdiction of the 82 municipalities to promote their territory internationally. As a result, Montreal International is the only municipal organization active in international activities related to FDI attraction within the GMA. Montreal International acts as the magnet for FDI attraction and introduces leads to the local economic development offices which compete for the deal. Montreal International controls the lead until the investment is made, helping the client choose between municipalities when a natural landing point has not yet emerged.

Invest Quebec is the FDI organization responsible for the Quebec region. There are defined and documented geographic boundaries between the responsibilities of Montreal International and Invest Quebec. Montreal International is responsible for the GMA while Invest Quebec is responsible for the rest of the province. Invest Quebec is also responsible for providing FDI incentives, which are provided to roughly half of the leads generated by Montreal International.

Montreal International also works closely with the local cluster offices to identify targets and develop company specific business cases.

Montreal International runs educational courses ("FDI 101") for local economic development staff and other interested parties. The benefits of this are an improved understanding of the regional economic benefits of FDI as well as positioning Montreal International as the local FDI expert.

## *The Beacon Council (Miami, FL)*

The Beacon Council is the official economic development organization for Miami-Dade county, responsible for driving new investment and business expansion for the area. The Beacon Council represents 36 local communities.

### *Funding and performance*

The Beacon Council represents a population of 2.5 million people and a combined GDP of \$112 billion. The Beacon Council has a total economic development budget of approximately \$6.1 million, half of which is used in FDI attraction. The Beacon Council has 33 staff members, roughly half of which are dedicated to FDI attraction. In 2011, The Beacon Council attracted 27 FDI projects.

The Beacon Council receives 65% of its funding from public sources, a portion of which is derived from property taxes earmarked for county level economic development including FDI, another portion of which is provided from state funds. The Beacon Council is effective at attracting private funds. Senior officials attribute this to being associated with influential local business leaders, as well as creative marketing ventures. The Beacon Council is closely aligned with American Airlines with whom they conduct marketing in partnership. For example, there are American Airline advertisements that promote the Miami region. Other private sector value propositions include macroeconomic development and lead generation.

**Figure 30: The Beacon Council funding structure**

GDP	Population	Total Budget	Total Staff	FDI Budget	FDI Staff	2011 FDI Projects
\$112 B	2.5 M	\$6.1 M	33	\$3 M	17	27
Public funding Property taxes and state grants (65%)				Private sector (35%)		
2011 Budget: \$6.1M						

### *Targeting*

The Beacon Council defines strict criteria that are clearly defined and both quantitative (trade relationships, industries in expansionary, etc.) and qualitative (similar culture, company interest, etc.). The Beacon Council works with municipalities to develop a set of target sectors and markets based on the strict criteria and actually publishes a white paper on markets that are targeted.

The Beacon Council ranks markets on a 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> tier basis based on research and analysis done internally and with local experts. The Beacon Council invests a minimum of six months in new markets due to the length of the sales cycle. The Beacon Council focuses on secondary markets where no one else is going.

The Beacon Council is currently pursuing nine target sectors:

- ☐ Aviation;
- ☐ Professional Services;
- ☐ Life Sciences;
- ☐ Logistics;
- ☐ Financial services;

- ☐ Film & entertainment;
- ☐ IT & Telecommunications;
- ☐ Tourism; and
- ☐ International Business.

## Operations

The Beacon Council develops targets in consultation with local municipalities. The Beacon Council then plays a leadership role for those targets and has staff dedicated to local markets. Local municipalities may pursue other sectors/markets and when they do, The Beacon Council provides supportive marketing material.

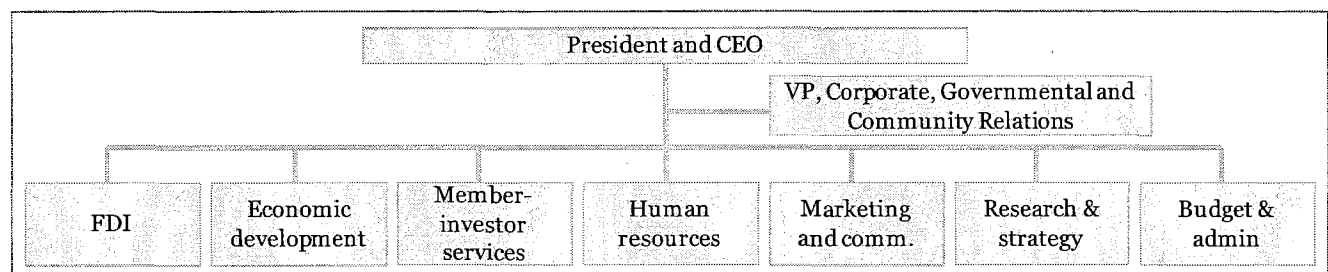
The Beacon Council heavily leverages the private sector in lead generation. Missions are by invitation only and consist primarily of private sector members with unique skill sets. The presence of the private sector has been found to enhance the credibility of the pitch with foreign investors. The Beacon Council purchases memberships in Chambers of Commerce of target markets and tries to do as much as possible in the native language of the foreign investor.

Natural local landing points typically emerge for FDI investors for both private partners (potential service providers) and local communities (in terms of site selection. The Beacon Council plays a limited role in helping investors choose between private partners and local communities in which to do business.

## Structure

The organizational structure of The Beacon Council is illustrated in Figure 31.

**Figure 31: The Beacon Council organizational structure**



The Beacon Council has a department for FDI and one for economic development. The Beacon Council then has five separate support departments, including a group focussed on attracting funding (Member-investor services).

## Relationship with other FDI stakeholders

The Beacon Council has positioned itself as the FDI experts in Miami. The Beacon Council holds regular education seminars for local stakeholders regarding the regional benefits of FDI, the potential benefits of membership and other factors.

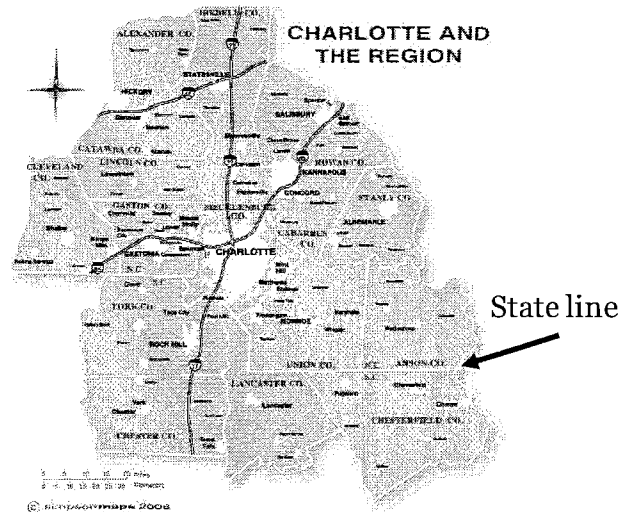
The Beacon Council publishes mission reports that have their itinerary and expenses in order to provide transparency. Results are tracked on a monthly and quarterly basis and presents to its committee every month, its Board of Directors on a quarterly basis and publicly once a year. The Beacon Council tracks results by municipality and is able to demonstrate return on investment to local stakeholders.

## Charlotte Regional Partnership

Charlotte Regional Partnership (CRP) is focussed on leveraging regional resources to market the region to attract FDI. It was founded in 1991 by community and business leaders who recognized that regionalism is the most effective strategy to grow and prosper in the 21<sup>st</sup> century.

For more than twenty years, CRP has worked as the regional FDI organization for 16 counties that exist across two states. They represent and coordinate with the 12 counties and 7 regional economic development offices in North Carolina and 4 counties and 1 regional economic development office in South Carolina.

CRP has an annual GDP of approximately \$114 billion and a population of approximately 2.7 million.



## Funding and performance

CRP has a total budget of approximately \$3.4 million, all of which is used for FDI as well as a staff of 20 dedicated to FDI. It is funded approximately 48% by the 16 counties who pay proportionally based on the population within each county. Private sector funds account for the remaining 52% of funds.

CRP attributes its success in obtaining private funds to its inception by local influential business people, and sees its CEO as the most effective marketing tool. It also coordinates with previous investors who advocate for the organization, a specific high-profile business leader in particular works as a great advocate for the organization which facilitates both attracting members and FDI leads. The primary value proposition for private funders is macro-economic growth, which is facilitated by the non-political structure. CRP also tracks local companies that would benefit most from its work and targets those companies for support.

In 2011, CRP obtained 77 qualified projects.

GDP	Population	Total Budget	Total Staff	FDI Budget	FDI Staff	2011 FDI Projects
\$114 B	2.7 M	\$3.4 M	20	\$3.4 M	20	77

## Targeting

CRP establishes targets through 'fluid' relationships with member counties and private sector members. Monthly strategic planning meetings are held where members discuss strategies and what's working and what isn't. The local counties decide which targets are aligned with their own local strategies and work together on those targets. If local counties have components of their own strategies that are not aligned with that of CRP, they solicit FDI for those targets on their own, often provided with supportive material from the regional organization.

CRP has an internal team that monitors and tracks results to identify new markets. Selection criteria for new markets include sectors that are sustainable, diversified locally, largely insulated from low cost competition and have inelastic demand. CRP does a major overall of its targets every three to five years and currently has five target markets:

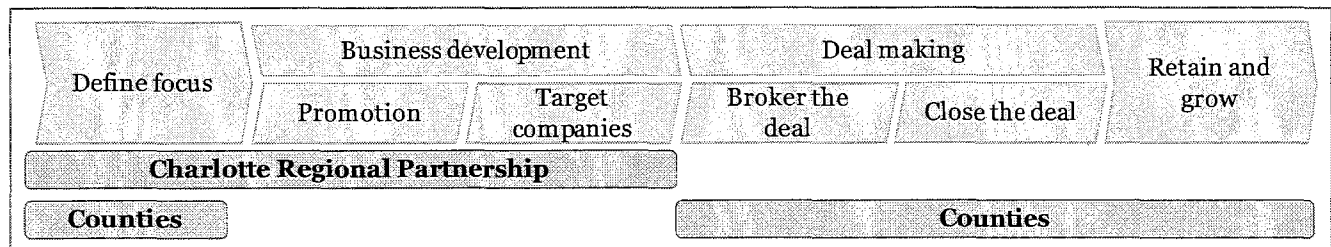
- Life sciences;
- Defence/aerospace;
- Motorsports;
- Finance; and
- Films

A specific group with a staff of three are dedicated to attracting film productions into the region.

## Operations

CRP heavily leverages its partners and foreign owned companies operating locally to generate leads. CRP is the 'point of the spear' for FDI in the region, defining FDI targets in consultation with partners, conducting missions and attending trade shows with the objective of generating leads. Qualified leads are handed off to the local economic development office within the counties to broker the deal. CRP will maintain a relationship with the investor but does not help them choose a county to land in when there is more than one natural option. Once a decision is made, CRP often works with local counties that may not have been successful in obtaining the investment to understand how they could better solicit investors going forward. The local offices are also responsible for retention and expansion.

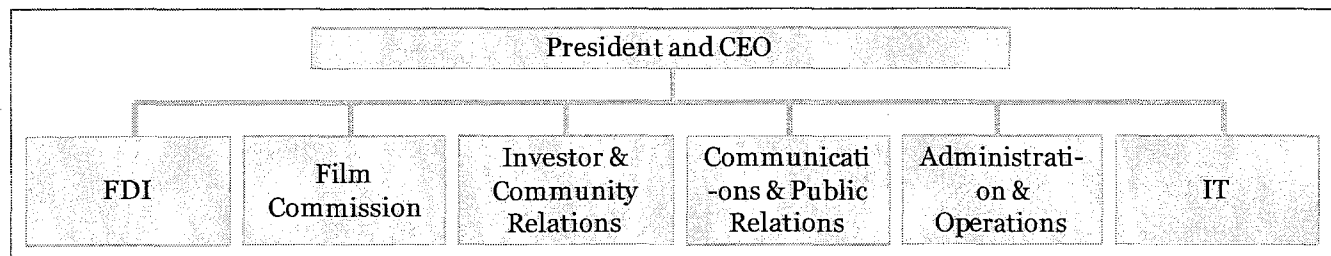
Figure 32: Charlotte Regional Partnership position on the FDI value chain



## Structure

The structure of Charlotte Regional Partnership is illustrated below.

Figure 33: Structure of Charlotte Regional Partnership



As seen in Figure 33, CRP has a department dedicated to attracting FDI as well as a department dedicated to attracting film productions along with four departments that support its FDI activities:

- Investor and Community Relations dedicated to attracting funding;
- Communications and Public Relations;

- Administration and Operations; and
- Information Technology.

### *Relationship with other FDI stakeholders*

CRP is continually educating its partners on their processes and the importance of regionalism, pointing out how all of the communities in the region are tied in multiple ways including commuting and shopping patterns.

CRP sets clear expectations and processes when it was incepted through a formal agreement that came to form its structure. Two components of the articles of incorporation deal with other FDI stakeholders:

1. *At the state level:* there is a documented process for dealing with leads that come from the state level. The concern with state FDI stakeholders is that handing off a lead to CRP will result in it landing in the other state. To handle this, the articles of incorporation state that leads that come from the state level will only be handed off to counties within that state.
2. *At the local level:* there is a documented process for retaining companies. When it is made aware that a company is thinking of moving between two parts of the region, there is a phone call to the county in which the company currently resides to determine if they can be retained in that county.



## Appendix 2: Local consultations

We would like to thank following stakeholders in the Toronto region for providing input through the consultation processes of this report. Not included in this table are the individual members that make of the GTA Economic Development Partnership who were also consulted as part of this report.

Name	Title and Organization
Dennis Cutajar	Commissioner, Economic Development & Communications, City of Brampton
John Davidson	Director, Economic Development, Regional Municipality of Halton
Jim Fehr	Director and Senior Trade Commissioner, Department of Foreign Affairs and International Trade
Lisa Hausz	Manager of Business Development and marketing, Town of Ajax
Richard Joy	Vice President, Policy & Government relations, Toronto Region Board of trade
Sheldon Leiba	President and CEO, Mississauga Board of Trade
Roger Martin	Dean, University of Toronto Rotman School of Management
James Milway	Chancellor of Temporal Affairs, Archdiocese of Toronto
David Naylor	President, University of Toronto
Doug Penrice	Economic Development Officer, Town of halton Hills
Courtney Pratt	Chairman, Knightsbridge
Wendy Tilford	Deputy Minister, Ontario Ministry of Economic Development, Trade and Employment
Kim Warburton	Vice President, Communications & Public Relations, GE Canada

## Appendix 3: Acknowledgements

This study was made possible by the funding support from Invest Canada - Community Initiatives, part of the Department of Foreign Affairs and International Trade Canada's Global Commerce Support Program.

In addition, this report was made possible by the input, guidance and insights of a number of individuals and organizations that dedicated a significant amount of time and resources including local FDI stakeholders, international FDI organizations and most notably the Strategy Group. GTMA and PwC are grateful the time and invaluable input of these individuals in particular. The following is the list of Strategy Group members:

Name	Title and Organization
John Tory	Chair, Greater Toronto CivicAction Alliance
David Agnew	President, Seneca College
Karamjot Bains	eCommerce Merchandising Lead, Loblaw Companies Limited
Mayor Maurizio Bevilacqua	Mayor, City of Vaughan
John Davidson	Director, Economic Development, Regional Municipality of Halton
Janet Ecker	President, Toronto Financial Services Alliance
Andrew Graham	Senior Director, Insurance, PC Financial
Pat Horgan	Vice President, Manufacturing Development & Operations, IBM
Tony Lamantia	Assistant Deputy Minister, Investment Division, Ontario Ministry of Economic Development, Trade and Innovation
Bruce McCuaig	President and CEO, Metrolinx
Mayor David Ryan	Mayor, City of Pickering
Rana Sarkar	Former President and CEO, Canada-India Business Council
Michael Williams	General Manager, Economic Development, Culture and Tourism, City of Toronto

City of Mississauga

# Corporate Report



Date: November 4, 2015	Originator's files:
To: Chair and Members of General Committee  From: Martin Powell, P. Eng. Commissioner of Transportation and Works	Meeting date:  2015/11/18

## Subject

MiWay 5 – Service Plan 2016-2020

## Recommendation

That the report to General Committee entitled “MiWay 5 – Service Plan 2016-2020” dated November 4, 2015 from the Commissioner of Transportation and Works be endorsed in principle.

## Report Highlights

- The MiWay 5 report was prepared with extensive stakeholder, public and rider input and provides a framework to reconfigure and improve our transit network over the next five years.
- Identifies the need for continued improvements in the transit network to advance the strategic pillar of developing a transit oriented city and support investments in rapid transit.
- Recommends re-aligning routes to improve travel efficiency moving towards a grid network.
- Capital requirements will be identified in the next budget cycle 2017-2020.
- Requires annual operating investments to improve service levels and increase ridership.

## Background

The City's strategic plan focuses on developing a transit orientated city as one of the key elements for Mississauga's future growth. In support of this goal, the City has made investments in new transit services including the MiExpress and MiLocal service, annual service growth, the addition of the Mississauga Transitway and the future Hurontario-Main LRT service.

To meet the City's future growth and development projections as well as the changing dynamics of travel demand and increasingly complex travel patterns within the City, continued investments in service levels and further reshaping of the transit system's route network is required.

In April 2014 MiWay begin a study to prepare a five year service plan to enhance the route network, strengthen service quality and achieve better service delivery. The MiWay 5 study identifies opportunities and strategies to grow transit ridership and to direct service hours to achieve the best return on the City's investment.

## Comments

The approach to the MiWay 5 study involved high levels of collaboration between stakeholders and city staff. Oversight was provided by a Steering Committee and the project supported by the IBI Group. A new and important element in the success of the MiWay 5 study is that the outcomes and recommendations are based on a pro-active and inclusive public engagement process as well as an extensive technical analysis. Together the study creates an efficient and better quality transit network and meets the required transit improvements based on participation and input from residents and businesses in Mississauga.

The overall study was conducted in several phases over 18 months between April 2014 and November 2015 as shown the MiWay 5 Timeline in Appendix 1.

### Stakeholder and Public Engagement:

Stakeholder and public engagement were a key component of the MiWay 5 service plan study. It provided important input to the service plan development to ensure that the network alternative analysis process was widely understood in the community and the plan supported community needs, interests and priorities. Input was gathered from key stakeholders, including representatives of City Council and senior staff; key market target groups, including students and adults, business commuters, seniors; and the general public. The communication objectives for this project were to:

- Solicit input from stakeholders, the public and existing riders.
- Raise awareness of the MiWay service plan review.
- Inform the development of the service plan review.
- Create continued long-term support for MiWay.

Transit stakeholders and the public were consulted through an extensive program including individual interviews, focus groups with public and internal staff, public open houses and online surveying through the City's website. A key element in the consultation process was the use of an innovative web-based on-line survey, "MetroQuest", to obtain public feedback on transit service priorities and the future direction for MiWay.

Results from the public and stakeholder engagement indicated that preferences were consistent across all groups:

- Preference for a grid route network with improved frequencies understanding the potential for longer walking distances to transit in certain areas;
- More frequent service and increase service span especially on Sundays and early morning weekdays;
- Improved transit service in West Mississauga;
- Improved on-time performance and reliability;
- Faster travel times with more direct routes;
- Improved connections to GO services particularly rail services;
- More express routes; and
- Improved service to neighbouring communities

### **System Technical Assessment**

The existing 2015 MiWay route network represents a continued transition from its historical radial design focused on the City Centre/Square One to a grid design featuring a hierarchy of services connected at multiple transit hubs throughout the network. The network today is structured around five major transit hubs located at retail centres in the MiWay service area. In addition to the primary hubs, other intermodal transfer points represent secondary nodes in the grid network that may or may not be high-traffic destinations, but nevertheless are key connection points to higher order regional transit services.

### **System Performance**

A critical assessment of the existing system was undertaken and consisted of:

- An evaluation of system performance and efficiency on a route-by-route basis;
- Assessed the existing system to identify strengths and opportunities for improvement;
- Analysis of travel demand and origin-destination patterns; and

Originators files:

- Analysis of ridership demand and system capacity needs based on the travel demand and origin-destination patterns and current route performance.

The system assessment concluded that:

- The new service plan should build on the strengths of the existing system, its route network and service mix;
- Continue the trend towards a grid network design compared to a radial or hybrid (combination of radial and grid routes) design;
- Re-align routes to improve travel efficiency and flexibility based on the analysis of travel patterns;
- Establish more transit hubs across the city with less reliance on the City Centre/Square One terminal; (ie. Mississauga Transitway stations)
- Increase service frequency and span (hours) of service with emphasis on key routes in existing and emerging corridors, early morning and late evening weekdays and weekends, particularly Sundays;
- Add capacity during peak and off-peak hours on key routes;
- Improve service levels on north-south routes; and
- Increase connecting service to Mississauga's neighbouring communities particularly Brampton and Oakville.

Based on the extensive public consultation information and the detailed technical analysis, the Plan recommends improvements and growth to MiWay service levels in each year over the five year timeframe. The route network improvement and growth between 2015 and 2020 are shown on the maps in Appendix 2 and 3.

A detailed summary of the annual changes in each year of the plan are included in the final report. MiWay staff will provide information sessions to Mayor and Council, to the public through a series of open house sessions and to City staff to ensure that there is opportunity on an annual basis for education and feedback on proposed upcoming network improvements.

## Strategic Plan

The City's vision to make the city more transit-friendly and achieve the doubling of the transit modal split are founded on the principles that public transit provides a wide range of benefits to individuals, businesses and urban areas as a whole. This five year service plan will support the City's strategic goals in the following ways:

- Build a reliable and convenient transit system
- Direct Growth
- Increase Transportation Capacity
- Connect our City

Originators files:

- Develop Environmental Responsibility
- Build Vibrant Communities
- Provide Mobility Choices
- Create a Vibrant Downtown
- Build and Maintain Infrastructure

## Financial Impact

The MiWay 5 plan includes consideration for the longer term vision for transit and related outcomes at a high level thereby ensuring that short-term planning activities are compatible with Mississauga's strategic long-term goals. The City's Action Plan sets a goal of doubling the a.m. peak period transit mode split from 11% of total transportation trips to 22% by 2049. To achieve this ridership target, the City will need to progressively increase MiWay service levels and service-hours towards establishing a solid base for ridership growth over the next five years and as a first step towards achieving the 2049 ridership targets.

The MiWay 5 plan recommends an increase its service-hours by 3% over the period 2016 to 2020. The 2016 budget includes a 2% growth rate however the remaining years will require 3% to achieve future ridership goals. Additionally, the City should take steps to ensure that transit productivity increases by implementing transit-supportive land-use and transportation policies. If this is done, the result will be a requirement for fewer service-hours to meet the City's Strategic Plan ridership goal over the longer term.

The full plan also recommends capital investments in infrastructure to meet the growth needs which will be identified in the next budget cycle 2017-2020. MiWay will bring forward for approval a summary of improvements and associated financial requirements annually during the City budget process.

## Conclusion

The MiWay 5 Transit Service Plan 2016-2020 has been prepared following a comprehensive planning process which included an extensive public consultation process, a detailed analysis of the existing transit network and a review and update of the City's transit service standards and key performance indicators.

The MiWay 5 Plan represents the first five-year step towards achieving a more transit-supportive community as well as working towards the goal of doubling transit ridership over the next 33 years. The Plan has a detailed implementation plan for continuing to re-structure the route network towards a grid pattern and the investment in service level improvements. This Plan will be posted on our MiWay website to educate the public on the changes and improvements to MiWay over the next five years. The Executive Summary of the MiWay 5 Plan is attached as Appendix 4.

3e

## Attachments

Appendix 1- MiWay 5 Project Timelines

Appendix 2 - MiWay Route Network - 2015

Appendix 3 - MiWay Proposed Route Network - 2020

Appendix 4 - MiWay 5 Executive Summary



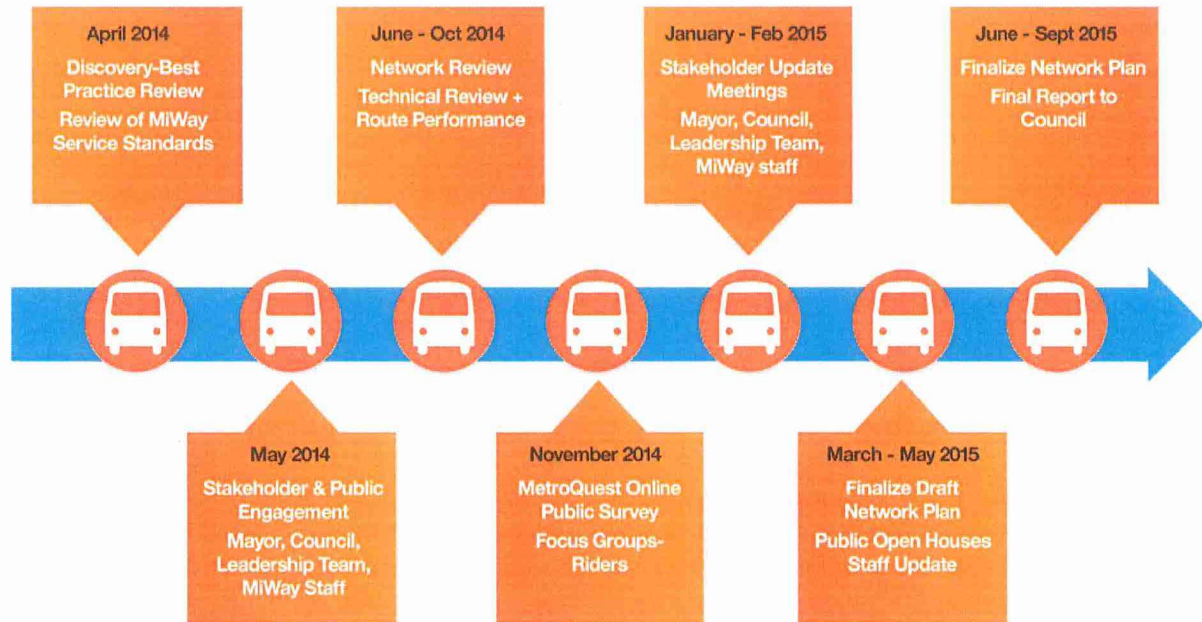
---

Martin Powell, P. Eng.  
Commissioner of Transportation and Works

Prepared by: Mary-Lou Johnstone, Manager of Business Development



## MiWay 5 Study Timeline



**Weekday Service Map**

**Legend:**

- Express:** Solid blue line with blue circles.
- Rapid:** Solid orange line with orange circles.
- Local:** Solid green line with green circles.
- All-Day Service:** Solid red line with red circles.

**Transit Services:**

- Metro
- Metro Express
- Metro Rapid
- Metro Local
- Metro All-Day Service
- Metro Express Rapid
- Metro Express Local
- Metro Express All-Day Service
- Metro Rapid Local
- Metro Rapid All-Day Service
- Metro Local All-Day Service
- Metro All-Day Service

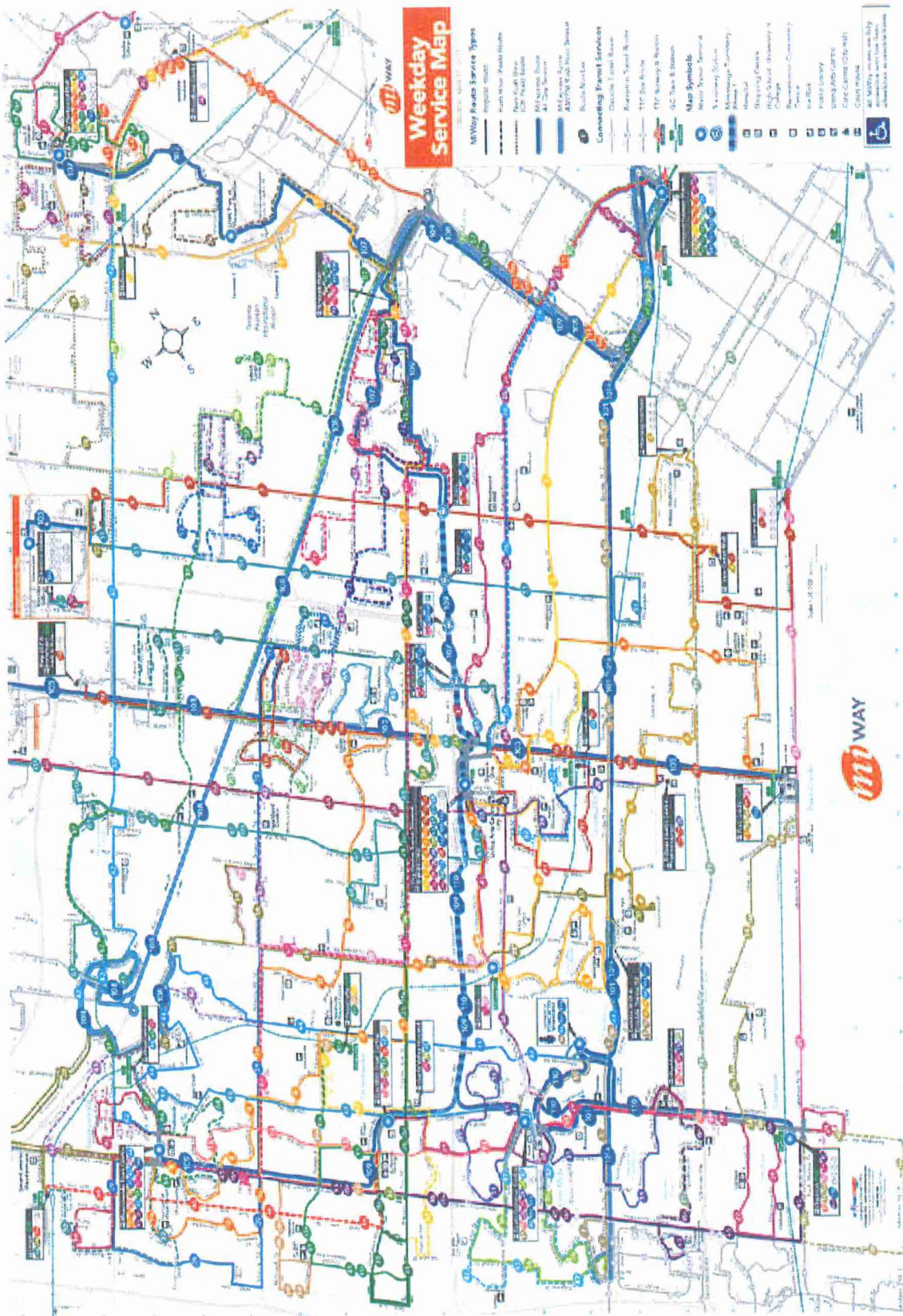
**Map Symbols:**

- Bus Stop
- Transfer Station
- Bus Rapid Transit Station
- Light Rail Station
- High-Speed Rail Station
- Amtrak Station
- Intermodal Station
- High-Speed Rail Station
- Amtrak Station
- Intermodal Station

**Scale:** 1 inch = 1 mile

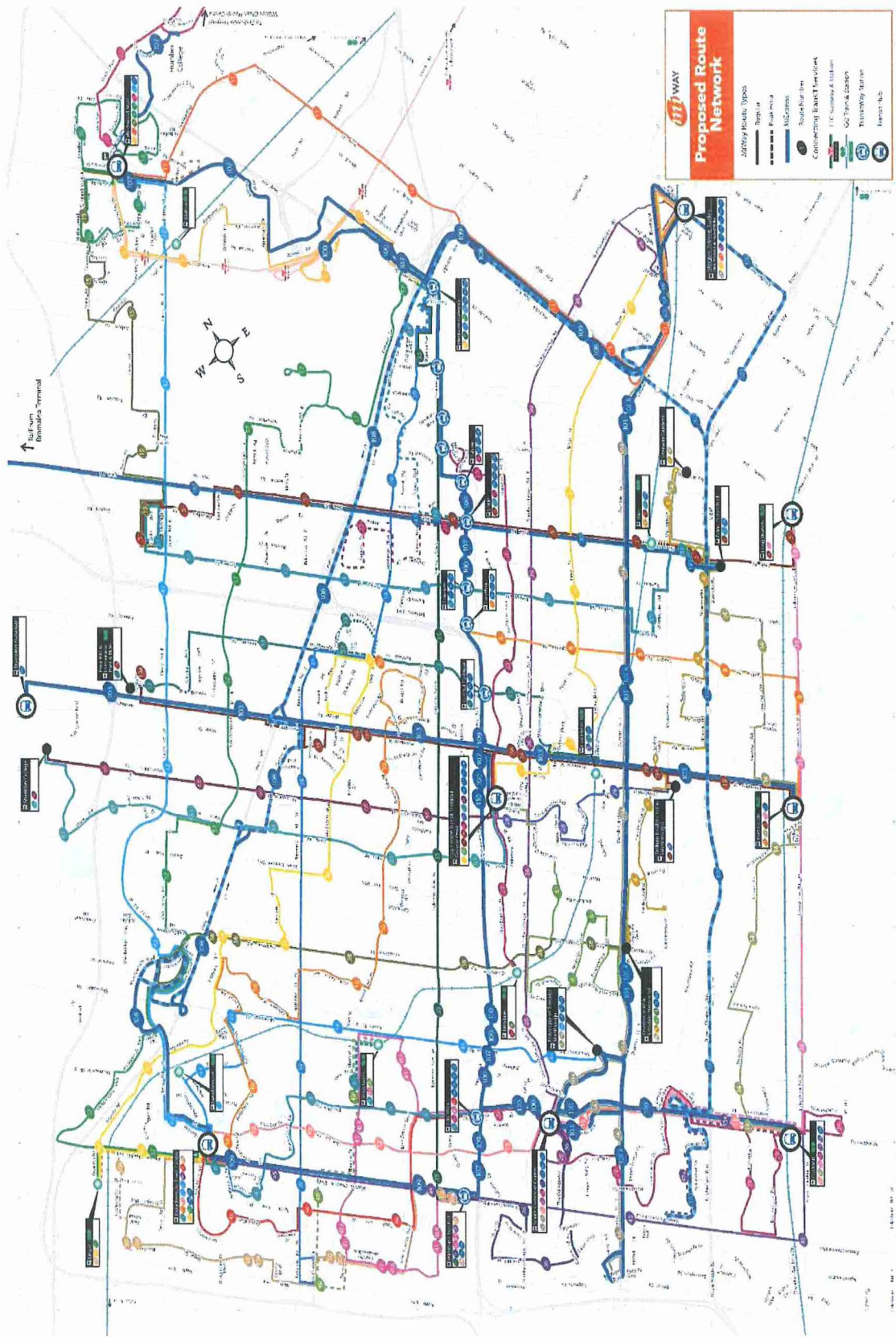
**North Arrow**

**MVTA Logo**





Appendix 3 - MiWay 2020 Route Network





General Committee  
November 18, 2015  
Appendix 4

## Executive Summary

# MiWay Five Year Transit Service Plan, 2016-2020

---



Prepared for City of Mississauga  
by IBI Group  
In association with AKelly Consulting Inc.  
November 3, 2015



# Table of Contents

---

<b>Executive Summary .....</b>	<b>1</b>
ES.1 Introduction and Study Objectives .....	1
ES.2 What We Did.....	1
ES.3 Future Vision and Ridership Target .....	2
ES.4 System Assessment □ How Can MiWay Be Improved .....	2
System Performance .....	2
Performance relative to Travel Patterns .....	3
ES.5 Service Standards and Performance Monitoring .....	4
ES.6 Stakeholder Consultation.....	4
MetroQuest Survey .....	5
ES.7 Five Year Service Plan .....	6
Summary and Benefits.....	6
MiWay 5 □ 10 Key Customer Benefits .....	9
Ridership Projections .....	12
Infrastructure Plan.....	12
Financial Plan .....	12
ES.8 Conclusions .....	13
Reasons to Invest in Transit .....	13
 Exhibit ES-1: Rides Per Capita for Transit Systems Across Canada (2012).....	 2
Exhibit ES-2: Consultation and Engagement Process.....	5
Exhibit ES-3: Existing MiWay Weekday Route Network Map .....	7
Exhibit ES-4: MiWay 2020 Route Network Map .....	8
Exhibit ES-5: High Frequency Corridors □ 2020.....	10
Exhibit ES-6: 2020 Express Route Network .....	11

## Executive Summary

### ES.1 Introduction and Study Objectives

Increased emphasis is being placed on public transit as a core element of the City's future strategic plan, which is to be "transit-oriented". To effectively meet the city's future growth and development projections as well as the changing dynamics of demand and increasingly complex travel patterns within the city, further expansion and a re-shaping of the transit system's route network and enhanced service levels is required.

The purpose of this study was to prepare a five-year service plan for MiWay with associated service standards, route network and service changes, multi-year capital and operating budgets, and ridership and revenue forecasts. The major objectives were to:

- Create a better network;
- Strengthen service, quality and reliability; and
- Achieve better service delivery.

### ES.2 What We Did

The approach to preparing a new five-year service plan for MiWay was collaborative with the study Steering Committee, City staff and city stakeholders at all levels. A core element of the study work plan was a pro-active and inclusive public engagement process utilizing both web-based survey tools as well as personal meetings and open houses. The study was conducted in three phases:

**A □ Discovery** □ background research, critical assessment of the existing MiWay service, review and update of service standards.

**B □ Public Engagement** □ extensive consultation program to engage all transit stakeholders.

**C □ Development of the Five Year Service Plan** □ preparation of a comprehensive Service Plan for the years 2016 to 2020 with an implementation plan and summary of financial and physical resource requirements.

The work undertaken included:

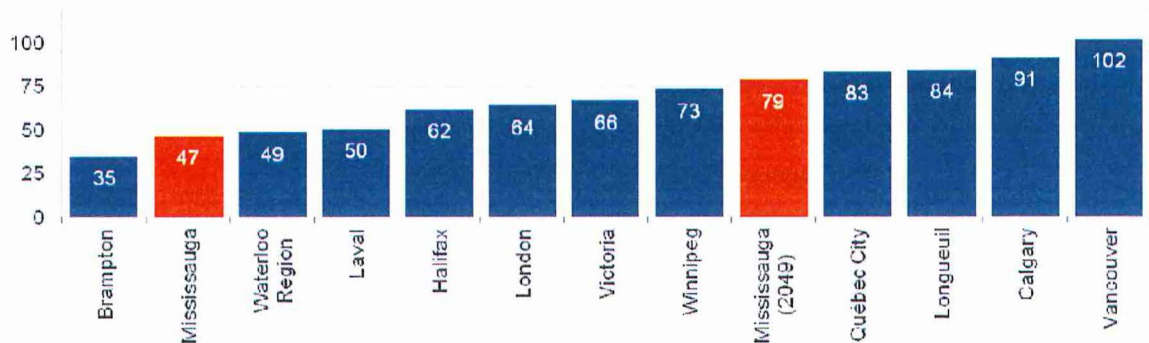
- Analysis of the existing system to determine its strengths and weaknesses;
- Assessment and analysis of the Origin-Destination and Transportation for Tomorrow (TTS) travel surveys against the existing transit route network to identify gaps, deficiencies and opportunities for improvement;
- Extensive consultation with all stakeholders including transit employees, senior City staff and members of Council;
- Detailed analysis and consideration of the City's short and long term development plans and transportation strategy;
- Development and evaluation of route network alternatives to meet the travel demand needs; and
- Preparation of a comprehensive service implementation plan.

The MiWay Five plan is intended to provide a strategic guide for how the network will evolve in the near to medium-term.

### ES.3 Future Vision and Ridership Target

The MiWay Five service plan is short-term and recommendations are focussed on network changes and service improvements that should be made up to and including 2020. The City's Action Plan sets a goal of doubling the a.m. peak period transit mode split from 11% of total transportation trips to 22% by 2049. In order to achieve this target, Mississauga's rate of transit use will need to increase from today's 47 annual rides per capita to approximately 79 annual rides per capita (a 65% increase) by 2049. As Exhibit ES-1 illustrates, this rate would bring Mississauga into the range of transit systems with more established transit levels such as Winnipeg and Quebec City.

Exhibit ES-1: Rides Per Capita for Transit Systems Across Canada (2012)



To achieve this ridership target, the City will need to progressively increase MiWay service levels and service-hours annually into the future towards establishing a solid base for ridership growth and, specifically, by 3% annually over the next five years. Additionally, the City should take steps to ensure that transit productivity increases by implementing transit-supportive land-use and transportation policies.

### ES.4 System Assessment How Can MiWay Be Improved

MiWay is projected to carry over 37 million revenue passengers in 2015, a 1.2% increase over 36.6 million revenue passengers carried in 2014.

The existing MiWay route network represents a continued transition from its historical radial design focused on the City Centre/Square One and Malton retail centres to a grid design featuring a hierarchy of services connected at multiple transit hubs around the service area.

#### System Performance

A critical assessment of the existing system was undertaken and consisted of an:

- Evaluation of system performance and efficiency on a route-by-route basis;
- Assessment of the existing system to identify strengths and opportunities for improvement;
- Analysis of travel demand and origin-destination patterns; and
- Analysis of ridership demand and system capacity needs based on the travel demand and origin-destination patterns and current route performance.

The assessment concluded that:



- The new service plan should build on the strengths of the existing system, its route network and service mix;
- Continue the trend towards a grid network design compared to a radial or hybrid (combination of radial and grid routes) design;
- Re-align routes to improve travel efficiency and flexibility based on the analysis of travel patterns;
- Establish more transit hubs across the city with less reliance on the City Centre/Square One terminal;
- Increase service frequency and span (hours) of service with emphasis on core routes in existing and emerging corridors, early morning and late evening weekdays and weekends, particularly Sundays;
- Add capacity during peak and off-peak hours on key routes;
- Improve service levels in key corridors, especially north-south routes; and
- Increase connecting service to Mississauga's neighbouring communities particularly Brampton and Oakville.

### **Performance relative to Travel Patterns**

Since the early 1990s, the balance of trips to, from and within Mississauga has been consistent at about 58% Internal (meaning trips originating and terminating within the City); 22% Outbound (trips originating in Mississauga and terminating in neighbouring cities); and 19% Inbound (trips originating in neighbouring cities and terminating in Mississauga) when measured during the AM peak period. This pattern is expected to continue to 2020 and beyond based on assumptions that short-term population and job growth will continue to occur at roughly similar rates.

The current route network facilitates east-west transit travel more than north-south travel. With the exception of the Hurontario Street corridor, none of the north-south arterial streets have an average headway under 10 minutes and four of the five north-south core routes running west of Hurontario Street have peak headways of 18 minutes or higher. As a result, travel demand in the west end of the will be considered as a part of the network change in the five-year service plan.

Regional travel data indicates that City Centre is no longer a primary destination for overall (all modes) travel in Mississauga. Transit ridership volumes are heavily influenced by the use of City Centre Terminal as a system-wide transfer location which was essential to the historical development of the radial system but is less suited to a robust grid network in the future. As the grid is further reinforced, the importance of Square One Terminal should lessen as a transfer point, although not at the expense of customers who have destinations or reside in the City Centre.

The MiWay system has been successful in generating ridership growth on routes serving GO stations in Mississauga. Service to GO stations will continue to increase through 2020 and beyond as GO adds rail and regional bus service, and as parking capacity at selected GO stations becomes scarce. However, the present strategy of providing separate feeder service with single-purpose shuttles to stations along the Milton Line should be reconsidered in light of their relatively high cost per passenger.

Key findings of the 2012 MiWay Origin-Destination Survey indicate that MiWay's customer base includes a large number of young people, particularly students. One third of all weekday riders are between the ages of 18 and 24, and nearly 60% are under the age of 35. In terms of



occupation, 42% of all weekday riders are students, 39% are full-time workers and 10% are part-time workers.

Survey findings additionally indicate that eight percent of MiWay riders prefer to use public transit instead of a personal automobile even as they possess a valid driver licence and have more than one vehicle available at home. A much larger share □ half of all MiWay customers do not have a licence and/or personal vehicle, and therefore depend on MiWay to meet some or all of their travel needs. Future ridership growth will occur from amongst existing car owners as well as increasing transit use by existing users generally.

## ES.5 Service Standards and Performance Monitoring

Service standards are used to ensure the services operated by MiWay meet their customers' needs and expectations and are provided in a cost-effective, fiscally responsible manner. They provide guidance and information for the following purposes:

- Service development
- Evaluation
- Budgeting
- Public accountability

Service standards and key performance indicators (KPIs) are important tools for planning, operating and managing the transit system. MiWay's service standards were reviewed and updated to reflect new services, such as express routes, which have been introduced or the use of the new Transitway. MiWay has been using Boardings per Service-hour as the primary KPI, although three others are also generated: Boardings per Service Kilometre; Passenger Kilometres; and Average Load (Passenger Kilometres/Service Kilometres).

The performance of the existing services based on the KPIs will be reported to the Transit Management Team on a regular basis, and will be incorporated into the annual Business Plan. To help support the performance monitoring process, it would be desirable in the future for MiWay to develop a method for calculating individual route costs.

## ES.6 Stakeholder Consultation

Stakeholder and public engagement was a key component of the MiWay Five service plan study. It provided important input to the service plan development to ensure that the alternatives analysis process was widely understood in the community and the plan supported community needs, interests and priorities. Input was gathered from key stakeholders, including representatives of City Council and senior staff; key market target groups, including students and adults, business commuters, and seniors; and the general public. The communication objectives for this project were to:

- Solicit input from stakeholders, the public and existing riders.
- Raise awareness of the MiWay service plan review.
- Inform the development of the service plan review.
- Create continued long-term support for MiWay.

Transit stakeholders and the public were consulted through an extensive program of communications using the City's website, social and print media and through a program of meetings and public presentations. A key element in the consultation process was the use of the innovative web-based on-line survey, □MetroQuest□ to obtain feedback on transit service

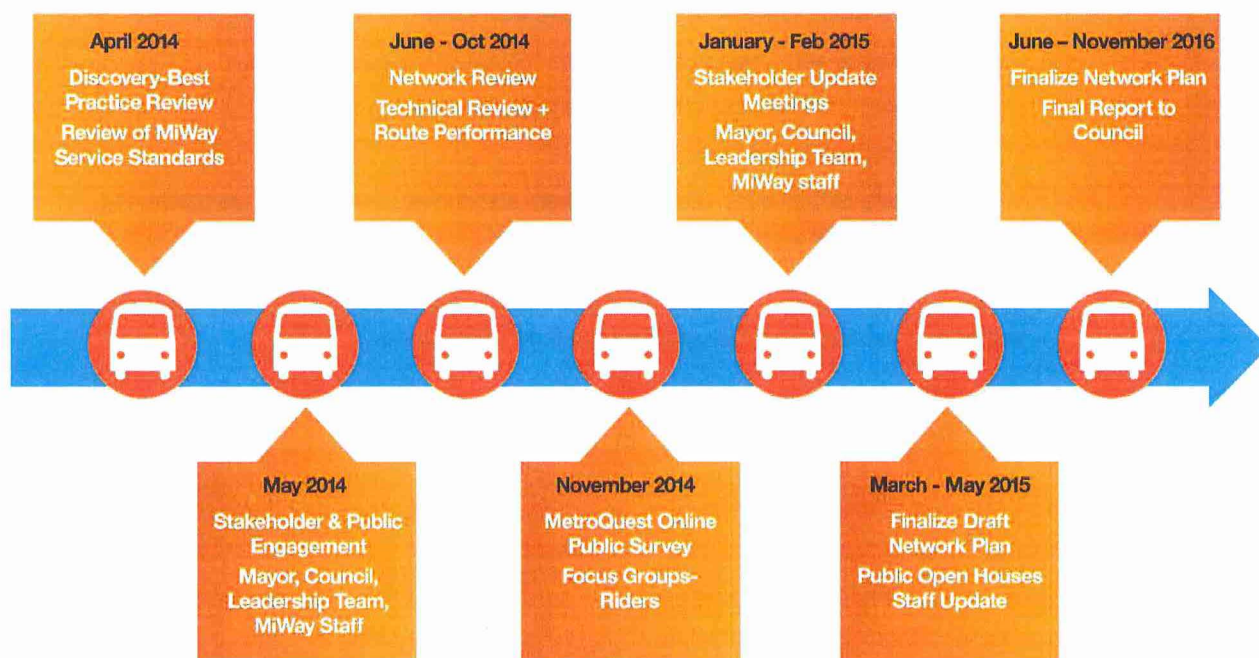
priorities and the future direction for Miway. The key objectives of the consultation program were to determine the transit needs of the city, and priorities for improving transit services.

Public and stakeholder preferences were consistent across all groups:

- Preference for a grid route network with improved frequencies although the potential for longer walking distances to transit in certain areas;
- More frequent service and increase service span especially on Sundays and early morning weekdays;
- Improved transit service in West Mississauga;
- Improved on-time performance and reliability;
- Faster travel times with more direct routes;
- Improved connections to GO services particularly rail services;
- More express routes; and
- Improved service to neighbouring communities.

The MiWay Five Service Plan reflects this feedback.

Exhibit ES-2: Consultation and Engagement Process



### MetroQuest Survey

The consultation activities included "MetroQuest", an online public engagement tool which provided an interactive means of engaging the community and getting input on travel preferences, priorities, and network alternatives. Together with MiWay staff, a series of questions was developed and the survey made available to the public online and for mobile devices from November 7 to December 7, 2014. Survey participants were shown network

alternatives and asked to rank priorities such as faster travel, less waiting, fewer transfers, less walking, one terminal, and travel flexibility. 2,181 survey responses were received, with over 3,500 unique visitors to the site. The survey results indicated strong public support for:

- a grid route network;
- services that would offer faster travel and less waiting; and
- increases in Sunday, weekday and Saturday early morning, and late evening service.

All comments received were incorporated into the final service plan.

## ES.7 Five Year Service Plan

### Summary and Benefits

The MiWay Five Service Plan recommended route network is designed around a hierarchy of services that respond to transit travel demand for regional connectivity, city-wide coverage, and neighbourhood circulation. It responds to seven primary objectives formed around the findings of the stakeholder outreach effort as well as the quantitative analysis of the current system and assimilation of service area demographics. Key service plan objectives included:

- Increase transit ridership by providing better travel choices;
- Build a more livable City that benefits everyone;
- Keep pace with changing community needs and travel patterns;
- Support the City's growth and transportation needs;
- Reduce traffic congestion; and
- Improve connectivity with employment and activity centres and neighbouring communities.

The 2020 recommended "build-out" route network is presented in Exhibit ES-4. Compared to the existing route network in Exhibit ES-3, the 2020 network is noticeably less complex and easier to comprehend, an important benefit to transit users.



Exhibit ES-3: Existing MiWay Weekday Route Network Map

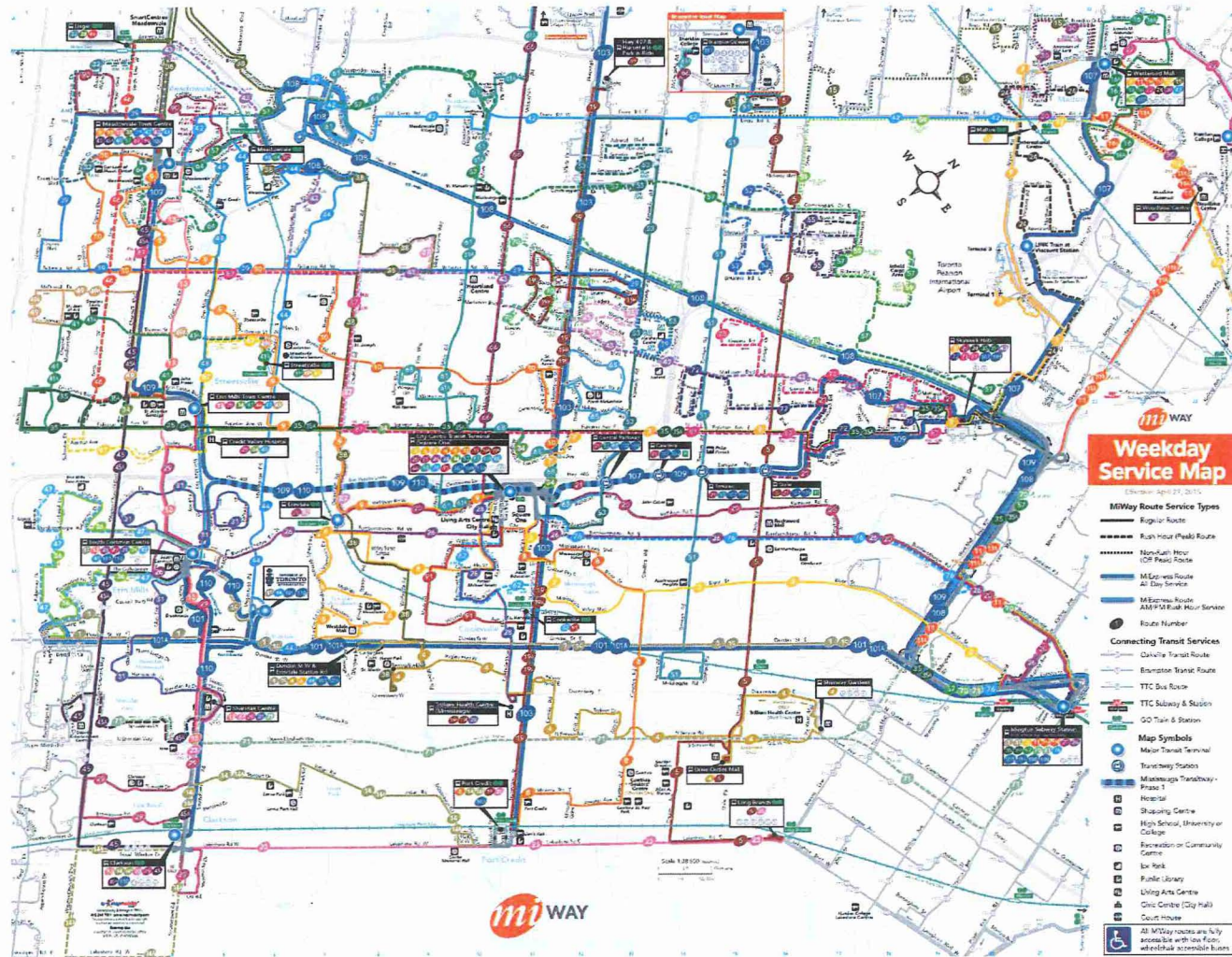
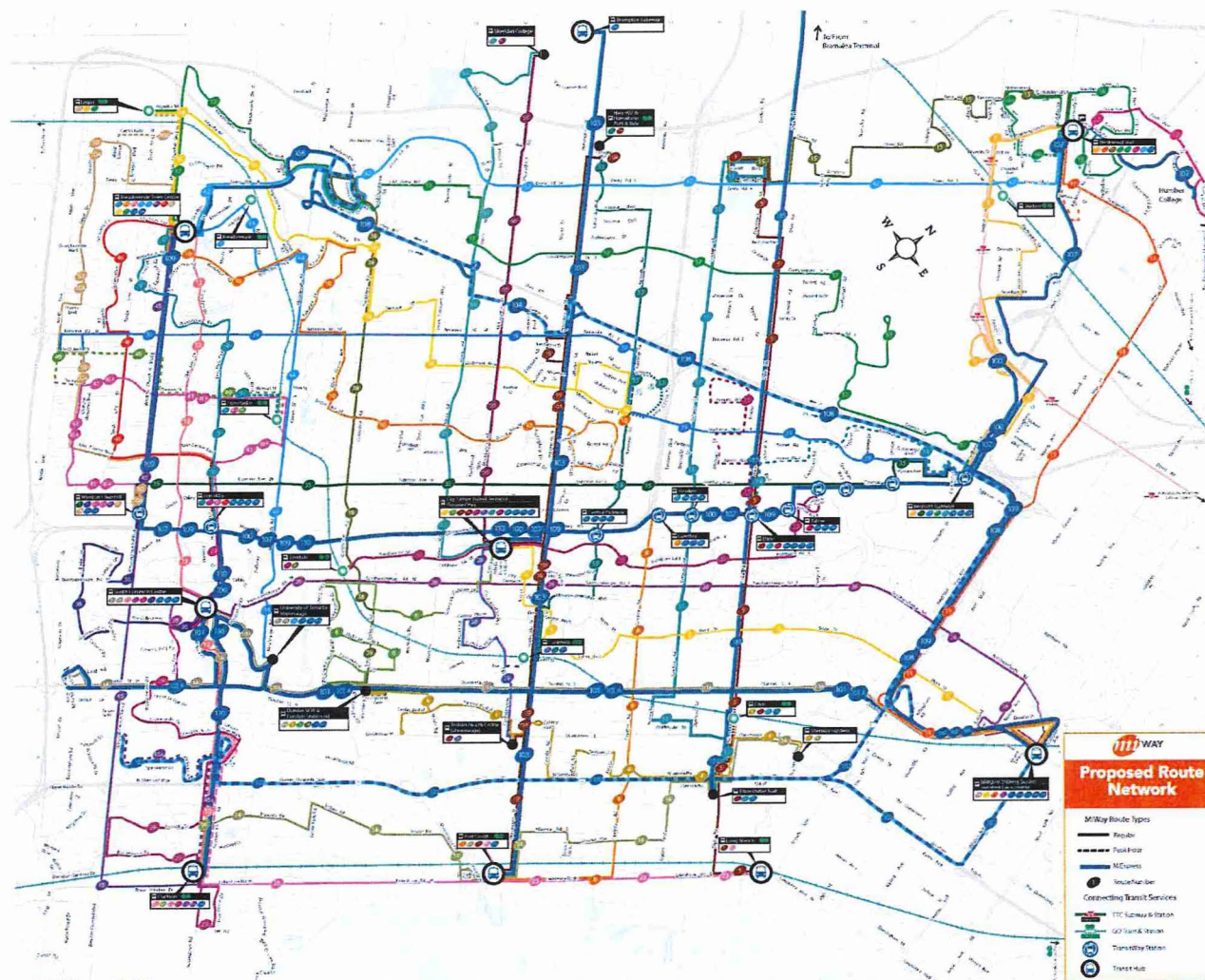


Exhibit ES-4: MiWay 2020 Route Network Map





### **MiWay 5 □ 10 Key Customer Benefits**

The service plan incorporates the recommended annual service-hour growth rate of 3% to 2020. Detailed annual route and service level changes are provided in exhibits and appendices.

The MiWay Five service plan features 10 key benefits:

1. Stronger transit corridors through continuation of building a grid route network;
2. More frequent service on main corridors;
3. More early morning, weekday mid-day, weekday evening and Sunday service levels;
4. More express routes between key destinations;
5. Route network integrated with the Transitway to reduce travel times;
6. More direct and faster connections between major transit hubs;
7. Improved connectivity with GO rail stations including increase travel flexibility through the integration of service to the stations with regular routes;
8. Improved connectivity with major employment areas particularly northwest Mississauga, the airport, and the Dixie Road corridor;
9. Improved connectivity with college and university campuses within Mississauga, particularly UTM; and
10. Improved connectivity with neighbouring communities particularly Brampton.

Exhibits ES-5 and ES-6 illustrate the expanded High Frequency Corridors and Express route network under the Service Plan.

Exhibit ES-5: High Frequency Corridors □ 2020

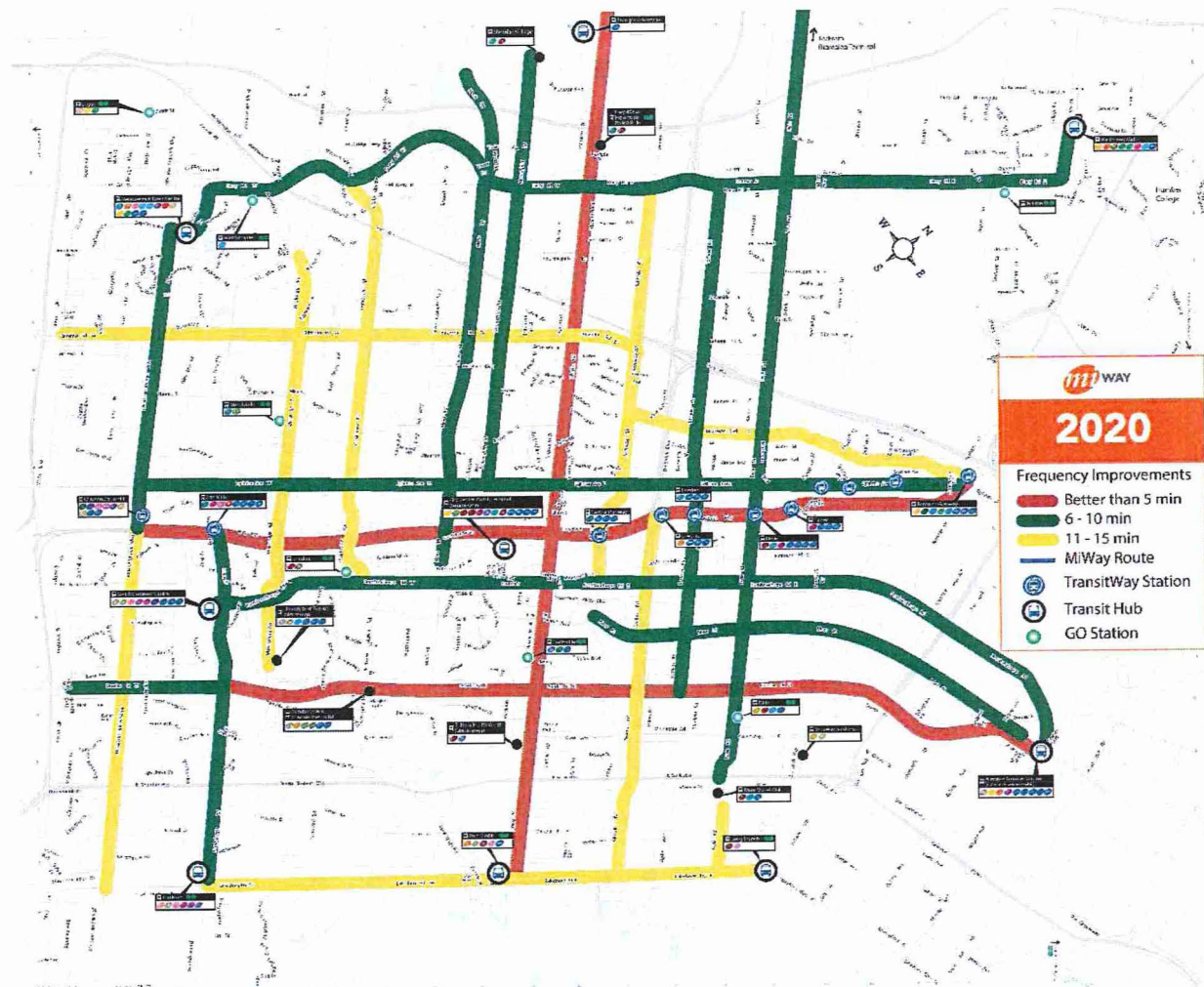
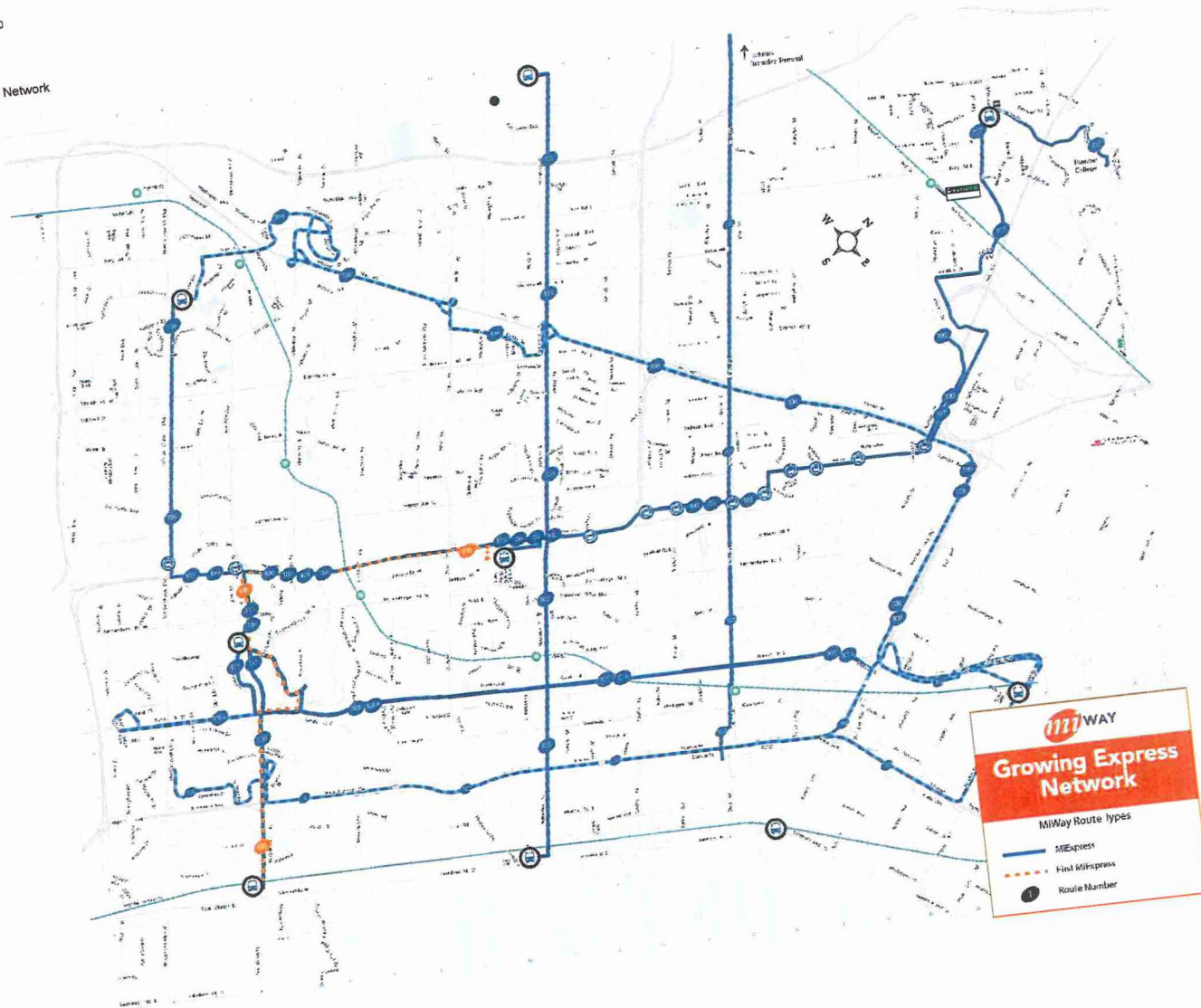


Exhibit ES-6: 2020 Express Route Network





## **Ridership Projections**

The MiWay Five Service Plan will provide significantly improved transit service and travel options across the city through the continued transition towards a grid network. The overall objective is to increase transit ridership and, particularly, increase the transit modal split towards the City's Vision and Goal as outlined earlier in this report.

Achieving this modal shift will be a challenge and will require transit-supportive policies in the areas of development locations, densities and density intensification, transportation, and parking supply and pricing in addition to service level improvements.

The service plan will increase transit service levels by 16.1% over the period of the plan. Ridership is projected to increase by 12.1%. While this estimate is less than the service level increase, it is considered conservative by allowing for uncertainties in predicting future ridership levels and allows for the delay in ridership response to service changes.

## **Infrastructure Plan**

The Service Plan will increase the number of buses and employees required to deliver the service. The peak number of buses required during the term of the plan will vary by year and is included in the current transit capital program to 2020.

MiWay has two operations and maintenance facilities: the recently renamed E.J. (Ed) Dowling Operations Centre on Central Parkway in central Mississauga, and a second facility in Malton. Both facilities have some residual capacity. In view of the moderate increase in fleet size over the term of the five year service plan, no changes or expansion to MiWay's O&M facilities are required.

There are some eight major transit terminals or hubs in the MiWay system as well as a number of on-street transfer locations and other locations that serve as terminals or transfer points. A number of these should be expanded or re-designed to improve operations and enhance customer amenities.

MiWay has approximately 3,634 bus stops and 950 shelters throughout its service area. This represents a shelter coverage ratio of approximately 26%. While this level is higher than other transit systems in the GTHA, it is lower than Toronto's which is above 50%. On a go-forward basis and to increase the attractiveness of using transit, the City should actively consider augmenting the number of shelters provided by the shelter contractor and move towards a shelter/stop coverage rate of 40% over the longer term.

## **Financial Plan**

A 5-year general operating and capital budget estimate is provided for the service plan for the years 2016 to 2020. This budget indicates that MiWay's operating cost will increase to \$199,753,465 (exclusive of inflation) based on the increased annual service-hours; fare revenues will increase to \$84,291,542 based on the projected ridership increase of 12.1% exclusive of any future adjustment in fare levels; and the Net Municipal Operating Investment will be \$97,372,695 by 2020. It is to be noted that the Service Plan includes a significant increase in the level of service on Sundays.

Other capital expenditures in addition to buses as part of implementing the service plan are:

- 450 additional bus shelters at an estimated cost of approximately \$3,375,000, or \$675,000 per year. Maintenance costs would be additional.
- Changes to bus stop signs and locations.

- Relocation of shelters.

## ES.8 Conclusions

The MiWay Five 2016-2020 Transit service plan has been prepared following a comprehensive planning process which included a critical analysis of the existing transit network, a review and update of the City's transit service standards and key performance indicators, and an extensive public consultation program.

The Plan reflects the City's vision to make Mississauga more transit-supportive as well as achieve its goal of doubling the peak hour transit modal split to 22% by 2049. The MiWay Five Plan represents the first 5-year step towards achieving those goals by providing City and MiWay staff with a detailed implementation plan for continuing to re-structure the route network towards a grid pattern and the investment in service level improvements.

### Reasons to Invest in Transit

The City's vision to make the city more transit-friendly and transit modal split goal are founded on the principles that public transit provides a wide range of benefits to individuals, businesses and urban areas as a whole which is summarized within the report.

Date: October 29, 2015

To: Chair and Members of General Committee

From: Gary Kent, Commissioner of Corporate Services and  
Chief Financial Officer

Originator's files:

Meeting date:

2015/11/18

## Subject

IT Master Plan

## Recommendation

1. That the report of the Commissioner of Corporate Services and Chief Financial Officer dated October 29, 2015 and entitled IT Master Plan be received for information.
2. That the IT Master Plan as attached in Appendix 1 be endorsed by General Committee as a strategic document that will inform future improvements to City Services through the use of technology.

## Report Highlights

- The IT Master Plan has been developed through a process that included external engagement with technology industry experts to gain insights into where the technology industry was going in the next three to five years.
- A process was also established to assess technology themes and initiatives focused on Service Areas with the objective to develop Service Area Technology Road Maps in time for the next full business plan and budget cycle.
- The IT Master Plan is a strategic document that provides direction to the overall investment in technology with a focus on improving Customer Service and City Operations.
- Four key strategies were identified through the master planning process; Foster Open & Accessible Government, Enable Decisions through Research & Analytics, Create a Connected & Engaged Workplace and Improve Services through Innovation & Partnerships.
- The Thought Leader Sessions provided a great deal of value and insights into where industry as a whole is going, emerging trends, impacts of a consumer driven market, mobility, Cloud, Big Data, Open Data and many other key issues the City will face in the near future.
- The IT Master Plan and Service Area Technology Road Maps will inform the Business Plan and Budget process. The IT Master Plan will be digital and made available online publically once endorsed by General Committee and Council.

## Background

The IT Master Plan has been developed through a process that included external engagement with technology industry experts to gain insights into where the technology industry was going in the next three to five years. In addition, a process was established to assess technology themes and initiatives focused on Service Areas with the objective to develop Service Area Technology Road Maps. In February 2015 a draft of the IT Master Plan Strategies was presented to the Leadership Team as well as a draft Library Technology Road Map with a proposed plan to develop Service Area Technology Road Maps for all Services in line with the next business planning cycle.

In addition, internal stakeholder meetings were planned and an IT Community of Practice was established with front line staff representation across the City as the IT Influencers. This staff group was to be involved in the brainstorming sessions to define and develop a Technology Road Map and also be involved in the implementation and adoption of technology as early adopters.

The IT Master Plan and Service Area Technology Road Maps will inform the creation of business cases, required justification and information for inclusion in the Business Plan and Budget process. The IT Master Plan will be digital and made available online publically.

## Comments

The IT Master Plan is complete and is enclosed in Appendix 1 of this report for endorsement of General Committee. Four key strategies emerged based on the research and benchmarking:

1. **Foster Open and Accessible Government** – Open Data, Hackathon, Online Services and Mobile Apps.
2. **Enable Decisions through Research and Analytics** – Big Data, Analytics, GIS, Visualizations, Dashboards and Situational Awareness.
3. **Create a Connected and Engaged Workplace** – Internet of Things, Smart City, District Wi-Fi, Connect Anywhere.
4. **Improve Services through Innovation & Partnerships** – Public/Private, Technology Industry, Economic Development, University/Colleges.

Service Area Technology Road Maps will be completed in time for the 2017–2020 Business Plan and Budget process which is a full business planning cycle. Each Service Area generated a significant list of opportunities which have been prioritized into key initiatives that make up the Technology Road Map. Smaller items that can be achieved through other processes such as Lean or IT Work Requests have also been captured as well as any initiatives that may be shared across departments.

Many of the ideas generated early on in the IT Master Plan process have informed the 2016 Business Plan and Budget process. The City has never seen this level of due diligence on the investment in technology with the needs of each service as the strategic lens for what is important, what can improve customer service and also drive efficiencies.

Communication tactics will be used to provide awareness of the IT Master Plan including a Media Release subject to approval of General Committee and Council.

The IT Master Plan process was completed through a series of Thought Leader Sessions held with key stakeholders from each Service Area as well as key staff from Information Technology. Sessions were held at City Hall and in some cases at the location of the Technology Company headquarters.

The Thought Leader Sessions provided a great deal of value and insights into where industry as a whole is going, emerging trends, impacts of a consumer driven market, mobility, Cloud, Big Data, Open Data and many other key issues the City will face in the near future.

These sessions were very well received and introduced some interesting opportunities and partnerships that are already under way.

- City staff is working collaboratively with CISCO Canada on a proof of concept for District Wi-Fi and Situational Dashboards based on our current Smart City technologies.
- A similar initiative with SAP Canada is under way to complete a proof of concept using advanced analytics focused on Big Data and Open Data.
- Apple Canada has participated in “ride along” sessions with Fire and has advised on solutions that could provide benefits in the field based on their observations. Apple is also actively participating with the Library team on possible service enhancements and has expressed interest in participating in the City’s first Hackathon in March 2016.

There are many other synergies that have come from these Thought Leader Sessions that will continue to build momentum and inform our IT Influencers as they define and refine Service Area Technology Road Maps.

## Strategic Plan

The IT Master Plan and the Service Area Technology Road Maps are being developed through a consultative process with key stakeholders across the organization, keeping in line with the strategic priorities as identified through Business Planning and the City’s Strategic Plan. The IT Master Plan and Service Area Technology Road Maps will be reviewed on an annual basis and updated in line with the Business Plan and Budget Process starting with the next full Business Plan for 2017-2020.

## Financial Impact

The IT Master Plan is a strategic document that provides direction to the overall investment in technology with a focus on improving Customer Service and City Operations. Investments in technology are approved through the Business Plan & Budget Process and where applicable a Business Case is completed to identify specific outcomes, measures and improvements that can be expected. The Service Area Technology Road Maps establish a technology plan specific to a City Service and drives the creation of Business Cases and submissions through the Business Plan and Budget for transparency and also demonstrates value for money where technology investment is proposed.

## Conclusion

The IT Master Plan engaged internal key stakeholders and external experts and has created an informed and complete vision for the use of technology to provide City Services. Several opportunities and partnerships have already been formed through this process adding value to services through these collaborations. The City of Mississauga is unique in this approach and has been recognized by Industry Leaders for how it has developed the IT Master Plan. The process has also raised the City’s profile in the Public Sector with a greater interest in how we are using technology as it relates to Smart City, Open Data, Online Services and our Mobile Workforce.

4c

Through the IT Master Plan process we have learned that we are leading in many ways in our use and adoption of technology and now have a great new vision and strategies to guide our investment in technology and ensuring alignment with the overall objectives of the corporation.

## Attachments

Appendix 1: IT Master Plan

G. Kent.

Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Shawn Slack, Director Information Technology and Chief Information Officer



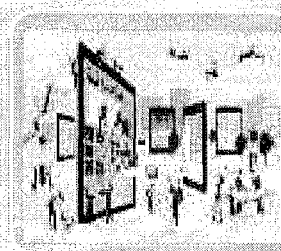
# Inspiring Possibilities



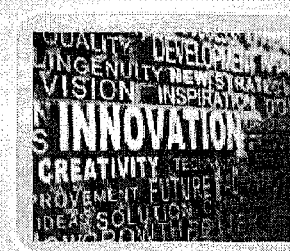
**Foster Open  
and  
Accessible  
Government**



**Enable  
Decisions  
through  
Research &  
Analytics**



**Create a  
Connected  
and Engaged  
Workplace**



**Improve  
Services  
through  
Innovation &  
Partnerships**

**IT Master Plan - 2015**



**MISSISSAUGA**

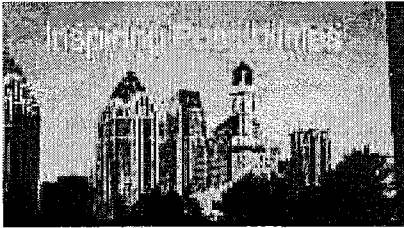
# Table of Contents

Executive Summary.....	3
Introduction .....	7
Assessment .....	9
Technology Industry Thought Leader Sessions.....	9
Internal Engagement Staff Workshops.....	13
Strategies .....	17
Foster Open and Accessible Government.....	18
Enable Decisions through Research and Analytics .....	21
Create a Connected and Engaged Workplace .....	23
Improve Services through Innovation & Partnerships.....	25
Conclusion.....	26
Hit the Ground Running.....	28
Measures and Indicators.....	29
Acknowledgements.....	31
Contact Information.....	32



# Executive Summary

---



Technology plays a significant role in the delivery of City Services for the City of Mississauga. The City has used Technology Strategic Plans for many years to

ensure alignment with the broader objectives of the Corporation. This ensures that emerging technology and trends are assessed and adopted in a way that compliments the delivery of City Services and drives efficiencies in City Operations.

**The City has established itself as a leader in the use of technology to engage citizens and deliver services through innovation and partnerships. Through the IT Master Plan process a whole new set of Inspiring Possibilities has been established forming a new and exciting vision for the future.**

The technology landscape is rapidly changing and the City has developed and grown significantly. With these factors it is prudent to renew the strategy to ensure that investments in technology continue to align with overall City objectives.

Several key industry leaders were engaged in Thought Leader Sessions with staff from various City service areas to consider

what leading technology industry experts were planning in the one to three year range. The sessions focused in on what their plans were to address the ever changing demands of consumer driven technology, rapid changes in technology and a highly engaged and mobile customer. The following are key insights from these sessions:

- Open Data, Hackathons, Mobile Apps and easy Citizen Access to Information and Services anywhere.
- Smart City initiatives that enable services, engage the community and drive economic benefits.
- Big Data and Analytics that provides new insights and better decisions.
- A connected and mobile workforce that can easily work from anywhere.
- Fast and Agile Technology Adoption.
- Digital engagement and inclusion.

Visioning, engagement and creativity are the foundation for the development of an IT Master Plan and Service Area Technology Plans. Having key stakeholders and technology ambassadors who are at the front line with Customers directly providing service is an important perspective that has been captured through this process.

The IT Master Plan has four key strategies that provide areas of focus. Each has an action plan for the next three to five years with an objective to ***enable the transformation of the City of Mississauga into an engaged and connected City.***

## Foster Open and Accessible Government



The City of Mississauga provides services that citizens, businesses and visitors directly access and engage in.

Using technology to make this more convenient and efficient is an important aspect of the Open and Accessible Government strategy. Actions that support this strategy include:

- Implement a **Digital Strategy** in partnership with Communications that will drive the modernization of the City's online presence. Involve citizens in the transformation through digital inclusion, proof of concepts and direct citizen feedback.
- Launch an **Open Data Hackathon** to create awareness and to promote the use of Open Data and creation of community sourced Apps. A Hackathon format will be followed that includes partnerships with educational institutions, the community and key technology partners.
- Establish an **Online Engagement Tool Set** that will improve interaction with the public and key stakeholders seeking input on City plans, initiatives or events with the ability to scale from small to large engagements.
- Develop **Mobile Apps** with a new mandate and way of thinking that positions the City to be responsive to how customers want to access services.

## Enable Decisions through Research and Analytics



Information and data are growing at an exponential rate. The industry term BIG DATA represents the significant volumes of data available in structured and

unstructured formats that can be mined and analysed to create information that was not possible before and be used for making decisions in a more scientific way. Key actions that support Research and Analytics include:

- Develop a **BIG DATA framework** and inventory that enables advanced analytics, research, responsive trend analysis, GIS, data visualization and decision making.
- Build a broader awareness of tools and capabilities of **Analytics that help improve City Services** and inform key metrics for initiatives like Lean, City Services key performance indicators, research and innovation.
- Establish **Situational Dashboards** that display key indicators, trends, map and other related data that support real time management of City operations, an emergency or significant event.

## Create a Connected and Engaged Workplace

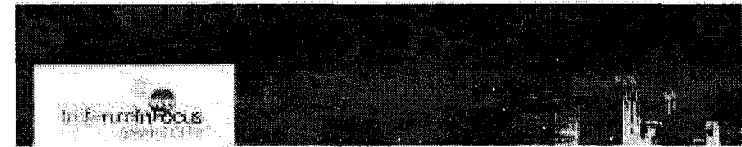


Technology has become essential to the delivery of City Services with the worker and the workplace being heavily influenced by mobile technology. IT Infrastructure has also become essential to how City services are connected and operate. Fibre optic networks, Wi-Fi and cellular networks connect these services and enable the collection of data and the ability to manage these services in real time. The connection of assets and services is known in industry as the Internet of Things and is an important opportunity for the City as it continues to develop as a **Smart City leader**. Actions to advance this strategy include:

- Design and **build a Smart City framework** ensuring that technology initiatives are coordinated and maximizes investments to improve services through efficiencies and better customer service within the context of Smart City initiatives.
- Design and **build a Wi-Fi Corridor** as a proof of concept that demonstrates how local business, the community and City services can be integrated in a way that drives engagement and economic spinoff. The proof of concept would include field testing of Smart City technologies such as public Wi-Fi, parking sensors, digital signage, beacons and advance traffic management.

- Create **seamless and secure connection anywhere**, anytime on any device for all staff whether they are in the office, field or half way around the world. Improved access for staff in the field will translate into better customer service and more efficient City operations.

*The City of Mississauga has participated as Keynote Presenters at global Smart City Conferences held in Brazil in late 2013 and recently in China where the City was recognized as a global leader presenting along with 14 other major cities from around the world.*



*Smart City InFocus 2015 Yinchuan, China*

*The City was recognized for its implementation of Smart City initiatives such as Public Wi-Fi, Traffic, Transit, Open Data and the Public Sector Fibre Network.*

## Improve Services through Innovation & Partnerships

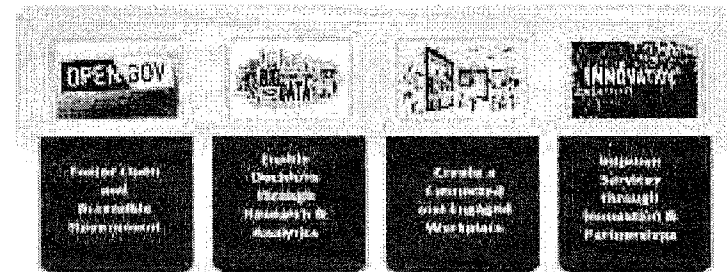


The City of Mississauga has benefited from technology partnerships including the Public Sector Network (PSN), Sheridan College Wi-Fi and VCOM Radio where synergies, economies of scale and areas of expertise drive savings, collaboration and opportunities to try new and innovative ideas. There are also many other opportunities that have been implemented as part of special programs and services such as the Library or Recreation who use technology to enhance learning, engagement and where possible address the digital divide by ensuring access to technology for those who would not otherwise have such an opportunity. Actions that support Innovation & Partnerships include:

- Instill an **Innovation and Partnership mandate** in the development of Service Area Technology Road Maps ensuring that new initiatives assess Partnership opportunities that foster shared responsibility and commitment to provide value and benefits to the community.
- Seek out **innovative Proof of Concept opportunities** that create synergies between the City of Mississauga, the community, educational institutions, local industry, small business and other Idea or Innovation incubators.

## A Vision for the future

These four key strategies will guide our planning and decisions on investment in technology. Alignment will be achieved through the development of Service Area Technology Road Maps for key services and active participation in the business plan and budget process. The City of Mississauga has established its reputation in the Public Sector as a leader in the use of technology to provide City services.



The IT Master Plan has established a fresh and modern vision for the future through the engagement of key industry leaders, benchmarking and engagement with key staff involved in planning and delivering services. These Inspiring Possibilities have generated a great deal of excitement within the organization and with key industry leaders.

***The IT Master Plan is a well-informed vision for the adoption of technology that will enable the transformation of the City of Mississauga into an engaged and connected City.***

# Introduction

The City of Mississauga is a bright and vibrant community that is enhanced by the services and amenities provided by the City. Services such as 311, Transit, Recreation, Culture, Library, Roads and Fire are foundational to the success of the community. Investments fostered through Economic Development ensure that Mississauga's business sector is competitive globally providing strong economic growth, and employment opportunities.



The success of the City can be attributed to a world class Strategic Plan that sets the priorities of the annual Business Plans and ensures

that the right investments in the community are being made with good governance, transparency and accountability.

Technology plays a significant role in the delivery of City Services. The City has used Technology Strategic Plans for many years to ensure alignment with the broader objectives of the Corporation and to ensure that emerging technology and trends are assessed and adopted in a way that compliments the delivery of City Services and drives efficiencies in City Operations.

In 2012 the IT Plan 2.0 was approved focusing on **Connecting with our Citizens** and **Enabling our Workforce**. The objectives

of the plan were based on four areas of influence with project portfolios established and monitored for each.

- **Government 2.0** – the portfolio focused on web self-serve, open data, mobile access and social media to deliver City Services.
- **Workplace 2.0** – the portfolio focused on collaboration, electronic records management and office automation to improve internal communications and productivity.
- **Business 2.0** - the portfolio focused on decision support, business intelligence, enterprise applications and key business systems to support City Operations.
- **Infrastructure 2.0** - the portfolio focused on wireless networks, critical network infrastructure, workforce mobility and cloud computing to enable Services and Operations in a complex connected environment.

Having an IT Strategic plan that aligns with the overall objectives of the Corporation ensures that the right investments are made and the overall portfolio of projects improves City Services and drives efficiencies in City Operations. The IT Plan 2.0 was a 5 year plan that saw the implementation of many significant improvements in City Services and Operations as well as improvements in IT governance and project portfolio best practices.

The technology landscape is rapidly changing and the City has developed and grown significantly. With these factors it is

7K

prudent to renew the IT strategy to ensure continued alignment.

This **IT Master Plan** establishes a three to five year outlook with strategies and actions for the investment in technologies that are innovative and continue to improve how City Services are provided. It is essential that the IT Master Plan aligns with corporate priorities and the objectives of the City of Mississauga's Strategic Plan.

The IT Master Plan process includes the development of Technology Road Maps for key Service Areas which will focus on specific opportunities and initiatives over the next three to five years. The process to create a technology road map was established through a proof of concept using the Library Service. The Library was selected given it's a significant public facing service and had just completed a Library Master Plan.

The IT Master Plan establishes broad corporate strategies and strategic objectives that form the vision and direction for the next three to five years while each Service Area Technology Road Map will define the specific initiatives that will enhance the delivery of City Services through the adoption of technology.

This process is integrated into the annual Business Planning and Budget process to ensure transparency and alignment across the City. Service Area Technology Road Maps will inform the business planning process on the types of



investments in technology that will be proposed and the benefits that will improve Customer Service and drive efficiencies.

The Information Technology Service Area is leading the IT Master Plan process and is committed to delivering IT strategies that are forward looking and inspires the City to be innovative in how technology is used to enhance and deliver City Services. The IT Master Plan and Service Area Technology Road Maps will enable the **transformation of the City of Mississauga into an engaged and connected City.**

#### **10 things you didn't know about the City of Mississauga**

<i>First municipality in North America to implement full electronic plans submission and review portal</i>	<i>First municipality in Canada to implement SAP mobile time and labour App</i>
<i>One of the first Cities in Canada to publish Open Data in 2010</i>	<i>The City is regarded as a leader in Smart City Technology presenting in Brazil and China at global Smart City Conferences</i>
<i>Online transactions valued at \$17 million annually with 13.5 million visitors in 2015; many of the City Services are available on line</i>	<i>m.miway mobile site processes over 2 million customer requests annually</i>
<i>World class fibre Public Sector Network recognized as a best practice in Canada</i>	<i>The City is a leader in providing free public Wi-Fi in all City facilities; 6,000 + customers daily</i>
<i>The City website has been hosted on the Cloud for over 10 years</i>	<i>One of the first Cities in North America to implement Voice Over IP</i>

# Assessment

---

The City of Mississauga developed a research approach which focused on the trends, technologies and consumer norms that best represents our future customer expectations and to form strategies to meet those expectations.

Several key industry leaders were engaged in Thought Leader Sessions with staff from various City service areas to consider what leading technology industry experts were planning in the one to three year range. The sessions focused in on what their plans were to address the ever changing demands of consumer driven technology, rapid changes in technology and a highly engaged and mobile customer.

In addition, several Internal Workshops were held including a workshop with senior staff from the City held at Microsoft headquarters in Mississauga.

Through this process it was identified that the City of Mississauga is already a leading technology municipality in many ways and through this research process there is a renewed awareness of new possibilities through the continued adoption of technology.

It was worth noting that there has been a shift in where technology for business is being derived with a significant

amount of innovation coming through the consumer market which then filters through to the business side. This introduces a few issues as the consumer market sees a greater rate of technology churn which puts pressure on business to adopt technology at a much more rapid pace. Consumer derived technology can also be a challenge to manage and secure in a business environment where data, privacy and security are already under heavy pressure.

## Technology Industry Thought Leader Sessions

The following **Key Insights** have informed the IT Master Plan and have been instrumental to the development of key strategies and action plans.

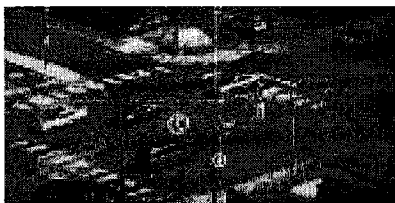


**Analytics and Big Data** was a key theme that emerged early in conversations about business intelligence and decision support as well as Open Data. The City of Mississauga has Open Data available on the City website that can be used to produce dynamic scenarios from those Open Data sets. Making more data available internally and externally for analysis can help derive information that was not previously known and can be used to inform innovation and continuous improvement. Presentation and visualization of data in different planes and context is another more scientific way in which Big Data is being utilized.

A key insight was the idea that **analytics could produce answers to questions that “we did not think to ask”**. This type

of analytics is the foundation of BIG DATA where a more scientific approach to information and data can lead to significant improvements in service or operations.

The use of data related to bus acceleration and breaking to produce a heat map was an excellent example of how Big Data could produce interesting results. The sample analysis showed a location where the most breaking and accelerating of buses occurred. Further analysis identified the cause to be a pothole that resulted in every bus slowing down. This simple example shows how analytics can help answer the questions that are not being asked.



**Smart City initiatives** have evolved through the proliferation of public and private networks making it practical and affordable to

connect devices and sensors that manage and monitor many key aspects of services. This is a significant technology trend and key enabler to the **Smart City** movement.

Examples of Smart City implementations and early adopters of the Internet of Things were discussed including the City of Barcelona who boasts being the 1<sup>st</sup> Smart City in the world. Some of the Smart City initiatives implemented include Barcelona Wi-Fi, Open Data, Smart Traffic Lights, Barcelona Growth, Barcelona Open Government and Smart City Campus. All of these initiatives are a collaboration of community,

business and government enabled through connecting technologies. This has had long lasting and positive impact on the City as a global leader and competitor for investment from abroad while ensuring that local interests of the community are realized through engagement and communication.

A key insight was the recognition of the City of Mississauga as a Smart City leader with several Smart City initiatives in place or under way such as the Advance Traffic Management System and Smart Bus Technologies for Transit. Foundational technologies such as the Public Sector Network (PSN) and the CISCO wireless network enables the connection of *things* that support services such as Traffic Lights but also provides free Public Wi-Fi and secure wireless access for staff. With this foundational technology in place there are many more opportunities to explore that **advance the City of Mississauga as a connected and engaged City and a world leader in Smart City Initiatives.**



Business Transformation was another key learning which highlighted the importance of a **connected and mobile workforce with a culture of collaboration.**

The City is well aligned and positioned to enhance our mobile workforce capabilities with the proliferation of mobile devices, the City's secure wireless network and significant investment in field mobility initiatives.



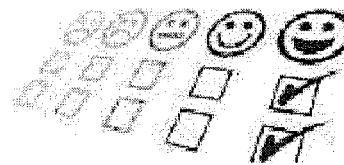
There are significant benefits in advancing efforts to mobilize the workforce with work anywhere/anytime technologies such as Cloud, Office 365 and tablet based technology.

The notion that the use of tablets and mobile apps can enable a mobile workforce and drive productivity improvements drives home the need to adopt technology at a more rapid pace. The vendor community discussed options for the rapid adoption of technology within a framework to deliver apps in 6 to 8 weeks by keeping feature and functionality small in scope.

A transformational model was reviewed within the context of adopting technology and business process improvement. The key components of the model move from Substitution, Augmentation and Modification through to full Redefinition of a process (the SAMR model) which considers the significant benefits of **moving an organizations practice of using technology from Enhancement to one of Transformation.** When an organization adopts a philosophy of technology to transform, it will introduce new ideas, complete redesign of processes and introduce ideas not previously thought of. This aligns well with the City's Lean initiative which focuses on continuous improvement and improved customer service.

Several examples of transformational technology changes were shared and discussed. One example included Engineering or Inspection staff **using a tablet on a construction site to virtually overlay design drawings in the**

**field with the ability to show progress, non-compliance or areas of deficiency.**



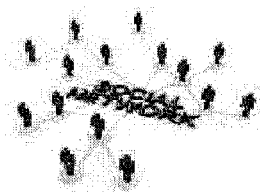
**User experience and customer service** must work with the mobile worker in mind. This was another example of

transformation as a result of a mobile workforce and consumer driven devices.

The City is an extensive user of mobile functionality in the field with an opportunity identified to better **link the collaboration by staff on work orders and service requests to the communication with the public.**

The introduction of Social Media style features available or being developed for software applications has the potential to enhance the information about City Assets and also how the public interacts with staff or accesses information about City Services. The ability for City staff to "follow" a certain work order or service request and use that as a trigger to connect with a resident about status could improve customer service and service outcomes. With mobile technology, field staff and office staff could collaborate in real time about a Park amenity, streetlight or pothole. **A timely "tweet" from City staff about fixing a pothole** that several residents have complained about could improve engagement and public perception. It is these types of features that will enable the transformation of how City Staff manage work through

70



The City of Mississauga's presence on social network employment forums is important to maintain so that potential employees and employers see

## Mississauga as an attractive place to

work or set up business. There is an opportunity for the City of Mississauga to continue to improve its **City profile on employment social networks that captures our reputation and brand and to better position the City to attract businesses, residents and talent to Mississauga.**

As a City and an employer it is important to consider that potential employees will be looking at the online company profile and leaders. The City's online story is already strong and is an important investment in our City of Mississauga brand. To remain competitive in attracting employees and companies the City needs to continue to enhance online professional profiles and City profiles. This ensures that it inspires and aligns with the City's strategic plan, HR's People Strategy and the City Brand including information about the Community, local Employment and Economic Development.



**Demand for bandwidth to support the consumption of video, cloud storage and the consumerization of technology** have become a common set of issues that challenge the

security and business of all organizations. The convenience provided by technology has become the norm and the expectation for mobility, anywhere and anytime on any device is a level of service expectation. The transformation of storage and Cloud computing is heavily competing with the traditional way that software and information are accessed and managed putting pressure on IT organizations to manage through a complex transition.

With these trends, Security has become a more significant requirement ensuring that access to information and data can be enabled in a very complex and mobile framework and also ensuring that it is protected. One of the key aspects of an evolving Security Program is Situational Awareness. Cyber-attacks are more intense, sophisticated and mobile with hacktivist activity on the rise. **A strong Security Program needs to consider the issues and trends related to Cloud and Mobile and also include continuous monitoring, situational awareness, cyber threat intelligence and an effective response plan.**

## Internal Engagement Staff Workshops



Workshops were held with senior staff starting with an overview of the key insights from the Thought Leader sessions completed. A session on mobility was also

held in the Microsoft Head Office Experience Centre mimicking collaboration and work scenarios that spanned the globe, took place at a bus stop or from the kitchen table. The purpose of the session was to inform key stakeholders of what is possible with today's technology and what would be achievable in the next three to five years.

Through a series of focused conversations a set of nine key themes emerged that represented the City's Extended Leadership Teams vision for the use of technology to enable City Services:

- **Easy Citizen Access to Services & Information Anywhere**

- Citizen access to experts such as 311, field experts and office experts
- 311 available (24\*7) online and chat
- Fully interactive, integrated mobile website with social media and Mobile Apps
- Access to Council, video streaming and engagement
- Digital Innovation in Public Spaces



The level of engagement and discussion about Citizen Access and use of technology was very high and thought provoking. Having stretch ideas is a healthy and productive way to introduce meaningful changes that are innovative and have lasting impact on the community.

- **Easy Access to Data**

- Open Data and Apps.
- Accurate and accessible data for analytics and business intelligence.
- Big Data including sensor information, traffic data, transit data and other key information to enable effective Decision Making.

It is very clear that data and information have become a significant factor in providing services, managing performance and using analytics to support decisions. There is a focus on the City's ability to utilize higher level analytics to learn and improve City Services.

- **The Right Work Space for a Mobile Workforce**

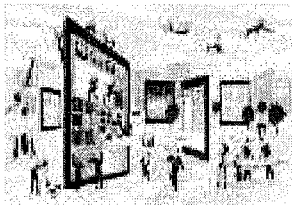
- Office space that works for a mobile workforce.
- Innovation and collaboration touch down spaces with integrated technology for staff
- Ability to set up temporary work teams anywhere in City for special projects.

The focus on space is a direct relationship to the significant shift to mobile technology and in recognition of a different way of work that is more agile and nimble. An investment in

how space and technology are provided to a modern workforce will increase productivity and be better suited to a new generation and workforce that thrive on a new way of work.

- **Easily Work from Anywhere Driving Productivity and Effectiveness**

- Seamless Connectivity and Access from Anywhere.
- Easy access to City Applications.
- Flexibility to work varying hours, where and how an employee is most productive.



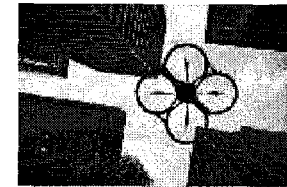
Being connected and having access to everything that would be available in the office is essential to the evolving workforce. This type of seamless access supports a workforce that has

options of where and when to work. Creating secure connections that provide full access to a mobile and collaborative workforce will be essential to the evolution of a new culture and an engaged and connected workforce.

- **Drone Technology for Remote Automated Operations**

- Drones to collect data at an incident supporting emergency operation or to perform simple tasks
- Connected equipment, automation and sensors that interface with City operations.

It is understandable that drone technology is being considered given the recent popularity for recreational purposes, national defense uses and more recently for the delivery of goods and emergency response surveillance. It is likely that regulations, privacy and other related issues will complicate the effective use of drone technology in the Public Service in the interim with some limited applications for Emergency Services and First Responders.



**There is no doubt that drones are in use in our community and in our public spaces.** Videos of events captured by drones held at Celebration Square can be easily be found online for events such as the World Cup in 2014 and Canada Day in 2015. They are definitely in use in public spaces and a technology that we cannot afford to ignore from many aspects of governance and City services.

- **Electronic Records Management for Easy Access to Information**

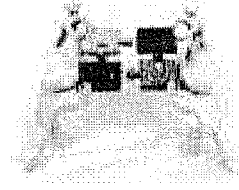
- No more printing and signing forms supporting a paperless office.
- Robust Document Management System, Agenda Management System and Digital Engineering System.
- My Docs & My Shared Docs available everywhere.

Like many organizations the City of Mississauga is in transition from paper based systems to electronic records management systems. With the consumerization of technology and mobility there is significant pressure to make the full transition to digital records only. To complicate this, the significant growth of information and data is putting pressure on traditional storage solutions. The transition from paper to digital will require a coordinated effort to redesign processes around a mobile workforce with a significant demand for access to and creation of data and information at a pace that can only be sustained through the adoption of flexible and mobile solutions.

- **Partnerships that Drive Digital Learning and Innovation**

- Digital Media Hub and Innovation Spaces with Partners from IT, Communications + Media.

- Partnerships, grants, environmental, proof of concepts that advance learning and innovation.



The concept of Innovation, Learning and Proof of Concepts through Partnerships is not new to Mississauga. Strong partnerships will continue to be developed and technology is a great platform to build upon to show how

services can be delivered more effectively, to enhance programs and learning by bringing partners and industry experts in to innovate, learn and build community.

- **Fast and Agile Technology Adoption**

- Proof of Concepts, Innovation and Partnerships to try new technology.
- Innovation and Learning through partnerships with post-secondary institutions.

The rate at which the consumer adopts technology has a direct impact on the expectations of how City Services are delivered. A balanced approach to the adoption of technology must be found to ensure continued alignment with overall City objectives and that the use of technology provides value in how City Services are delivered.

The redefinition of a modern worker in a modern workplace will be essential to the transformation of the workforce and effective use of technology in the office, in the field and anywhere else an employee chooses to work.

- **Enabling Workplace Productivity through Technology**

- Tablets and mobile devices for staff.
- Mobile Apps that provide required functions designed for the users not the enterprise.
- Touch Screen Technology and Voice to Text.
- Field Automation for Site Plans.

This highlights the need to make access easy and seamless for staff to perform their jobs regardless of where they are. Mobile technologies have advanced significantly and there are greater capabilities that can be adapted to a modern mobile worker.



*"Mobility is here and City Staff are very active in the field. Of the 870 users of the City's Asset Management System 480 of these are full mobile users*

*updating records and service requests in real time in the field. Forestry, Facility Maintenance, Parks Operations and Transportation & Works are all using field based technology to drive efficiencies and better customer service with plans to add*

*another 215 mobile users in 2016 to manage Community Centre assets".*

The themes and ideas generated through engagement provide great insight into the level of creativity and desire for change. This is the type of leadership and vision necessary to move the City of Mississauga forward through the adoption of technology that is innovative and drives results. **The information gathered through the IT Master Planning process is the foundation of the strategies that have been formed.**

# Strategies

---

Through a series of conversations with Technology Industry Thought Leaders and key stakeholders in the City, a framework for a new IT Master Plan has been established. The conversations were broad and deep focusing on the future and how we can better align our technology investments to ensure that City Services and Operations continue to improve and innovate through the use of technology.

The conversations generated internal ideation and engagement of technology ambassadors directly involved in delivering City Services across the City. The City's senior leadership team paused to think strategically about technology where innovation and creative use of technology was debated with many new ideas identified to help form the strategies of the IT Master Plan. One forward looking statement was developed that captures the vision for the adoption of technology:

***The IT Master Plan will enable the transformation of the City of Mississauga into an engaged & connected City.***

This is an important and transformational statement that has strong alignment with the City of Mississauga's Strategic Plan

through the engagement of staff at all levels and very relevant and informed context from key leaders in the Technology sector. We are well informed and positioned to make sound technology investments in how we deliver City Services.

The IT Master Plan has four key strategies that provide areas of focus and action plans for the next three to five years.



***Foster Open and Accessible Government***



***Enable Decisions through Research & Analytics***

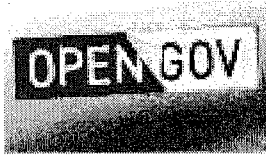


***Create a Connected & Engaged Workplace***



***Improve Services through Innovation & Partnerships***

## Foster Open and Accessible Government



The City of Mississauga uses technology to enable easy and convenient access to services and information. This is an important aspect of the Open and Accessible Government Strategy. The technology and trends that have emerged through the Consumerization of IT has enabled a whole new set of opportunities for Government to better engage and be more transparent and open.

The City of Mississauga has many successes to date providing on line services through the City's website and many other service specific websites such as Transit, Library and Recreation.

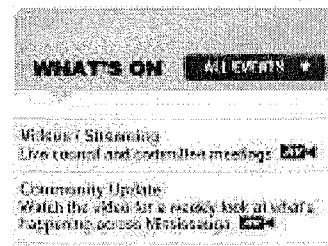


Having a robust **Communications Master Plan** has driven many successes for the City in its use of Social

Media and some early success with online public engagement such as Inspiration Lakeview which included an online engagement tool. The recent formation of a Digital Framework focussed on modernizing the digital experience for customers is a great foundation for ensuring an open and accessible government.

The City was also an early adopter of Social Media utilizing Facebook, Twitter, YouTube and LinkedIn in a way that integrates well with the online experience.

The City has been proactive in publishing information about City Services as well as detailed information about budgets, financial statements, Freedom of Information processes and other mechanisms for the public to access information in an open and transparent way.



The use of Video Streaming for Committee and Council meetings has been very effective and further supports the use of technology to be more inclusive and accessible. The use of Social

Media has also been used to encourage citizen engagement for public meetings such as City Budget presentations.

Another important aspect of Open and Accessible Government is Open Data and the City of Mississauga was an early adopter here as well with our first set of Open Data being published in 2010. The City was recognized as one of the few across Canada at the time promoting and providing free and open access to data.



The City of Mississauga has a strong commitment to being a leader in providing services online and driving engagement through social media in an open and transparent way. Finding new and creative ways to use technology to be customer



focused and more efficient in how we provide City Services is aligned with our renewed strategy to **Foster Open and Accessible Government**.

This strategy will ensure citizens have easy access to information and services anywhere, anytime on any device and that the City of Mississauga continues to be a leader in fostering a transparent and open government.

#### Action Plans – Foster Open and Accessible Government

- Develop a digital framework that moves the City's web presence to **Mobile First** for all City Services:
  - **Implement a Digital Strategy** in partnership with Communications that will drive the modernization of the City's online presence. Involve citizens and key stakeholders in the transformation through digital inclusion, proof of concepts and direct citizen feedback.
  - **Implement a new Content Management System** to support the objectives of the Digital Strategy, deliver on Mobile First and improve Customer Service and Citizen Engagement.
  - **Develop Mobile Apps**; a new mandate and way of thinking. A concerted effort must be made to drive this agenda through awareness, technology

ambassadors and an agile Mobile App development team.

- Expand the City of Mississauga's use of **Open Data** to increase public participation, engagement through the use of data and information.
  - **Develop an Open Data Policy** that will provide clear direction to staff and City Services on the use and benefits of Open Data.
  - **Implement a new Open Data portal** aligned with current standards being employed by other public entities.
  - **Launch Open Data Hackathon** to create awareness and to promote the use of Open Data and creation of community sourced Apps. A Hackathon format will be followed that includes partnerships with educational institutions, the community and key technology partners.



- Develop Online Engagement tools that leverage Social Media to enhance our capabilities for **citizen engagement**, transparency and participation in City Services, public information sessions and key decisions.

- **Establish an Online Engagement Tool Set** that will improve interaction with the public and key stakeholders seeking input on City plans, initiatives or events with the ability to scale from small to large events with a menu of capabilities and tools.



- Continue to **drive services online** improving access to information and self-service with a mandate to review all City Services with the mandate of online self-serve as the channel of choice.

- Develop an **Online Service Inventory** through a simple process and review that can be consistently applied to each City Service creating an inventory of new opportunities to be prioritized and implemented based on appropriate approval processes. The inventory will be used in conjunction with the Mobile Apps mandate for establishing priority and benefits.

**onlineservices**  
submit your requests 24/7

For Customer Service dial:  
3-1-1 or 905-616-4311

**REQUEST OR REPORT** **REGISTER OR RESERVE** **PAY OR PURCHASE**

**POPULAR REQUESTS**

- Active Mississauga
- Search Library
- Planning & Building
- Tax Self Service
- Forms
- Pay Tickets/Penalty

**Mobile Apps**

- Pingreet
- Mississauga Roads

**Online Apps**

- Maps
- MiWay Trip Planner
- Culture Map

**SERVICES BY TOPIC**

- PAY TICKETS/PENALTY**  
Parking tickets  
Traffic tickets & court fines
- PERMITS & LICENCES**  
Parking permits  
Dog & cat pet licences  
Building permits  
Portable sign permits  
Film and TV permit
- PROPERTY CONCERNS**  
Driveway too wide  
Home auto repair business  
Neglected properties
- TREES**  
Tree pruning  
Report dead / unhealthy tree  
Damaged trees  
Tree debris cleanup
- TAXES & PROPERTY**  
Tax self-service  
Purchase tax certificate  
Purchase compliance report  
Property information
- ROADS & SIDEWALKS**  
Pot holes or road damage  
Dead or damaged sod  
Report curb damage  
Report sidewalk damage
- SERVICE VEHICLE COMPLAINT**  
Limousine complaint  
Taxi complaint  
Tow truck complaint
- LIBRARY**  
Search, hold, renew  
Reserve computer time
- RECREATION**  
Register for programs  
Book a tee-time  
Rent ice time
- PARKING**  
Parking permits  
Parking complaints  
Pay tickets
- NOISE**  
Report excessive noise
- LITTER & GRAFFITI**  
Report graffiti  
Report litter or dumping  
Abandoned shopping carts
- CIVIC SERVICES**  
Birthday certificate  
Anniversary certificate  
Civil marriage ceremony
- DRAINAGE**  
Ditch problems  
Catch basin problems  
Culvert or headwall problems

## Enable Decisions through Research and Analytics



The City of Mississauga has some experience developing data models, GIS visualizations and dashboards providing timely and relevant management information to enable

decisions. Data and analytics have significant value internally in how services are planned and managed and in how information is provided to customers.

A few examples internal dashboards include:

- Transit Fare Media Conversion Rate dashboard that shows the transition to Presto from the traditional sale of Tickets.
- Recreation Participation Dashboard that shows the utilization of recreation programs at the program and facility level.

The City will have a greater need to have data and information about City Services that inform decisions, drive business process improvements to perform predictive analytics, data visualizations, maps and real time scenarios.



This will be beneficial to other key City programs such as Lean where continuous improvement

and measures are a key component to improving customer service and driving efficiencies. The development of measures through the Performance Measures Blueprint process established through the Corporate Performance and Innovation division will also benefit from better data and information supported by tools and systems that enable higher level analytics.

This strategy provides a focus that continues the journey to **Enable Decisions through Research and Analytics** that will deliver on the following objectives:

- Ensure that staff has access to the data and information to improve City Services focusing on Customer Service and driving efficiencies.
- Ensure that BIG DATA is used to support performance measures, analytics, GIS, data visualization and real time scenarios such as Incident or Emergency Management.

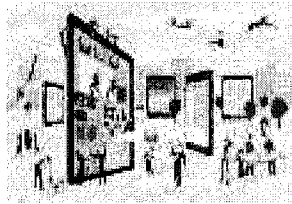
### Action Plans – Enable Decisions through Research & Analytics

1. Develop a **BIG DATA framework and inventory** that enables higher analytics, research, responsive trend analysis, GIS, data visualization and decision making:

- **Develop a BIG DATA Inventory** based on current industry standards and a framework which includes data assessment of privacy, risk and quality.
  - **Implement Analytics and Research systems** that enable all City staff access to BIG DATA to derive information to support decisions ranging from very specific local issues to supporting broad strategic opportunities.
2. Build a broader **awareness and competencies for Analytics** that improve City Services and inform key metrics for Lean, City Services, research and innovation:
- **Develop an Analytics and Research tool kit** with information, tools, supports and training that all staff can access online, in class or through partnerships with internal and external experts.
3. Establish **Situational Dashboards** that integrate key indicators, trends, maps, visualizations and other related data such as video and images that support real time management of City operations, an emergency or significant event:
- Develop a **Situational Dashboard Proof of Concept** that brings key data from a broad set of internal and external sources to inform daily operations, incidents and response to non-emergency situations.



## Create a Connected and Engaged Workplace



The ability to connect services and collect information through sensors and connected devices will allow the City to better manage services and assets with visibility on how they are

performing and the ability to affect changes on services in real time. The connection of assets and services is known in Industry as the Internet of Things and is an important opportunity for the City as it develops and grows as a Smart City leader.

Enabling the workforce through mobile technology is aligned with the Human Resources People Strategy where keeping employees engaged and growing or attracting talent requires technology. The workplace must also adapt and deliver on a redefined office space connecting services through the **Internet of Things** and providing significant opportunities for the City to improve Services through technology, building on the investments already made.



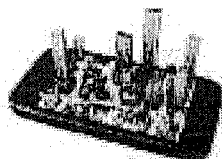
## Action Plans - Create a Connected and Engaged Workplace

1. Continue to build out the fibre, wireless and cellular networks to **connect People, Services and Infrastructure** providing real time information and services creating synergies and efficiencies that improve City operations and Customer Service.



- **Design and build a Smart City framework** ensuring that technology initiatives are coordinated and maximizes investments to improve services within the context of Smart City initiatives.
- **Design and build a Wi-Fi Corridor** as a proof of concept that demonstrates how local business, the community and City services can be integrated in a way that drives engagement and economic spinoff. The proof of concept would include field testing of Smart City technologies such as Wi-Fi, parking sensors, digital signage, beacons and advance traffic management.
- **Create seamless and secure connection anywhere, anytime** on any device for all staff whether they are in the office, field or half way around the world. Improved access for staff in the field will translate into better customer service and more efficient operations.

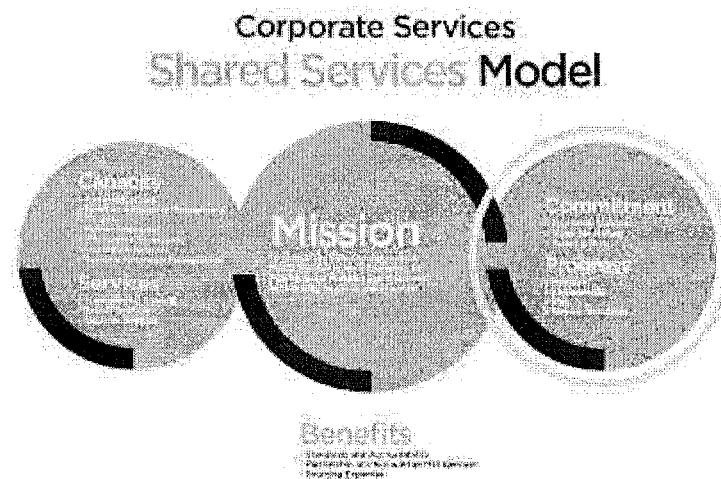
2. Provide staff with mobile technology and mobile applications that maximize their productivity and align with a modern workforce and corporation where space, technology and people work seamlessly anywhere, anytime.



- **Implement Office 365 for all staff** creating greater flexibility for all staff to access e-mail, files and office productivity tools on multiple devices from anywhere.
- **Implement a Corporate Apps Store** providing a secure and central way to deploy mobile apps that are relevant to all staff targeting Apps that assist and automate daily and routine tasks as well as accessing critical information in a mobile setting.
- **Implement Employee Self Service Mobile** through SAP and other enterprise mobile apps expanding access to employee benefits, time & labour and paystubs on any device anywhere and driving new efficiencies by automating manual processes.

3. Enhance, develop and deploy enterprise and line of business systems to derive greater efficiencies and service outcomes as well as achieving the broader objectives of the Corporate Services Shared Services Model:

- **Implement Enterprise Business Solutions** that address strategic objectives and actions of the People Strategy including Talent Management, Workforce Planning, Succession Planning and Leadership Development. Ensure alignment with existing use and investment in Human Capital and Financial systems.



## Improve Services through Innovation & Partnerships

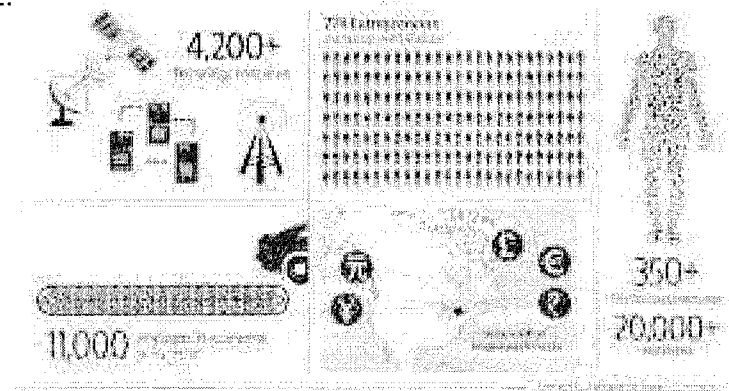


Innovation and Partnerships are a significant opportunity with a higher level of engagement from the community, the business sector and educational institutions. There is a genuine desire by the technology sector to seek partnerships that drive innovation and provide opportunity and access to technology in the community. As a local government the City of Mississauga is well positioned to leverage these partnership opportunities and **improve the quality of life for residents, anchor Mississauga as a centre of Innovation and improve the Economic outlook** for both small and large business.

1. Developing partnerships with the Technology Industry that will focus on co-innovation and opportunity for learning and engagement with the community and business can be achieved through collaboration and coordination.
  - **Instill an Innovation and Partnership mandate** in the development of Service Area Technology Road Maps ensuring that new initiatives assess Partnership opportunities that foster shared responsibility and commitment to provide value and benefits to the community.

- **Seek out Innovation and Proof of Concept opportunities** that create synergies between the City of Mississauga, the community, educational institutions, local industry, small business and other Idea or Innovation incubators.

2.



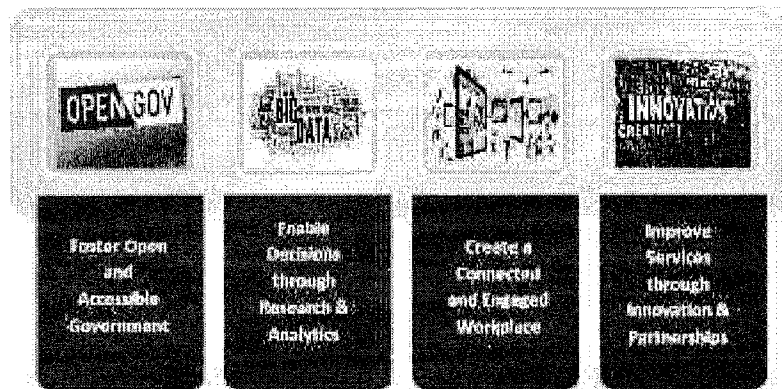
## Conclusion

Technology plays a significant role in the delivery of City Services. The IT Master Plan establishes a three to five year outlook with strategies and actions for the investment in technologies that are innovative and continue to improve how City Services are provided.

Several key industry leaders were engaged in Thought Leader Sessions with staff from various City service areas to consider what leading technology industry experts were planning in the one to three year range with the following key insights established:

- Open Data, Mobile Apps and easy Citizen Access to Information and Services anywhere.
- Smart City framework and initiatives that enable services, engage the community and drive economic benefits.
- Big Data and Analytics that provides new insights and better decisions.
- A connected and mobile workforce that can easily work from anywhere.
- Fast and Agile Technology Adoption.
- Digital engagement and inclusion.

The IT Master Plan has four key strategies that provide areas of focus and actionable objectives for the next three to five years with an objective to ***enable the transformation of the City of Mississauga into an engaged and connected City.***



These Inspiring Possibilities have generated a great deal of excitement within the organization and with key stakeholders in the IT industry as well.

The City of Mississauga will **Foster Open and Accessible Government** by providing services that citizens, businesses and visitors directly access and engage in. The City will continue to use technology to make City Services more convenient and efficient while increasing awareness and participation through effective communication and implementation of a digital framework.



We will learn and **Enable Decisions through Research and Analytics** striving to improve City Services through the use and analysis of data in ways not thought of before supporting Business Planning, Lean and other continuous improvement initiatives.

Our IT infrastructure will continue to enable and **Create a Connected and Engaged Workplace**. The connection of City assets, staff and the public and the proliferation of mobile technology will significantly change how City Services are delivered and consumed well into the future. Through the adoption of technology and sound Business Planning, City Services will continue to evolve around an engaged and connected community as the City continues its journey as a Smart City leader.

The City of Mississauga has benefited from technology partnerships and will continue to **Improve Services through Innovation & Partnerships** where collaboration and opportunities drive innovative ideas that have the potential to improve City Services. We will look for opportunities that enhance learning, engagement and where possible address the digital divide by ensuring access to technology for those who would not otherwise have such an opportunity.

#### **A Vision for the future**

These four key strategies will guide our planning and decisions on investment in technology. Alignment will be achieved

through the development of Service Area Technology Road Maps for key services and active participation in the Business Plan and Budget process.

The City of Mississauga has established its reputation in the Public Sector as a leader in the use of technology to provide City services. The IT Master Plan has established a fresh and modern vision for the future through the engagement of key industry leaders, benchmarking and engagement with key staff involved in planning and delivering services.

The IT Master Plan is a well-informed vision for the adoption of technology that will **enable the transformation of the City of Mississauga into an engaged and connected City**.

# Hit the Ground Running

---

There are many great initiatives already planned and underway that will deliver results and advance the strategies of the IT Master Plan.

The following are just a few highlights of what you can expect to see implemented through the year in 2016:

- **The Modernization of the City of Mississauga Website** ([www.mississauga.ca](http://www.mississauga.ca)) going fully mobile, new content management system, implementation of a new digital framework, public engagement and involvement in an effort to crowd source design and feedback - 1<sup>st</sup> Quarter 2016
- **The City of Mississauga's first Open Data Hackathon** taking place March 2016 on National Open Data Day. Launching a new Open Data Portal and adding a series of new Open Data Sets. The Hackathon will take place over the weekend and engage the community in an effort to collaborate and build Apps based on the City of Mississauga Open Data Sets – March 4-6, 2016
- **Internet of Things Network** designed and built to support the Advance Traffic Management System, completion of the Transitway stations, connection of

Pylons signs and introduction of the District Wi-Fi Proof of Concept that will integrate the use of Public Wi-Fi with local business, the public and City Services.  
– 2016/2017

- **Work Anywhere Anytime Seamlessly on any City mobile device** whether it is a laptop, tablet or smart phone. Through Wi-Fi, cellular and in any public space. The ability to simply connect and access all City Apps and Files will be Secure and Seamless providing greater efficiencies to over 800 staff on a daily basis that connect using a mobile device. – February 2016
- **Office 365 and a Corporate App Store** to continue the mandate to modernize our workplace space, technology and capabilities of our staff as a mobile workforce. Office 365 will provide secure access to files but also office automation and productivity tools where-ever and when-ever they are needed. - 2016
- **Online Engagement Tools to support public input, collaboration and inclusion** for City initiatives, special meetings, planning processes and to support the objectives of the Communications Master Plan for greater public engagement and inclusion – June 2016

In addition to these there are many other great initiatives planned or under way in each Service Area focused on improving Customer Services and finding new ways to drive efficiencies in delivering City Services as part of Lean or other Continuous Improvement initiatives.

### **Measures and Indicators**

Having measures and indicators in place to monitor and communicate progress of the action plans is an important aspect of the IT Master Plan and key Service Area Technology Road Maps.

Two key measures will be monitored centrally on all IT initiatives as a measure of overall portfolio performance.

#### **Drive Value for Money**

- % of spend of the IT Portfolio in “run the business”.
- % of spend of the IT Portfolio in “grow the business”.
- % of spend of the IT Portfolio in “innovate the business”.

This measure identifies distribution of investment ensuring that there is a good balance of investment made to keep the existing technology infrastructure in a good state of repair while continuing to invest in growing and innovating City Services through initiatives identified through the Business Planning and Budget Process, Lean and other continuous improvement programs.

#### **Manage for Success**

- % of the IT Portfolio that is on track (green)
- % of the IT Portfolio that has minor issues (yellow)
- % of the IT Portfolio that is off track (red)

This measure is a best practice in industry and the standard reporting format adopted by the Project Management Support Office at the City of Mississauga.

The measure is used to manage the overall portfolio ensuring that each initiative performs to an expected level of standards and that governance and oversight is in place to mitigate any issues that may arise during the life cycle of any project.

Each individual project will carry specific measures that are defined through business cases which will identify any customer service, continuous improvements or additional revenues that will result from the specific project. The Service Area accountable for the project will manage progress against any identified measures.

## Indicators

In addition to the Portfolio Measures and individual project measures, the IT Service publishes Key Performance Indicators through the annual Business Planning process. The following are key indicators that measure the effectiveness of technology adoption that drive Customer Service and Continuous Improvement.

**Web Self Service Total Cost Avoidance** – a measure of the cost avoidance realized as the result of citizen and business online self-service ([www.mississauga.ca](http://www.mississauga.ca)).

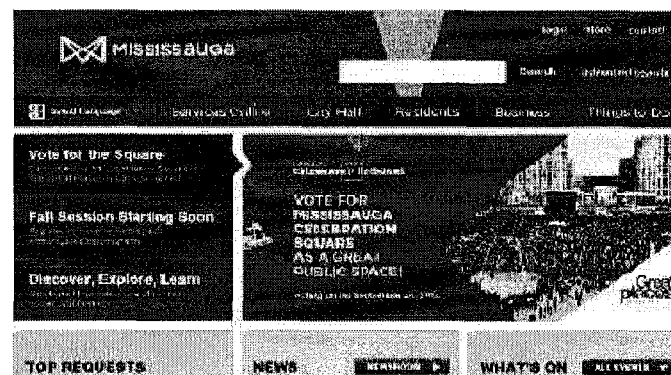


The measure compares the cost of delivering the volume of online service requests and self-service compared to the cost in more traditional channels such as phone and counter services.

Year	2012	2013	2014
Web Self Service Total Cost Avoidance	\$3.08M	\$3.83M	\$5.08M

This measure is a calculation of real volumes of transactions and access to online City Services and includes the offsetting costs of hosting and managing the City's website. This is a measure of the effectiveness of providing services online and also an investment in Customer Service by improving and growing the options available online.

**City Website Unique Visits** – a measure of the use of the City of Mississauga website by residents, businesses and visitors.



This is an important measure of the effectiveness and utilization of the City Website for Communication about City Services, Programs, Projects and Planning Initiatives.

Year	2012	2013	2014
City Website Unique Visits	9.4M	10.9M	12.4M

# Acknowledgements

---

The IT Master Plan was a collaborative effort through a series of internal workshops, Thought Leader Sessions and external benchmarking.

As part of the process, a panel of staff from all service areas across the City formed as a new Community of Practice as IT Ambassadors. This group will continue to be involved in the development of Technology Road Maps for key service areas and also participate in the adoption of new technology. This will ensure that a high level of engagement and input into the adoption of technology is maintained throughout the corporation.

The Leadership Team and Extended Leadership Team also participated throughout the process. They provided context, experiences and expertise from each of the service areas of the City and ensured that the strategies formed aligned with the overall objectives of the City of Mississauga.

The Technology Industry was very engaged in this process and took the time to describe their future plans for adopting and deploying technology. These sessions were focused on Public Sector Best Practices as well as the drivers behind the Consumer Market and Private Sector Best Practices. In recognition for their contributions to the process, we acknowledge their input:

- Apple Canada
- Bell Canada
- CISCO Canada
- Infor Public Sector
- LinkedIn
- Microsoft Canada
- SAP Canada

Other great conversations and benchmarking with other vendors and public sector organizations was carried out as well on an informal basis and those interactions and inputs are also valued. This process will continue through the development of Service Area Technology Road Maps.

We thank all those that have contributed internally and externally and we look forward to continuing the journey to build an engaged and connected City.

# Contact Information

---

Shawn Slack MBA  
 Director Information Technology & Chief Information Officer  
 300 City Centre Drive  
 Mississauga, ON L5B 3C1  
[Shawn.Slack@Mississauga.ca](mailto:Shawn.Slack@Mississauga.ca)  
 (905) 615-3200 Ext 4205

## Reference Material

1. City Website ([www.mississauga.ca](http://www.mississauga.ca))
2. Information Technology 2015 Business Plan and Budget  
 (<http://www7.mississauga.ca/eCity/Budget/img/serviceareas/business-plans/it-summary.pdf>)
3. City Facebook Page  
 (<http://www.facebook.com/citymississauga>)
4. City Twitter Page (<http://twitter.com/citymississauga>)
5. City Youtube Channel  
 (<http://www.youtube.com/user/cityofmississauga>)
6. Internet of Everything Promotional Video  
 (<http://video.cisco.com/detail/videos/inside-cisco/video/4261246199001/city-of-mississauga:-transforming-with-ioe?autoStart=true>)
7. Internet of Everything Case Study  
 (<http://www.cisco.com/web/about/docs/mississauga-city.pdf>)
8. Civic Centre's C Café Rated Top 5 Wi-Fi Spot in Mississauga  
 (<http://www.insauga.com/top-5-unique-wifi-spots-in-mississauga>)
9. Sheridan College Partners with Mississauga to Enhance Connectivity for the Public and Students  
 (<https://www.sheridancollege.ca/news-and-events/news/celebrating-a-partnership-that-enhances-connectivity.aspx>)

City of Mississauga

# Corporate Report



Date: November 4, 2015	Originator's files:
To: Chair and Members of General Committee	
From: Martin Powell, P. Eng. Commissioner of Transportation and Works	Meeting date: 2015/11/18

## Subject

Changes to the Tow Truck Licensing By-law 521-04, as amended, for the Training of Tow Truck Drivers

## Recommendation

That a by-law be enacted to amend the Tow Truck Licensing By-law 521-04, as amended, for the training of tow truck drivers as outlined in the report from the Commissioner of Transportation and Works, dated November 2, 2015 and entitled "Changes to the Tow Truck Licensing By-law 521-04, as amended, for the Training of Tow Truck Drivers".

## Report Highlights

- Mobile Licensing Enforcement staff investigated 577 complaints from 2012 to August 15, 2015, which ranged from inappropriate tow truck driver behaviour to unsafe towing practices and other violations of the relevant by-laws. The results of the investigations found that the majority of concerns were a direct result of a lack of tow truck driver knowledge.
- A tow truck driver training program covering by-law orientation; customer service; accessibility and sensitivity training; and, defensive driving will assist in ensuring tow truck drivers provide their services in a professional manner and reduce the number of complaints.

## Background

At its meeting of September 30, 2015, Council approved the following recommendation:

*"GC-545-2015*

*That the report from the Commissioner of Transportation and Works dated August 26, 2015*

*and entitled "Amendments to the Tow Truck Licensing By-law 521-04, as amended for the Training of Tow Truck Drivers" be received for information.*

*That staff incorporate comments received from the Towing Industry Advisory Committee and prepare a report to be considered by General Committee on the recommended changes to the requirements for the training of tow truck drivers.*

*(TIAC-0018-2015)"*

The purpose of this report is to respond to GC-545-2015.

## Comments

### Towing Industry Advisory Committee (TIAC) Approval:

At its meeting of September 14, 2015 the TIAC approved the recommendation in GC-545-2015. Further, TIAC did not provide any comments on the report.

### Summary of Requirements for/Nature of Recommended Changes:

A summary of the requirements for this change as well as the nature of the recommended changes is provided below. This information is taken directly from the report mentioned in the preceding paragraph.

*"The members of the Towing Industry Advisory Committee (TIAC) have previously been advised by staff of a desire to develop a tow truck driver training course to be delivered by the training section of Mobile Licensing Enforcement. The training course would emulate the mandatory taxi and limousine driver training, which includes: by-law orientation, customer service, accessibility and sensitivity training; and, defensive driving.*

*Mobile Licensing Enforcement staff have investigated 577 complaints from 2012 to August 15, 2015, which ranged from inappropriate tow truck driver behaviour to unsafe towing practices and violations of the relevant by-laws. The results of the investigations found that the majority of concerns were a direct result of a lack of tow truck driver knowledge. The province prepared a report in the fall of 2013, which also identified a need for tow truck driver training to address the growing concerns raised by consumers and other stakeholders. In 2014, the province passed Bill 15, Fighting Fraud and Reducing Automobile Insurance Rates Act, 2014, which will legislate provincial licensing of tow truck owners and drivers and set out requirements for mandatory tow truck driver training for towing methods and provincial legislation.*

*Staff reviewed other GTA municipalities and found that currently no municipality offers or requires any formal tow truck driver training.*



*The City tow truck driver training will comprise of a three-day course covering: by-law orientation; customer service; accessibility and sensitivity training; and, defensive driving. At the completion of the course, each driver will be required to pass an exam and obtain a minimum passing mark of 75% before a licence can be issued (and the driver classed as certified). Each driver will be required to renew their training/certification every five years to remain current with changes in the industry, which is consistent with the training provided to taxi and limousine drivers. The training program will ensure all tow truck drivers receive relevant training to ensure they are equipped with the knowledge required to be a licensed tow truck driver."*

#### Implementation:

It is proposed that licensed tow truck drivers will be required to receive the training within one year of the date Council enacts the by-law amendments. New tow truck drivers will be required to receive the training prior to licensing. Licensed tow truck drivers will be required to be recertified every five years. Further, once Council has approved the amending by-law, the Manager of Mobile Licensing Enforcement will advise all licensed tow truck drivers, in writing, of the new training requirements.

## **Financial Impact**

No direct financial impact would be experienced by the Corporation of the City of Mississauga.

## **Conclusion**

Staff recommend an amendment to the Tow Truck Licensing By-law 521-04, as amended, to include mandatory training for tow truck drivers. The three-day training course/exam will cover: by-law orientation; customer service; accessibility and sensitivity training; and, defensive driving. The course will ensure that all members of the towing industry have been provided the required tools to ensure consumer protection and public safety.

Recertification requirements every five years will ensure that tow truck drivers' knowledge and abilities remain current and reflect changing trends in the industry.



---

Martin Powell, P. Eng.  
Commissioner of Transportation and Works

Prepared by: Daryl Bell, Manager of Mobile Licensing Enforcement

City of Mississauga  
**Corporate Report**



Date: November 2, 2015	Originator's files:
To: Chair and Members of General Committee	
From: Martin Powell, P. Eng. Commissioner of Transportation and Works	Meeting date: 2015/11/18

## Subject

**Changes to the Tow Truck Licensing By-law 521-04, as amended, Vehicle Tow Digital Photographs**

## Recommendation

1. That a by-law be enacted to amend the Tow Truck Licensing By-law 521-04, as amended, to include digital photograph requirements as outlined in the report from the Commissioner of Transportation and Works, dated November 2, 2015 and entitled "Changes to the Tow Truck Licensing By-law 521-04, as amended, Vehicle Tow Digital Photographs".
2. That a by-law be enacted to amend the Tow Truck Licensing By-law 521-04, as amended, to increase the all-inclusive flat tow fee from \$280 to \$290 to cover the cost of computer memory and telephone equipment that may be required for the taking of digital photographs as outlined in the report from the Commissioner of Transportation and Works, dated November 2, 2015 and entitled "Changes to the Tow Truck Licensing By-law 521-04, as amended, Vehicle Tow Digital Photographs".

## Report Highlights

- Staff have received numerous complaints of vehicles receiving further damage after a vehicle is towed from an accident scene.
- Staff have found that there is no way to substantiate the claims and as a result, staff are not in a position to take action under the by-law.
- With technology advances today, the towing industry is in a position to provide protection to consumers and address allegations of fraud with the use of digital photographs. The photographic evidence can be stored for extended periods, provides protection for consumers and can be used to address any allegations against tow truck drivers about further damage to the vehicle after the initial tow.

6a

- The all-inclusive flat tow fee can be increased to cover the cost of computer memory and telephone equipment that may be necessary to meet new by-law requirements for vehicle tow digital photographs.

## Background

At its meeting of September 30, 2015, Council approved the following recommendation:

*"GC-0546-2015*

*That the matter regarding the corporate report dated August 26, 2015 from the Commissioner of Transportation and Works with respect to Amendments to the Tow Truck Licensing By-law 521-04, as amended, Vehicle Tow Digital Photographs be received and that the matter be reviewed in one year.*

*(TIAC-0019-2015)"*

The purpose of this report is to respond to GC-0546-2015.

## Comments

### Towing Industry Advisory Committee (TIAC) Approval:

At its meeting of September 14, 2015 the TIAC approved the recommendation in GC-0546-2015. TIAC provided comments on the report at the meeting. The comments provided by TIAC as well as staff's response to the comments are summarized later in this section.

### Summary of Requirements for/Nature of Recommended Changes:

A summary of the requirements for this change as well as the nature of the recommended changes is provided below. This information is taken directly from the report mentioned in the preceding paragraph.

*"Staff have received numerous complaints of vehicles receiving further damage after a vehicle is towed from an accident scene. The issue of vehicle damage and perceived fraud from the towing industry have been identified by the Province's Anti-Fraud Squad and is to be captured in legislation recently enacted by the province: Bill 15 Fighting Fraud and Reducing Automobile Insurance Rates Act, 2014. A similar report was brought to the Towing Industry Advisory Committee (TIAC) on June 22, 2015 and referred back to staff as the industry was concerned with the additional cost for taking and keeping digital photographs. This report responds to those concerns.*

*Staff have reviewed the concerns raised by insurance companies and vehicle owners about vehicles receiving further damage after being towed from an accident scene. Staff have found that there is no way to substantiate the claims and as a result, staff are not in a position to take action under the by-law. Staff*

*are of the opinion that with technology advances today, the industry is in a position to provide protection to consumers and address allegations of fraud with the use of digital photographs. The analogy "a picture is worth a thousand words" accurately portrays the reasons behind the recommendation to require digital photographs to be taken of a vehicle from all angles before the vehicle is seized. The photographic evidence can be stored for extended periods, provides protection for consumers and can be used to address any allegations against tow truck drivers about further damage to the vehicle after the initial tow. The cost of computer memory is minimal with a 32 gig memory stick capable of holding approximately 9,000 digital photographs from a smartphone which costs less than \$20. Furthermore, every tow truck driver carries a smart phone with photographic capabilities as evident by the number of times that photographs are taken of Mobile Licensing Enforcement staff, Peel Regional Police and other tow truck drivers. Cellular telephones today, particularly smartphones, produce quality pictures, which can sufficiently address any questions regarding damage. The ability to maintain the photographs will have no detrimental effect, but will provide strong evidence to support a tow truck driver or consumer and will also assist officers with investigations. The cost of memory and digital photographs can be offset by an increase in tow rates to ensure that tow truck drivers continue to be able to operate in a cost-effective manner."*

#### Implementation:

It is proposed that the requirement for digital photographs as outlined in this report would not come into effect until January 2016. In addition, staff would report back to TIAC on the success of the proposed changes in December 2016 after approximately one year of implementation. Further, once Council has approved the amending by-laws, the Manager of Mobile Licensing Enforcement will advise all licensed tow truck drivers, in writing, of the requirements for the taking of digital photographs. Lastly, for the first four months of 2016 (up to and including April 30<sup>th</sup>), regulation of the requirement for digital photographs for those drivers found not in compliance, will be through the issuance of Notices of Contravention.

#### TIAC Comments:

At its meeting of September 14, 2015 TIAC provided the following comments on the requirement for digital photographs:

- *"Pictures must be taken in a safe manner. Drivers can't be put at risk."*  
Staff Response: The by-law will include provisions allowing that the vehicle can be moved from the accident scene to a safe location, if required, excluding a towing compound and/or body shop, for the taking of digital photographs.
- *"Need to communicate this requirement to everyone."*  
Staff Response: This matter is addressed in the Implementation section of this report.

6c

- *"Bring back in a year to see how it worked out."*

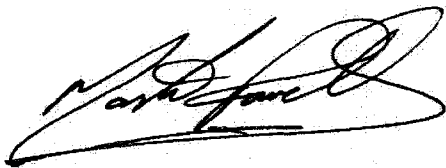
Staff Response: This matter is addressed in the Implementation section of this report.

## Financial Impact

No direct financial impact would be experienced by the Corporation of the City of Mississauga.

## Conclusion

Staff recommend that the Tow Truck Licensing By-law 521-04, as amended, be revised to include requirements that a digital photograph be taken from all angles of a vehicle before a vehicle is seized and towed, that the photographic information be stored for a minimum period of six months and that the digital photograph be made available to Mobile Licensing Enforcement staff on request. Furthermore, staff recommend that the all-inclusive flat tow fee be increased from \$280 to \$290 to cover the cost of computer memory and telephone equipment that may be required to meet the recommended changes to the by-law.



---

Martin Powell, P. Eng.  
Commissioner of Transportation and Works

Prepared by: Daryl Bell, Manager of Mobile Licensing Enforcement

# City of Mississauga Corporate Report



Date: November 3, 2015

To: Chair and Members of General Committee

From: Martin Powell, P. Eng.  
Commissioner of Transportation and Works

Originator's files:

Meeting date:

2015/11/18

## Subject

**By-laws to establish a System of Administrative Penalties Respecting Business Licensing for the City of Mississauga**

## Recommendation

1. That a by-law to amend the Licensing Administrative Penalty By-law 135-2014, as amended, be enacted as outlined in Appendix 1 to the report from the Commissioner of Transportation and Works, dated November 3, 2015 entitled "By-laws to establish a System of Administrative Penalties Respecting Business Licensing for the City of Mississauga".
2. That a by-law to amend the Business Licensing By-law 1-06, as amended, be enacted as outlined in Appendix 2 to the report from the Commissioner of Transportation and Works, dated November 3, 2015 entitled "By-laws to Establish a System of Administrative Penalties Respecting Business Licensing for the City of Mississauga".
3. That a by-law to amend the Adult Entertainment Establishment Licensing By-law 507-05, as amended, be enacted as outlined in Appendix 3 to the report from the Commissioner of Transportation and Works, dated November 3, 2015 entitled "By-laws to Establish a System of Administrative Penalties Respecting Business Licensing for the City of Mississauga".

## Report Highlights

- The City of Mississauga must designate the by-laws or the sections of the by-laws to which the Administrative Penalty System (APS) will apply.
- The Licensing Administrative Penalty By-law 135-2014, as amended, will require an amendment to include the designated provisions under the Business Licensing By-law 1-06, as amended, and the Adult Entertainment Establishment Licensing By-law 507-05, as amended.
- The Business Licensing By-law 1-06, as amended, will require an amendment to include

7a

enforcement of its provisions pursuant to the Licensing Administrative Penalty By-law 135-2014, as amended.

- The Adult Entertainment Establishment Licensing By-law 507-05, as amended, will require an amendment to include enforcement of its provisions pursuant to the Licensing Administrative Penalty By-law 135-2014.

## Background

Sections 102.1, 151(1) (g) and 151(5) of the *Municipal Act, 2001*, authorize municipalities to implement an APS for non-compliance with any by-laws respecting licensing and parking.

At its meeting of July 3, 2013 Council approved a recommendation by staff to proceed with the implementation of an APS for the enforcement of licensing and parking by-laws in the City of Mississauga (GC- 0411-2013).

On December 11, 2013 a by-law to establish a system of administrative penalties respecting the stopping, standing or parking of vehicles in the City of Mississauga (referred to as the Administrative Penalty By-law 0282-2013) was enacted and on June 1, 2014 the City's parking APS was launched.

On June 11, 2014 a by-law to establish a system of administrative penalties respecting licensing in the City of Mississauga (referred to as the Licensing Administrative By-law 135-2014) was enacted.

Licensing includes three enforcement areas: Animal Services (pet licensing), Mobile Licensing Enforcement (licensing related to public vehicles and mobile units) and Compliance and Licensing Enforcement (business licensing).

In February 2015 Animal Services started to enforce the pet licensing provisions contained in the Animal Care and Control By-law 98-04, as amended, through the City's APS.

In July 2015 Mobile Licensing started to enforce certain licensing requirements contained in the Public Vehicle Licensing By-law 420-04, as amended, through the City's APS. It is expected that all of the designated licensing requirements contained in the Public Vehicle Licensing By-law 420-04, as amended and the Tow Truck Licensing By-law 521-04, as amended, will be enforceable through the City's APS by December 2015.

## Comments

With an APS for parking, pet licensing and mobile licensing matters now implemented staff are proceeding with the next phase of APS implementation for business licensing enforcement specifically relating to the

Originators files:

licensing requirements contained within the Business Licensing By-law 1-06, as amended, and the Adult Entertainment Establishment Licensing By-law 507-05, as amended. The Second Unit Licensing By-law 204-13 is currently under review and will not be included in the City's APS at this time but may be included at a later date.

Ontario Regulation 333/07, under the Municipal Act, 2001 (APS Regulation) requires the municipality designate the by-laws or the parts of such by-laws to which the APS will apply.

Schedule "B" to the Licensing Administrative Penalty By-law 0135-2014 currently designates the sections of the Animal Care and Control By-law 98-04, as amended, Public Vehicle Licensing By-law 420-04, as amended and the Tow Truck Licensing By-law 521-04, as amended, to which the APS applies and sets out the amount of the administrative penalty for each designated provision. The Licensing Administrative Penalty By-law must be amended to include in Schedule "B" the sections of the Business Licensing By-law 1-06, as amended, and the Adult Entertainment Establishment Licensing By-law 507-05, as amended, to which the APS will apply and the amount of the administrative penalty for each designated provision.

Attached is the recommended by-law to amend the Licensing Administrative Penalty By-law 135-2014 (Appendix 1).

The City of Mississauga Business Licensing By-law 1-06, as amended, and the Adult Entertainment Establishment Licensing By-law 507-05, as amended, currently reference enforcement of its provisions in accordance with the *Provincial Offences Act*, R.S.O. 1990, Chapter P.33. These by-laws must be amended to add enforcement through the *Municipal Act, 2001* and the City's Licensing Administrative Penalty By-law. This will allow the City to enforce the designated licensing requirements set out in the Business Licensing By-law 1-06, as amended, and the Adult Entertainment Establishment Licensing By-law 507-05, as amended, through both the *Provincial Offences Act* and the City's Licensing Administrative Penalty By-law.

Attached is the recommended by-law to amend the Business Licensing By-law 1-06, as amended, (Appendix 2) and the recommended by-law to amend the Adult Entertainment Establishment Licensing By-law 507-05, as amended, (Appendix 3).

## Financial Impact

There is no financial impact.



7c

## Conclusion

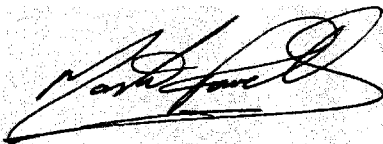
The implementation of an APS for Business Licensing requires amendments to the Licensing Administrative Penalty By-law 135-2014, as amended, and the Business Licensing By-law 1-06, as amended, and the Adult Entertainment Establishment Licensing By-law 507-05, as amended. It is recommended that the by-laws attached to this report be enacted substantially as set out and attached to this report.

## Attachments

**Appendix 1:** A By-law to amend the Licensing Administrative Penalty By-law 135-15, as amended

**Appendix 2:** A By-law to amend the Business Licensing By-law 1-06, as amended

**Appendix 3:** A By-law to amend the Adult Entertainment Establishment Licensing By-law 507-05, as amended



---

Martin Powell, P. Eng.  
Commissioner of Transportation and Works

Prepared by: Carla Mariuz, Project Manager, APS

APPENDIX 1

A by-law to amend By-law 135-14, as amended,  
being the Licensing Administrative Penalty By-law

WHEREAS sections 8, 9 and 11 of the *Municipal Act, 2001*, S.O. 2001, c.25, authorize a municipality to pass By-laws necessary or desirable for municipal purposes;

AND WHEREAS section 151(1)(g) of the *Municipal Act, 2001* provides that a municipality may require a person, subject to such conditions as the municipality considers appropriate, to pay an administrative penalty if the municipality is satisfied that the person has failed to comply with any part of a system of business licences established by the municipality;

AND WHEREAS section 151(5) of the *Municipal Act, 2001* provides that subsections 151(1)-(4) apply with necessary modifications to a system of licences with respect to any activity, matter or thing for which a by-law may be passed under sections 9 and 11 as if it were a system of licences with respect to a business;

AND WHEREAS section 391 of the *Municipal Act, 2001* authorizes a municipality to pass bylaws imposing fees or charges for costs payable by it for services or activities, and services or activities provided or done by or on behalf of the municipality;

AND WHEREAS Council of The Corporation of the City of Mississauga considers it desirable and necessary to make certain amendments to By-law 135-14, as amended, to provide for a system of administrative penalties and administrative fees as an additional means of encouraging compliance with certain City Licensing By-laws;

NOW THEREFORE the Council of The Corporation of the City of Mississauga ENACTS as follows:

1. That Schedule "B" of By-law 135-14, as amended, is hereby amended by adding the Designated By-law provisions listed in Schedule "A" to this By-law.

ENACTED AND PASSED this            day of            , 2015.

APPROVED AS TO FORM City Solicitor MISSISSAUGA			
Date	2015		

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CLERK

**SCHEDULE "A"**

**CITY OF MISSISSAUGA LICENSING ADMINISTRATIVE PENALTY BY-LAW  
DESIGNATED BY-LAW PROVISIONS**

**BUSINESS LICENSING BY-LAW 1-06, AS AMENDED**

1. For the purposes of section 3 of this By-law, Column 1 in the following table lists the provisions in the Business Licensing By-law 1-06, as amended that are hereby designated.
2. Column 2 in the following table sets out the short form wording to be used in a Penalty Notice for the contravention of the designated provisions listed in Column 1.
3. Column 3 in the following table sets out the Administrative Penalty amounts that are payable for contraventions of the designated provisions listed in Column 1.

ITEM	COLUMN 1 Designated Provisions	COLUMN 2 Short Form Wording	COLUMN 3 Administrative Penalty
1	2(1)(a)	Own or operate an Amusement Arcade Class A without a license	\$125.00
2	2(1)(a)	Own or operate an Amusement Arcade Class B without a license	\$125.00
3	2(1)(b)	Act as an Auctioneer without a license	\$125.00
4	2(1)(c)	Own or operate an Automobile Service Station without a license	\$125.00
5	2(1)(d)	Own or operate a Billiard Hall Class A without a license	\$125.00
6	2(1)(d)	Own or operate a Billiard Hall Class B without a license	\$125.00
7	2(1)(e)	Own or operate a breeding or boarding kennel	\$125.00
8	2(1)(f)	Act as a Building Renovator without a license	\$125.00
9	2(1)(g)	Own or operate a Carnival without a license	\$125.00
10	2(1)(h)	Own or operate a Circus without a license	\$125.00
11	2(1)(i)	Act as a Drain Contractor without a license	\$125.00
12	2(1)(i)	Act as a Drain Layer without a license	\$125.00
13	2(1)(j)	Act as a Driveway Paving Contractor Act as a Drain Contractor without a license	\$125.00
14	2(1)(l)	Act as a Heating Contractor Act without a license	\$125.00
15	2(1)(l)	Act as a Master Heating Installer without a license	\$125.00
16	2(1)(m)	Own or operate a lunch counter without a license	\$125.00
17	2(1)(n)	Own or operate a Night Club without a license	\$125.00
18	2(1)(o)	Own or operate a Parking Lot without a license	\$125.00
19	2(1)(p)	Carry on the business of a Pawnbroker without a license	\$125.00
20	2(1)(q)	Own or operate a Pet Shop without a license	\$125.00
21	2(1)(r)	Act as a Plumbing Contractor without a license	\$125.00
22	2(1)(r)	Act as a Master Plumber without a license	\$125.00
23	2(1)(s)	Own or operate a Public Hall without a license	\$125.00
24	2(1)(t)	Own or operate a Restaurant without a license	\$125.00
25	2(1)(u)	Own or operate a salvage yard without a license	\$125.00
26	2(1)(v)	Act as a Second-hand Goods Employee without a license	\$125.00
27	2(1)(w)	Own a Second-hand Goods Shop without a license	\$125.00
28	2(1)(x)	Own or operate a Take-out Restaurant without a license	\$125.00
29	2(1)(y)	Keep a store or shop where tobacco, cigars or cigarettes are sold by retail without a license	\$125.00
30	2(1)(z)	Sell by retail any Fireworks from inside a building or part thereof without a license	\$125.00

ITEM	COLUMN 1 Designated Provisions	COLUMN 2 Short Form Wording	COLUMN 3 Administrative Penalty
31	2(1)(aa)	Own or operate a Vehicle Pound Facility without a license	\$125.00
32	2(1)(bb)	Own or operate a Tanning Facility without a license	\$125.00
33	2(1)(cc)	Own or operate a Personal Services Setting without a license	\$125.00
34	17(2)	Fail to produce documents upon inspection	\$125.00
35	18	Obstruct Inspection	\$125.00
36	19(1)	Owner-fail to display license	\$125.00
37	19(2)	Licensee -fail to carry license	\$125.00
38	19(2)	Licensee -fail to produce license	\$125.00
39	20(1)	Licensee- carry on business in a name other than the name set out on the license	\$125.00
40	20(2)	Licensee - Fail to notify Licensing Unit of information change	\$125.00
41	20(3)	Corporate Licensee-Fail to notify Licensing Unit of information change	\$125.00

**ADULT ENTERTAINMENT ESTABLISHMENT LICENSING BY-LAW 507-05, AS AMENDED**

- For the purposes of section 3 of this By-law, Column 1 in the following table lists the provisions in the Adult Entertainment Establishment Licensing By-law 507-05, as amended that are hereby designated.
- Column 2 in the following table sets out the short form wording to be used in a Penalty Notice for the contravention of the designated provisions listed in Column 1.
- Column 3 in the following table sets out the Administrative Penalty amounts that are payable for contraventions of the designated provisions listed in Column 1.

ITEM	COLUMN 1 Designated Provisions	COLUMN 2 Short Form Wording	COLUMN 3 Administrative Penalty
1	2(1)	Owner- operate Adult Entertainment Establishment without a license	\$1000.00
2	2(2)	Act as an Attendant without a license	\$500.00
3	19(2)	Fail to produce documents upon inspection	\$250.00
4	20	Obstruct Inspection	\$500.00
5	21(1)	Owner-fail to display license	\$250.00
6	21(1)	Owner-fail to produce license upon request	\$250.00
7	21(2)	Attendant-fail to carry license	\$250.00
8	21(2)	Attendant-fail to produce license upon request	\$250.00
9	22(1)	Licensee- carry on business in a name other than the name set out on the license	\$500.00
10	22(2)	Licensee - Fail to notify Licensing Unit of information change	\$500.00
11	22(3)	Corporate Licensee-Fail to notify Licensing Unit of information change	\$500.00
12	Schedule 4 Section 4(1)	Owner-fail to ensure Entertainer completes a registration form	\$500.00
13	Schedule 4 Section 4(4)	Owner-fail to provide valid registration form for Entertainer(s)	\$500.00
14	Schedule 4 Section 5(6)	Owner-permit entertainer to perform any service which is not clearly visible from the Main Stage	\$500.00
15	Schedule 4 Section 8(10)	Owner-fail to keep premises in a clean and sanitary condition	\$500.00

79

## APPENDIX 2

A by-law to amend By-law 1-06,  
as amended, being the Business Licensing By-law

WHEREAS sections 8, 9 and 11 of the *Municipal Act, 2001*, S.O. 2001, c.25, authorize a municipality to pass By-laws necessary or desirable for municipal purposes;

AND WHEREAS section 151(1)(g) of the *Municipal Act, 2001* provides that a municipality may require a person, subject to such conditions as the municipality considers appropriate, to pay an administrative penalty if the municipality is satisfied that the person has failed to comply with any part of a system of business licences established by the municipality;

AND WHEREAS section 151(5) of the *Municipal Act, 2001* provides that subsections 151(1)-(4) apply with necessary modifications to a system of licences with respect to any activity, matter or thing for which a by-law may be passed under sections 9 and 11 as if it were a system of licences with respect to a business;

AND WHEREAS section 391 of the *Municipal Act, 2001* authorizes a municipality to pass bylaws imposing fees or charges for costs payable by it for services or activities, and services or activities provided or done by or on behalf of the municipality;

AND WHEREAS Council of The Corporation of the City of Mississauga considers it desirable and necessary to make certain amendments to By-law 1-06, as amended, (the Business Licensing By-law) to provide for a system of administrative penalties and administrative fees as an additional means of encouraging compliance with the Business Licensing By-law;

NOW THEREFORE the Council of The Corporation of the City of Mississauga ENACTS as follows:

1. That By-law 1-06, as amended, is hereby amended by adding the following terms and definitions in alphabetical order:

"Administrative Fees" means any fees specified in the Licensing Administrative Penalty By-law and listed in Schedule "B" thereto;

"Administrative Penalty" means a monetary penalty as set out in Schedules "A" and "B" to the Licensing Administrative Penalty By-law for a contravention of a Designated By-law;

"City" means The Corporation of the City of Mississauga;

"Designated By-law" means a by-law or provision of a by-law that is designated under the Licensing Administrative Penalty By-law or any other by-law, as a by-law or provision of a by-law to which the Licensing Administrative Penalty By-law applies;

"Licensing Administrative Penalty By-law" means the City's Licensing Administrative Penalty By-law 0135-2014, as amended (or its successor), being a by-law to establish a system of administrative penalties respecting those who have failed to comply with any part of a system of business licences established by the City;

"Penalty Notice" means a notice given to a Person pursuant to section 4 of the Licensing Administrative Penalty By-law.

2. That section 9 of By-law 1-06, as amended, is hereby amended by adding the following subsection:

(5.1) The Applicant has failed to pay an Administrative Penalty imposed by the City arising from a contravention of a Designated By-law; or

3. That By-law 1-06, as amended, is hereby amended by adding the following sections:

23.1 Every Person who contravenes any provision of this Designated By-law, when given a Penalty Notice, is liable to pay to the City an Administrative Penalty in the amount

7h

specified in the City's Licensing Administrative Penalty By-law and shall be liable to pay to the City Administrative Fees pursuant to the City's Licensing Administrative Penalty By-law, and shall follow the procedures for payment or review/appeal as outlined in the City's Licensing Administrative Penalty By-law.

- 23.2 Notwithstanding section 23.1, every Person who contravenes any provision of this By-law is guilty of an offence and is liable to a fine, including the fines set out in this By-law, and such other penalties as provided for in the *Provincial Offences Act*, R.S.O. 1990, c.P.33, as amended and the *Municipal Act, 2001*, as each may be amended from time to time.

ENACTED AND PASSED this            day of            , 2015.

APPROVED AS TO FORM City Solicitor MISSISSAUGA			
Date	2015		

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CLERK

7i

## APPENDIX 3

A by-law to amend By-law 507-05, as amended,  
being the Adult Entertainment Establishment Licensing By-law

WHEREAS sections 8, 9 and 11 of the *Municipal Act, 2001*, S.O. 2001, c.25, authorize a municipality to pass By-laws necessary or desirable for municipal purposes;

AND WHEREAS section 151(1)(g) of the *Municipal Act, 2001* provides that a municipality may require a person, subject to such conditions as the municipality considers appropriate, to pay an administrative penalty if the municipality is satisfied that the person has failed to comply with any part of a system of business licences established by the municipality;

AND WHEREAS section 151(5) of the *Municipal Act, 2001* provides that subsections 151(1)-(4) apply with necessary modifications to a system of licences with respect to any activity, matter or thing for which a by-law may be passed under sections 9 and 11 as if it were a system of licences with respect to a business;

AND WHEREAS section 391 of the *Municipal Act, 2001* authorizes a municipality to pass bylaws imposing fees or charges for costs payable by it for services or activities, and services or activities provided or done by or on behalf of the municipality;

AND WHEREAS Council of The Corporation of the City of Mississauga considers it desirable and necessary to make certain amendments to By-law 507-05, as amended, (the Adult Entertainment Establishment Licensing By-law) to provide for a system of administrative penalties and administrative fees as an additional means of encouraging compliance with the Business Licensing By-law;

NOW THEREFORE the Council of The Corporation of the City of Mississauga ENACTS as follows:

1. That By-law 507-05, as amended, is hereby amended by adding the following terms and definitions in alphabetical order:

"Administrative Fees" means any fees specified in the Licensing Administrative Penalty By-law and listed in Schedule "B" thereto;

"Administrative Penalty" means a monetary penalty as set out in Schedules "A" and "B" to the Licensing Administrative Penalty By-law for a contravention of a Designated By-law;

"Designated By-law" means a by-law or provision of a by-law that is designated under the Licensing Administrative Penalty By-law or any other by-law, as a by-law or provision of a by-law to which the Licensing Administrative Penalty By-law applies;

"Licensing Administrative Penalty By-law" means the City's Licensing Administrative Penalty By-law 0135-2014, as amended (or its successor), being a by-law to establish a system of administrative penalties respecting those who have failed to comply with any part of a system of business licences established by the City;

"Penalty Notice" means a notice given to a Person pursuant to section 4 of the Licensing Administrative Penalty By-law.

2. That section 11 of By-law 507-05, as amended, is hereby amended by adding the following subsection:

(5.1) The Applicant has failed to pay an Administrative Penalty imposed by the City arising from a contravention of a Designated By-law; or

3. That By-law 507-05, as amended, is hereby amended by adding the following sections:

25.1 Every Person who contravenes any provision of this Designated By-law, when given a Penalty Notice, is liable to pay to the City an Administrative Penalty in the amount specified in the City's Licensing Administrative Penalty By-law and shall be liable to

7j

pay to the City Administrative Fees pursuant to the City's Licensing Administrative Penalty By-law, and shall follow the procedures for payment or review/appeal as outlined in the City's Licensing Administrative Penalty By-law.

25.2 Notwithstanding section 25.1, every Person who contravenes any provision of this By-law is guilty of an offence and is liable to a fine, including the fines set out in this By-law, and such other penalties as provided for in the *Provincial Offences Act*, R.S.O. 1990, c.P.33, as amended and the *Municipal Act, 2001*, as each may be amended from time to time.

ENACTED AND PASSED this            day of            , 2015.

APPROVED AS TO FORM City Solicitor MISSISSAUGA			
Date	2015		

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CLERK



Date: October 20, 2015

To: Chair and Members of General Committee

From: Martin Powell, P. Eng.  
Commissioner of Transportation and Works

Originator's files:

Burnhamthorpe Road West

Meeting date:

2015/11/18

## Subject

By-law to establish Part of Lot 17, Concession 2, North of Dundas Street as Burnhamthorpe Road West (Ward 4)

## Recommendation

1. That a by-law be enacted authorizing the establishment of a public highway to be known as Burnhamthorpe Road West on those lands described as: In the City of Mississauga, Municipality of Peel, (Geographic Township of Toronto, County of Peel), Province of Ontario, and being composed of Part of Lot 17, Concession 2, North of Dundas Street of the said Township, designated as Part 1, on Plan 43R-36787.
2. That City staff be authorized to register both by-laws on title against the subject lands in the appropriate Land Registry Office.

## Background

As part of the Downtown Mississauga Road Improvements Master Plan Class Environmental Assessment Study, which was completed in January 2015, the City undertook a comprehensive planning and design process to accommodate the multi-modal transportation needs of Mississauga's Downtown and its relationship to future land use to support the Downtown 21 Master Plan, the City's Official Plan and the Downtown Core Local Area Plan / Mississauga Official Plan Amendment (MOPA) 8 (under appeal). The study included the following four road improvement projects:

- Project 1 - Square One Drive from Duke of York Boulevard to Hammerson Drive;
- Project 2 - Extension of Princess Royal Drive from Duke of York Boulevard to the proposed Mercer Street;

- Project 3 - Proposed The Exchange from City Centre Drive to the proposed private extension of Princess Royal Drive; and
- Project 4 - Proposed Mercer Street from City Centre Drive to the proposed extension of Princess Royal Drive.

Based on the analysis undertaken as part of this study, the intersection of the proposed Mercer Street and City Centre Drive will require traffic signals. The proposed intersection is off-set from the existing signalized intersection at the Square One driveway, which will be removed, and the east driveway at 201 City Centre Drive. As a result, the traffic signals located at the 201 City Centre Drive driveway will be relocated to the Mercer Street/City Centre Drive intersection as Mercer Street is a public street and to support pedestrian needs and traffic volumes. In order to provide reasonable access to the building located at 201 City Centre Drive, a right-in/right-out driveway to Burnhamthorpe Road will be constructed.

## Comments

Transportation and Works recommends the by-law be enacted to allow public access to and from the newly constructed right-in/right-out entrance at 201 City Centre Drive onto Burnhamthorpe Road West.

## Financial Impact

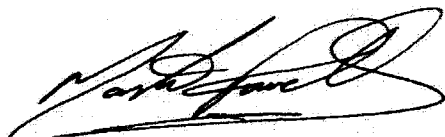
Not applicable.

## Conclusion

To ensure the public has legal access to and from the newly constructed right-in/right-out entrance at 201 City Centre Drive on to Burnhamthorpe Road West, a by-law is required to dedicate the lands described above as public highway.

## Attachments

Appendix 1: Plan 43R-36787



Martin Powell, P. Eng.  
Commissioner of Transportation and Works

Prepared by: Al Jeraj, City Surveyor



City of Mississauga

# Corporate Report



<b>Date:</b> November 4, 2015  <b>To:</b> Chair and Members of General Committee  <b>From:</b> Martin Powell, P. Eng. Commissioner of Transportation and Works	<b>Originator's files:</b>
	<b>Meeting date:</b> 2015/11/18

## Subject

**McLaughlin Road (Bristol Road West to Britannia Road West) Improvements Class Environmental Assessment Study**

## Recommendation

That the report dated November 4, 2015 from the Commissioner of Transportation and Works regarding the McLaughlin Road (Bristol Road West to Britannia Road West) Improvements Class Environmental Assessment Study be received for information.

## Report Highlights

- Following a context sensitive design approach for the McLaughlin Road Class Environmental Assessment Study, the preferred design is to widen McLaughlin Road from two to four travel lanes from Bristol Road West to Britannia Road West.
- As part of the proposed improvements, cycling facilities will be implemented along the street as McLaughlin Road is identified as a primary cycling route in the Mississauga Cycling Master Plan (2010).
- It is anticipated that approximately 421 existing trees along McLaughlin Road will be removed due to the preferred design. To mitigate, the City proposes a phased commitment to restoration of both street trees along McLaughlin Road and the woodlot edge of Britannia Farm. The restoration plan includes major tree and shrub replanting of 840 new trees at a replacement ratio of 2:1.
- Through extensive community consultation for the project, both community concerns and support have been noted for the preferred design.

- City staff will be filing the Environmental Study Report prepared for the McLaughlin Road (Bristol Road West to Britannia Road West) Improvements Class Environmental Assessment Study with the Ministry of Environment and Climate Change in January 2016 for a 30-day public review period.
- Construction of the preferred design for McLaughlin Road is included as part of the 2016-2025 City Business Plan and Budget forecast for 2017 at a cost of \$11 million.

## Background

In September 2012, Transportation and Works staff commenced the McLaughlin Road (Bristol Road West to Britannia Road West) Improvements Class Environmental Assessment (EA) Study. This study was conducted in accordance with the planning and design process for 'Schedule C' projects as outlined in the Municipal Engineers Association "Municipal Class Environmental Assessment" (October 2000, as amended in 2011).

As part of this study, the need for capacity, safety and operational improvements to McLaughlin Road from Bristol Road West to Britannia Road West was investigated. While considering this need, a context sensitive approach was undertaken taking into consideration the Scenic Route designation of McLaughlin Road (Bristol Road West to Matheson Boulevard West), adjacent land uses, cycling plans, streetscape improvement opportunities and local community interests.

McLaughlin Road, which is classified as a Major Collector, is a key street in the City's network. Based on a review of the operations of McLaughlin Road, it is estimated that traffic demands along McLaughlin Road will increase by 2031 as the City of Mississauga continues to grow. During this time, the existing operational problems will also continue to worsen and result in significant delays and potential safety concerns. Today, the corridor experiences congestion and is greatest during the afternoon peak period with significant delays at the intersection of McLaughlin Road and Matheson Boulevard. In addition, existing operations of the side streets (Regal Drive, Avonwick Avenue and Parkwood Place/Faith Drive) onto McLaughlin Road operate poorly with long delays.

As a result, improvements to McLaughlin Road are required to manage congestion, promote effective performance for all modes and enhance safety. Undertaking these improvements also provides an opportunity to incorporate cycling facilities along the corridor in keeping with City's Cycling Master Plan, improve pedestrian facilities and incorporate urban design/streetscaping features to enhance the scenic designation of the corridor and the adjacent Britannia Farm woodlot.

To address this need, alternative solutions were identified and evaluated considering traffic operations and safety, natural environment, socio-cultural environment, economic environment and official plan policies. Based on the evaluation, it was determined that the preferred solution is widening to four travel lanes on McLaughlin Road between Bristol Road West and Britannia Road West, along with associated intersection improvements and sidewalks/cycling facilities to ensure the street provides the level of service needed for all users.

Following the selection of the preferred solution, multiple alternative design concepts were developed. Through consultation with the community and stakeholders, there was an understanding of the sensitivity of the project and the City strived for a context sensitive solution so to minimize the impacts of the improvements particularly between Bristol Road West and Matheson Boulevard West. Balancing the study objectives, the preferred design is as follows:

#### Preferred Design

- Widen from two to four travel lanes from Bristol Road West to Britannia Road West.
- Implement sharrow cycling facilities from Bristol Road West to Britannia Road West, which minimizes the impact to the Britannia Farm to 0.5 m (1.6 ft) - 1.5 m (4.9 ft) from the existing McLaughlin Road right-of-way into Britannia Farms.
- Implement bike lanes from Matheson Boulevard West to Britannia Road West.
- Connect sidewalks so to have continuous sidewalks on both sides of the street with the exception of no sidewalk on the east side of the street between Faith Drive and Ceremonial Drive. Although sidewalk continuity is important, elimination of the sidewalk in this section provides the opportunity for greater tree preservation.
- Improve pedestrian visibility and speed management. Intersection treatments, such as textured, coloured or raised intersections, are being considered at the Parkwood Place/Faith Drive and Avonwick Avenue intersections. The feasibility of these design features will be reviewed with Mississauga Transit, Fire and Emergency Services and Traffic Operations during the detailed design phase of the project.
- Relocate the existing overhead hydro lines along the west side of McLaughlin Road to underground in order to increase landscaping opportunities and potential for tree canopies. Today, Enersource has to trim the branches back so it does not conflict with their infrastructure.
- Replace all existing noise walls; however, no new additional noise wall locations are proposed.
- Implement a phased restoration plan of both street trees along McLaughlin Road and the woodlot edge of Britannia Farm. The restoration plan includes major tree and shrub replanting of 840 new trees at a replacement ratio of 2:1.

#### Streetscape Restoration Plan/Woodlot Edge Management Plan

As part of the proposed improvements, the total estimated trees to be removed is 421 trees, which includes 106 trees within the Britannia Farm and 97 trees to be impacted within the McLaughlin Road right-of-way along the Britannia Farm frontage.

This project implementation would involve a phased commitment to both the woodlot edge restoration of Britannia Farm and street trees along McLaughlin Road. The major tree and shrub replanting will include 840 new trees at a replacement ratio of 2:1. The landscaping along the east side is designed to emphasize the woodlot. The plan proposes to re-create the rural character of McLaughlin Road with stone and rail fencing,

Originators files:

heritage and interpretive signage and benches. The street trees would go into remediated soils and be around 3.1 m (10 ft) in height at installation. Burying the existing overhead hydro lines on the west side of the street will allow for the potential for trees crowns to grow tall and wide without the need for pruning the trees around the hydro lines. It is expected that a reasonable 6.1 m (20 ft) street canopy will grow within 10 years along the west side of the street. The woodlot restoration calls for smaller trees and more of them as well as shrubs and grasses, in order to recreate the edge forest condition. As they are smaller going in (trees at 1.8 m (6 ft) – 2.1 m (7 ft)) the roots grow faster and thicker. This is the principle of restoration planting. It is expected that a reasonable 6.7 m (20 ft) canopy and lush edge condition along the Britannia Farm frontage can be achieved between 4-8 years.

## Comments

The study is currently nearing completion as the report, referred to as an Environmental Study Report (ESR), is being finalized. The ESR is a comprehensive documentation of the rationale, planning, design and consultation process undertaken as part of this study.

Public, stakeholder and agency consultation is a key feature of the Municipal Class EA process. Through an effective consultation program, the City of Mississauga was able to generate meaningful dialogue between the City and agencies, stakeholders such as Peel District School Board and the community. The Project Team engaged with those interested in the study throughout the process and at two Public Information Centres on January 29, 2013 and March 5, 2014 and at a community workshop on May 9, 2015.

The City has received a variety of comments/questions from the community and stakeholders, which have been taken into account as the project has proceeded. The comments received to date have ranged from concern to support for the project. Below is a summary of key comments:

### Concerns:

- Widening the street will increase traffic volume, noise and travel speed
- Traffic and pedestrian safety issues
- Impacts on Britannia Farm and other existing street trees
- Widening the street will depreciate property values

### Opportunities:

- Accommodating pedestrian and cycling facilities along the corridor
- Widening the street supports City growth
- Widening supports transit use along the corridor
- Attractive landscaping, enhancements to the woodlot and buried hydro lines are improvements

At the second Public Information Centre, 79 comment sheets from the community were submitted to the City indicating 40 attendees were in support of the proposed widening of McLaughlin Road while 36 were opposed and 3 were unknown. At the subsequent workshop, the majority of the 60 attendees raised concern regarding the proposed widening of McLaughlin Road.

9d

Originators files:

At the request of Councillor Parrish (Ward 5), City staff reviewed the feasibility of implementing: 1) a multi-use trail along the west side of McLaughlin Road from Bristol Road to Matheson Boulevard while maintaining the existing two travel lanes within this section; and 2) a roundabout at McLaughlin Road and Matheson Boulevard. Due to utility constraints and impacts to existing vegetation the construction of a multi-use trail is not recommended. The results of the operational analysis of a roundabout indicate unacceptable excessive delays and queue lengths in both the morning and afternoon peak period. As a result, a roundabout at McLaughlin Road and Matheson Boulevard is not recommended.

The study followed a comprehensive planning and design process in order to recognize and accommodate the multi-modal transportation needs and enhance the scenic route qualities of the street. City staff will be filing the ESR prepared for the McLaughlin Road Improvements Class EA Study with the Ministry of Environment and Climate Change in January 2016 for a 30-day public review period.

From a transportation needs perspective, the preferred design for improvements on McLaughlin Road should be undertaken prior to the commencement of Light Rail Transit construction on Hurontario Street. Construction for McLaughlin Road is included as part of the 2016-2025 City Business Plan and Budget forecast for 2017.

## Strategic Plan

The McLaughlin Road Improvements Class EA Study will advance the Move: Developing a Transit-Oriented City and Connect: Completing our Neighbourhoods pillars.

## Financial Impact

The consultant fees to undertake the McLaughlin Road Improvements Class EA Study on behalf of the City of Mississauga are estimated at \$355 000. The budget for the Class EA Study was approved as part of the 2008 Budget.

Construction of the preferred design for McLaughlin Road is included as part of the 2016-2025 City Business Plan and Budget forecast for 2017 at a cost of \$11 million. Project funding is 90% Development Charges (DC) and 10% tax.

## Conclusion

Following the Municipal Class EA approval process, it is recommended that McLaughlin Road be widened to 4 lanes between Bristol Road West and Britannia Road West, along with associated intersection improvements and sidewalks/cycling facilities to ensure the street provides the level of service needed for all users.

As identified in the 2016-2025 City Business Plan and Budget forecast, it is recommended that construction of the improvements commence in 2017.



9e

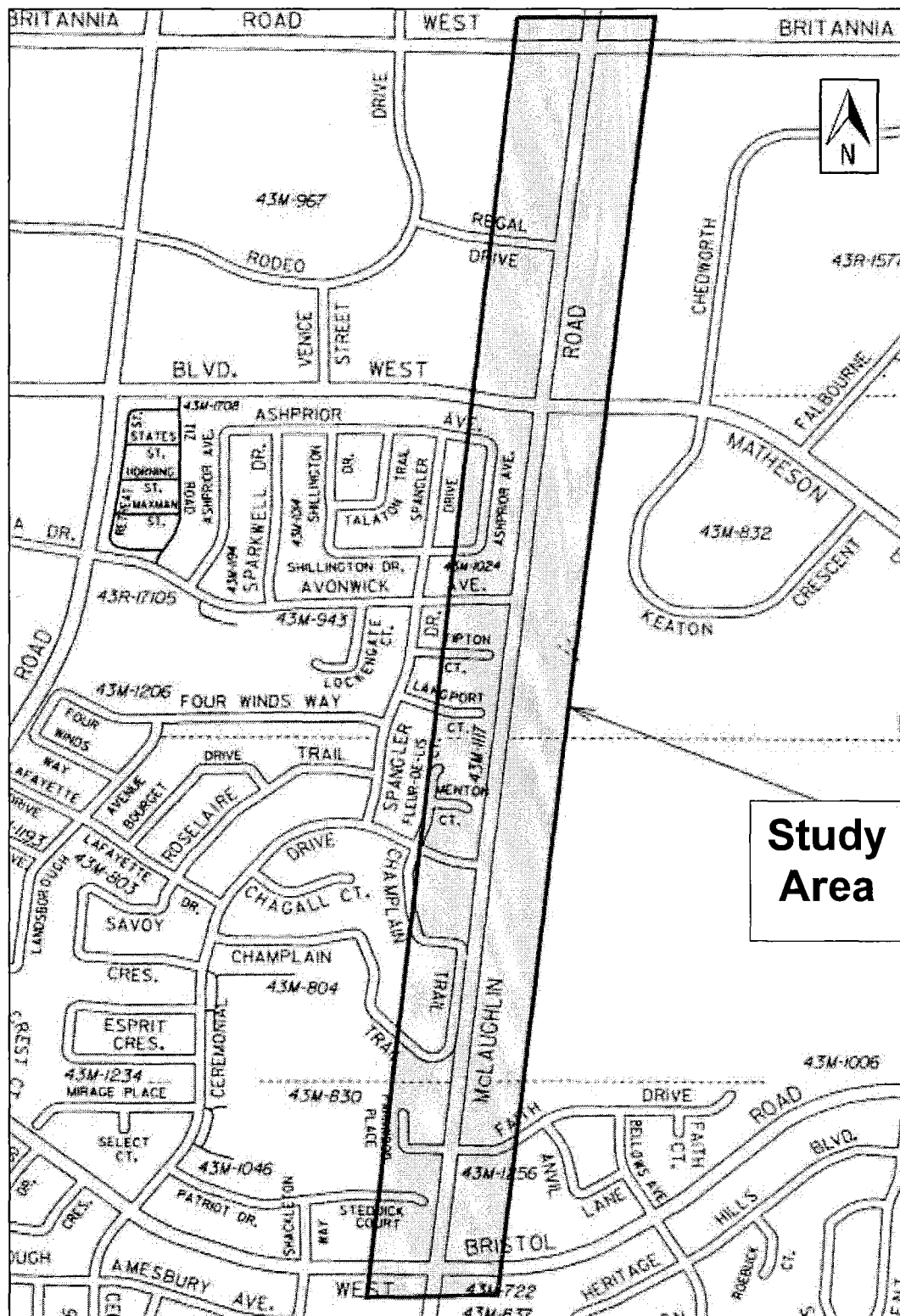
## Attachments

Appendix 1: McLaughlin Road (Bristol Road West to Britannia Road West) Improvements Class EA Study Area

A handwritten signature in black ink, appearing to read 'Martin Powell', is written over a horizontal line.

Martin Powell, P. Eng.  
Commissioner of Transportation and Works

Prepared by: Leslie Green, P.Eng, Manager, Transportation Projects



McLaughlin Road (Bristol Road West to Britannia Road West) Improvements Class EA Study Area

City of Mississauga

# Corporate Report



Date: October 23, 2015	Originator's files:
To: Chair and Members of General Committee  From: Paul Mitcham, P. Eng, MBA, Commissioner of Community Services	Meeting date:  2015/11/18

## Subject

2016 Ontario Summer Games Update

## Recommendation

That the report dated October 23, 2015 titled "2016 Ontario Summer Games Update" from the Commissioner of Community Services be received for information.

## Report Highlights

- The 2016 Ontario Summer Games will take place from August 11 – 14, 2015 with the Opening Ceremonies taking place on Thursday August 11 at the Hershey Centre.
- A total of 32 events with 4,000 athletes will be hosted over the 4 days. Event roster now includes 9 events from the Ontario Winter Games program making the 2016 Ontario Summer Games the largest in history.
- Additional funding of \$430,000 has been provided by the Ministry to support the additional events and participants. With the additional athlete participation, registration revenues also increase.
- Total overall operating budget is \$1,928,500 and includes funding for resources to manage the increased event and venue portfolio
- Host Committee has begun regularly scheduled meeting with representation from Council, City Staff, Toronto Tourism and the Sports Council. Key staff has been assigned to the Games Organizing Committee to lead volunteers in areas that include Venue Management, Accommodations, Transportation, Volunteer, Marketing, Security, Food Services and Medical

## Background

The City of Mississauga was awarded the 2016 Ontario Summer Games in August of 2014. Since that time, planning has been underway to secure venues, confirm sport events, and assign staff to key positions on both the Host Committee and Games Organizing Committee.

In March, 2015, the Ontario Summer Games governing body, the Sport Alliance of Ontario was dissolved and administration of all Game' programs was transferred to the provincial Ministry of Tourism, Culture and Sport (MCTS). A Transfer Payment Agreement between the City of Mississauga and the Ministry was finalized in September 2015 establishing the funding transfer schedule and the City's corresponding responsibilities to operate the Ontario Summer Games.

At that time the Ontario Summer Games would see 23 events being hosted within venues throughout the City with an operating budget of \$1.6 million. In September of this year, the City of Mississauga was informed that a host municipality was not chosen for the 2016 Ontario Winter Games program. Several provincial winter sport organizations inquired about an opportunity to join the Summer Games program and so Mississauga was asked to consider hosting a further 9 new events. With our Host Committee approval, the augmented sport program and accompanying funding was confirmed with the MTCS. The 2016 Ontario Summer Games program would be staged with an operating budget of almost \$2 million. This would be the largest Ontario Summer Games in history.

## Present Status

As outlined in the Transfer Fund Agreement with the Ministry, the City of Mississauga would administer the Ontario Summer Games program through a Host Steering Committee while a Games Organizing Committee will administer the day to day operations of all activities associated with the Games.

### Host Committee

- Representatives include members of City Council, City management staff, Mississauga Toronto West Tourism and the Mississauga Sports Council
- Makes key decisions and governs the administration of the GOC ensuring fiscal responsibility and adherence to the objectives of the Transfer Payment Agreement
- First meeting held in September. Subsequent meetings every 6 weeks and more frequent leading up to the Games

### Games Organizing Committee (GOC)

- Includes 12 committees responsible for all aspects of operating the Games program
- Games Chair and Community Lead, Peter Fonseca
- Project Lead, Clara Grassia
- Key staff has been assigned lead roles on the GOC to administer Committees such as Accommodations, Volunteers, Food Services, Special Events, Transportation, Medical, Security, I.T. and Finance.

### Critical Path

Critical path and milestones established for each committee including:

- Sports: Venues secured for all 32 events.
- Marketing: Branding/logo provided and promotional initiatives to launch in November
- Volunteer: Recruitment program roll out in January.
- IT: Requirements identified and services secured.
- Special Events: Culture Division to oversee planning and administrations of "100 Days Out", Opening Ceremonies and Medal presentations.
- Administration: Games Office to be established at the Hershey Centre in spring 2016.
- Security: Emergency Management team to review Standard Operating Procedures for implementation before and during Games Time.
- Transportation: Mi-Way to lead coordination of athlete transport during the Games.
- Procurement: Accommodations RFT will be issued mid-November and all hotels will have been awarded by end of November.

## Comments

Staff and Ministry representatives continue to work on achieving all objectives required to host the largest Summer Games program in history. Committee goals are to achieve a successful Games program that is run fiscally responsibly and provides a superior participant experience for athletes, officials and spectators alike. Showcasing Mississauga's venue and sport management assets is key to securing future sport events.

Council can expect updates on Games planning each quarter leading up to Games-time in August 2016. At this date, all committees are in place and staff leads have been named. Financial accounting and procurement policies and principles are being followed with regular reporting processes in place to ensure success.

## Strategic Plan

The 2016 Ontario Summer Games satisfies the objectives of hosting a major multi-sport event that showcases Mississauga's premiere venues, host-friendly atmosphere and its commitment to fostering volunteerism and community pride.

## Financial Impact

In May 2014 Council approved an operating budget of \$1.6 million as part of the bid put forth to earn hosting rights for the Ontario Summer Games in 2016.

With the addition of 9 new events, the operating budget has increased to \$1.9 million with no additional funding required from the City. The budget increase will be offset by additional funding from the Ministry of Tourism, Culture and Sport and Mississauga Toronto Tourism West, as well as the increased registration fee revenue. Expenses are not to exceed the projected revenue stream.

100

### Revenues

Ministry of Tourism, Culture and Sport	\$1,043,000
City of Mississauga (approved 2014)	\$ 247,279
Mississauga Toronto Tourism West	\$ 35,000
Athlete Registration	\$ 358,270
Tickets/Merchandise	\$ 45,000
Sponsorship and Grants	\$ 200,000

### Conclusion

This update to Council on the 2016 Ontario Summer Games provides an overview of preparations currently underway to ensure success for the largest Games program ever hosted by a municipality. Staff and volunteers are working diligently to maintain critical path milestones to meet objectives outlined in the Transfer Payment Agreement with the Ministry of Tourism, Culture and Sport. The Games are moving forward on time and on budget.

### Attachments

Appendix 1: 2016 Ontario Summer Games Operating Budget

Appendix 2: Ontario Summer Games Sport and Venues



---

Paul Mitcham, P. Eng, MBA, Commissioner of Community Services

Prepared by: Clara Grassia, Project Lead, 2016 Ontario Summer Games

## Appendix 1

**2016 Ontario Summer Games Operating Budget****Revenues**

Ministry of Tourism Culture and Sport	\$1,043,000	
City of Mississauga (2015-2016)	\$247,280	\$30,000 approved in 2015 (BR#1362) \$217,279 requested in 2016 (BR#2081)
Athlete Registration Fees	\$358,270	
Sponsorship/Grants	\$200,000	
Tourism Toronto	\$35,000	
Ticket/Merchandise Revenue	\$45,000	
<b>Total Revenue</b>	<b>\$1,928,550</b>	

**Expenditures**

Event Administration	\$299,480
IT & Equipment	\$15,000
Promotions	\$30,758
Special Events	\$45,000
Sport Technical	\$50,722
Volunteers	\$50,000
Medical	\$10,000
Sponsorship	\$5,000
Transportation	\$160,000
Accommodation	\$616,976
Food Service	\$565,614
Security	\$20,000
Athlete Registration	\$10,000
Contingency	\$50,000
<b>Total Expenses</b>	<b>\$1,928,550</b>

# 2016 Ontario Summer Games Events and Venues

## Appendix 2

	Athletes		Coaches	Managers	Major Officials	PSO Rep	Totals	PROPOSED VENUE
	Male	Female						
CORE SPORTS								
Archery	30	30	5	5	3	1	74	Erindale Park (confirmed)
Air Pistol/Air Rifle	10	10	5	5	6	1	37	Inisfill
Badminton	35	35	7	7	14	1	256	Mississauga Valleys
Baseball (M)	192	0	24	12	17	1	246	Meadowvale North/MississaugaValleys (confirmed)
Beach Volleyball	36	36	12	12	10	1	107	Chinguacousy Park and Lakefront Promenade
Basketball	144	144	48	0	24	2	362	UTM (confirmed)
Boxing	80	20	25	2	10	2	139	Hershey Centre Main Bowl (confirmed)
Box Lacrosse	120	0	24	6	10	1	161	Hershey Community Rink #4 (confirmed)
Canoe Kayak Sprint	44	44	11	2	11	1	113	Welland Flatwater Centre (confirmed)
Diving	27	47	10	2	10	1	97	Etobicoke Olympium (confirmed)
Fencing	37	35	3	0	15	1	91	Hershey Rink #3
Field Hockey	64	96	20	2	8	1	191	Iceland #2 Field
Field Lacrosse	0	108	12	6	8	1	135	UTM (Confirmed)
Golf	60	30	9	1	12	1	113	Brae Ben Golf Course (confirmed)
Karate	60	44	6	6	18	2	136	Frank McKechnie Community Centre
Kickboxing	30	20	10	2	10	1	73	Hershey Main Bowl (share with Boxing)
Mountain Bike	36	12	12	0	2	1	63	Kelso Park Conservation Area Milton (confirmed)
Rugby	96	96	16	24	12	2	246	Mississauga Valleys (confirmed)
Sailing	20	20	3	1	14	1	59	Port Credit Yacht Club (confirmed)
Sledge Hockey	48	4	8	8	8	1	77	Iceland
Soccer	138	132	64	0	30	1	365	Hershey/Iceland Fields and Fieldhouse
Softball	104	104	32	16	20	2	278	Dunton Athletic Fields (confirmed)
Table Tennis	36	36	12	4	12	1	101	Mississauga Table Tennis Club
Taekwondo	40	40	12	4	16	2	114	Meadowvale Community Centre
Triathlon	24	24	4	4	4	2	62	Jack Darling Park (start)
Road Cycling	48	24	12	12	4	1	101	Lakeside Park start (confirmed)
Skeet Shooting	7	3	2	2	1	1	16	Innisfil
Sporting Rifle	10	10	5	5	6	1	37	Innisfil
Volleyball	96	96	32	16	12	4	256	Carmen Corbasson Twin Rinks
Weightlifting	25	20	7	2	16	2	72	Hershey SportZone Lobby
Women's Hockey		160	24	16	13	1	214	Iceland
Wrestling	60	60	30		13	3	226	Hershey Gymnasium
Total	1757	1540	506	184	369	45	4392	

10e



# City of Mississauga Corporate Report



<b>Date:</b> October 15, 2015 <b>To:</b> Chair and Members of General Committee <b>From:</b> Paul Mitcham, P. Eng, MBA, Commissioner of Community Services	<b>Originator's files:</b>
	<b>Meeting date:</b> 2015/11/18

## Subject

**Mississauga Sport Plan - Status Report**

## Recommendation

That the Corporate Report titled "Mississauga Sport Plan- Status Report" dated October 15, 2015 from the Commissioner of Community Services be received for information.

### Report Highlights

- The Mississauga Sport Plan implementation plan was developed by establishing a Sport Advisory Committee (SAC) comprised of key stakeholders including Public Health, School Boards, Mississauga Sports Council, Community Sport Groups and City staff.
- Due to the scope of the Sport Plan, the 40 key recommendations have been phased in over five years with 24 short-term (0-3 years), 14 medium-term (3-4 years) and 2 long-term (5+ years) objectives.
- Currently, in year two of the implementation plan, 34 of the 40 Sport Plan recommendations have been initiated, of which 13 are complete.

## Background

The City of Mississauga Sport Plan was endorsed by City Council on July 3, 2013 with a vision to build and support a dynamic, more collaborative, highly-used and recognized sport system in the city. This 5-year plan provides a series of recommendations that focuses on 7 strategic areas: Sport Leadership, Sport for All, Sport for Life, Celebration and Promotion of Sport, Building Capacity of our Sports System, Sport Tourism and Sport Infrastructure. Each strategic focus area has an overarching goal statement that will help fulfill the vision for sport in Mississauga.

The Sport Development & Tourism Unit in the Recreation Division is leading the implementation of the Sport Plan. To achieve the goals of the Plan, a Sport Advisory Committee (SAC) comprised of key stakeholders, including Public Health, School Boards, Mississauga Sports Council, Community Sport Groups and City staff was established. Due to the large scope of the Sport Plan, the SAC planned a phase-in of the 40 key recommendations over 5 years with short, medium and long term objectives. The recommendations were prioritized as follows;

Short (0-3 years)	24
Medium (3-4 years)	14
Long (5+ years)	2

The lead and supporting organizations that play a role with respect to specific deliverables were also identified.

## Comments

Implementation of the Sport Plan continues to be guided by City Sport Development staff, whose mandate is to ensure the seven focus area goal statements and deliverables are being addressed through a number of corporate initiatives, budget submissions and projects.

The Sport Plan key outcomes and successes achieved since the Sport Plan's inception are highlighted in this report identified under their respective strategic focus area and goal statement.

### Strategic Goal #1 Sport Leadership

Develop a shared leadership model for the implementation of the Sport Plan which ensures collaboration, investment and involvement from key stakeholders within the Mississauga Sport Delivery System.

Successes include:

- Established a Sport Advisory Committee (SAC) comprised of key stakeholders including Public Health, School Boards, Mississauga Sports Council, Community Sport Groups and City staff that developed the Sport Plan implementation plan.
- Mississauga Sport Council built greater leadership capacity through a full governance review and endorsing a 3 year strategic plan which incorporates Sport Plan deliverables.

### Strategic Goal #2 Sport for All

Develop inclusive and targeted programs, services and funding that address barriers to participation in sport.

Successes include:

- Recipient of a \$25,750 Ontario Legacy Equipment grant from the Ministry of Tourism, Culture and Sport to purchase Para sport equipment, including the City's first 6 sport chairs and 10 ice sledges.
- Established a partnership with Peel Children's Aid Society and City of Brampton to facilitate access to recreation programs, leadership training and volunteer opportunities to children in care through the Active Assist program.
- Collaboration with University of Toronto to conduct an evaluation of the Active Assist program in 2016 with \$20,400 in funding from the Ontario Poverty Reduction Fund.
- Approximately 100 full time and part time City recreation staff participated in the Para sport "Ontario Changing Minds Changing Lives" workshop in 2015. This program educates individuals in a position to educate persons with a disability on the benefits of sport and how to help participants get involved.
- Walmart At Play afterschool programs continue to be offered at no cost for youth ages 10-18 in all 11 city-run community centres, 5 days per week for 2 hours per day. These programs include several free drop-in sport activities and reached - 36,700 youth in 2014.

### Strategic Goal #3 Sport for Life

Increase participation in and understanding of the life-long benefits of quality sport and physical activity.

Successes include:

- Redesigned and redeveloped SportZone website (2015) now under the City of Mississauga that is inclusive of social media streams and mobile device friendly.
- A new Sport Portal will be launched December 2015 which provides a comprehensive one-stop sport resource for residents and visitors and also supports the marketing of Sport Tourism. The City-affiliated sport groups, programs, leagues and educational resources will be promoted on this site.
- New beach volleyball leagues and programs will be offered to residents after the four beach volleyball courts are built at Lakefront Promenade Park in 2016.
- The Outdoor Sport Field Management policy incorporates Standards of Play which integrates the principles of Canadian Sport for Life's Long Term Athlete Development. The City of Mississauga is one of a few, if not the first, to implement LTAD principles, which encourage program providers to maximize practice and skill development at younger age levels, increasing participation and optimizing performance.

- City sport leagues have seen overall growth in utilization. There are more than 48 leagues with over 25,000 participants and the growth is most evident in youth leagues, primarily in soccer at the Hershey SportZone.

#### **Strategic Goal #4      Celebration and Promotion of Sport**

Actively promote sport and celebrate the achievements of athletes, volunteers and organizations.

Successes include:

- Launched a new online information platform "Discovermississauga.ca" in 2015 to entice sport event participants, spectators and visitors to "stay and play" in Mississauga. A full marketing and sales program to support this initiative has been implemented.
- The Hershey Centre was elevated to the international stage as the Pan Am/Parapan venue for 7 sporting events, which attracted 36,898 visitors.
- Close to 7,000 people visited the Hershey Centre in June 2015 to attend the first Combative Sport community engagement event. A celebratory procession of all the combative sport athletes representing 5 sports was incorporated into the event.

#### **Strategic Goal #5      Building Capacity of our Sport System**

Increase capacity and sustainability of community sport providers, programs and services.

Successes include:

- Mississauga Sports Council, in partnership with the City, hosted the 2015 Sport Summit to provide training for community-based sport organizations, share best practices and innovative approaches, networking opportunities and shaping the future of sport. Over 40 sport groups were represented at the event.
- Identified local sport organizations volunteer training needs by conducting two surveys, followed by hosting "Board Governance" workshops to address the gaps. These training sessions were offered in partnership with Volunteer MBC and Mississauga Sports Council.
- Mississauga Sports Council, in partnership with the City, launched the Sport Summit Series educational training workshops and presentations designed for local sport organizations development in October 2015.
- Established the Outdoor Sports Field and Ice User Networks to provide regular opportunities for generating ideas, consolidating feedback, reviewing policies and identifying needs in the sport community.

### Strategic Goal #6 Sport Tourism

Mississauga will be recognized as a sport event-friendly city and sports tourism destination of choice.

Successes include:

- A comprehensive Mississauga Sport Tourism Strategy was endorsed by Council in 2013,
- Dedicated staff resources in Recreation to support Sport Tourism initiatives,
- Extensive community engagement plan implemented to support the Pan/Para pan games which resulted in 3,000 Mississauga residents volunteering,
- Mississauga was awarded the bid for the largest ever Ontario Summer Games with 4,000 athletes and officials participating in 32 events over 4 days.
- Raptors 905, the affiliate of the Toronto Raptors, are a professional basketball team in the NBA Development League that is now based out of the Hershey Centre in Mississauga. Maple Leaf Sports and Entertainment will drive the Raptors 905 brand in the community and develop a true long term partnership with the City through team appearances at various community events and local basketball involvement.

### Strategic Goal #7 Sport Infrastructure

Ensure sport facilities meet community needs and are allocated in a fair and equitable manner.

Successes include:

- The 2014 Future Directions for Recreation (Master Plan) which guides the City in delivering future recreation facilities, programs and services over a 5 year period to 2019 was approved by Council,
- A new Outdoor Sports Field Management Policy (2015) and a revised Ice Allocation Policy (2013) were endorsed by Council which provides a fair, transparent and equitable allocation process of Mississauga resources,
- The City and the Peel District School Board negotiated a Joint Use and License Agreement in 2015 permitting the City to construct, maintain and use four lit tennis courts at Port Credit Secondary School. The tennis courts are lit to allow the public increased hours of use outside of the school hours,
- Two baseball diamonds in Lynnwood Park were built in 2014 with joint funding from the City and a youth affiliated baseball group,

- Construction of four beach volleyball courts at Lakefront Promenade Park has been approved as a legacy to the Ontario Summer Games.
- Maintenance guidelines for each outdoor field type, including materials provided by the City, have been developed in consultation with the sport groups,
- Needs of the cricket-playing population are being addressed through the provision of two cricket pitches with natural wickets scheduled to open in 2016.

### **Future Priorities**

The desire to advance our Sport and Tourism interests is successfully underway as 34 of the 40 recommendations have been initiated and 13 completed within Year 2 of implementation. It is important to understand that some recommendations will never be completed but on-going throughout the life of the plan. Priorities during the next 12 months include:

1. Research, identify and recommend solutions to address gaps in programming, barriers to access and opportunities related to Long Term Athlete Development.
2. Continue enhancements of the sport portal and develop a marketing plan that will promote the utilization of the website and the benefits of physical activity.
3. Research and share best practice models for community sport group governance, financial planning, administration and organizational structures.
4. Develop a volunteer incentive and recognition program to increase volunteerism in community sport and for City initiatives.
5. Continue to host educational training opportunities for local sport organizations.
6. Explore how we can connect sport providers with the business community and opportunities.

Staff will continue to work in their respective departments with key lead and supporting organizations for delivery and to build on the successes in 2015 and beyond.

### **Financial Impact**

Expenditures for Sport Plan Year one and two initiatives were managed within the Council approved 2014-15 budgets.

## Conclusion

The first two years of implementation has been a success. Staff and stakeholders have worked collaboratively to profile sports in the broader community with measured results. Initiatives have been very well received, as demonstrated by resident and volunteer involvement in sport programs and events at the local, regional, national and international levels.



Paul Mitcham, P. Eng, MBA, Commissioner of Community Services

Prepared by: Sharlene Murray, Community Development Coordinator, Sport Development & Tourism

<b>Date:</b> October 28, 2015  <b>To:</b> Chair and Members of General Committee  <b>From:</b> Gary Kent, Commissioner of Corporate Services and Chief Financial Officer	<b>Originator's files:</b>
	<b>Meeting date:</b>  November 18, 2015

## Subject

**Yard Maintenance Subsidy and Tax Rebate Program**

## Recommendation

That the report of the Commissioner of Corporate Services and Chief Financial Officer dated October 28, 2015 entitled "Yard Maintenance Subsidy and Tax Rebate Program" be received for information.

## Report Highlights

- The City offers financial assistance for snow clearing and grass cutting of a maximum of \$200 per person to eligible low-income seniors and people with disabilities through its Yard Maintenance Subsidy program.
- The City's Tax Rebate program provides eligible low-income seniors and people with disabilities with an annual \$400 property tax rebate.

## Background

The purpose of this report is to provide an overview and current expenditures associated with two City programs managed by the Corporate Services Department for low-income seniors and people with disabilities:

1. Yard Maintenance Subsidy program
2. Tax Rebate program



Yard Maintenance Subsidy program

In the early 1990's the City introduced a Snow Removal Subsidy program with an annual maximum subsidy of \$65 per person. In 1998, Council approved an increase to the snow subsidy program to \$100 per person. In 2009, Council approved another increase to the subsidy to \$200 per person. In 2013, Council requested that the Snow Removal Subsidy program be expanded to include grass cutting with the same \$200 maximum per person. This program was renamed the Yard Maintenance Subsidy program and is limited to snow clearing and grass cutting only.

Tax Rebate program

For 2009 and prior, the Region of Peel offered an interest-free tax deferral to eligible low-income seniors and low-income persons with disabilities for the amount of the increase in property taxes from the previous year. The tax deferral was secured by a lien on the property.

In addition to the Region's program, the City offered an interest-free loan of \$500 annually to low-income seniors and low-income persons with disabilities. The City loan was also secured by a lien on the property.

In February 2010, the above programs were discontinued and a Tax Rebate program for low-income seniors and low-income persons with disabilities was established by the City. The Tax Rebate program provides an annual rebate of \$400 to eligible property owners. The details of the program are outlined in Tax Rebate By-law #56-10.

## Comments

Yard Maintenance Subsidy Program

The Yard Maintenance Subsidy Program, as administered by the Finance Division, provides a maximum of \$200 per year in financial assistance for snow clearing and grass cutting. The program is for financial assistance only; the City does not perform the maintenance service for residents.

Due to the December 22, 2013 Ice Storm, Council approved on January 22, 2014 that, for 2014 and 2015, an additional \$200 would be available for costs incurred to deal with the ice storm tree debris.

To be eligible for the Yard Maintenance Subsidy program, the applicant must be:

- a) A Mississauga resident who resides as owner or legal tenant in the residential property for which the yard maintenance subsidy is required (applicant must be staying in the residence at the time the services are provided)
- b) Be able to provide an original invoice or official receipt for the grass cutting and/or snow clearing services provided within the subsidy year
- c) Not living in a high-rise or similar multi-unit building
- d) The only person making application for subsidy at that municipal address

- e) Not have able bodied individual(s) living at the residence that are capable of providing yard maintenance (16 years of age or older)

AND

- f) (i) 65 years or older and in receipt of the Guaranteed Income Supplement (GIS) under Part II of the Old Age Security Act; or
- (ii) Handicapped or physically disabled and in receipt of benefits under the Ontario Disabilities Support Program (ODSP) or in receipt of assistance under the Ontario Works Support Act

The current annual budget for the Yard Maintenance Subsidy program is \$50,000 (\$200 per eligible person).

The Yard Maintenance Subsidy program is advertised on the City's website. Applications are also mailed to previous applicants on an annual basis.

#### Tax Rebate Program

The Tax Rebate Program, as administered by the Revenue and Materiel Management Division, provides a rebate of \$400 to eligible owners to assist with property taxes.

An applicant is eligible if:

- a) The person is at the time of making the application:
  - i. 65 years or older and in receipt of the Guaranteed Income Supplement (GIS) under Part II of the Old Age Security Act; or
  - ii. Handicapped or physically disabled and in receipt of an allowance, benefits or income support under the Ontario Disability Support Program (ODSP)

AND

- b) The person has been an owner for at least one year immediately preceding the date of the application;
- c) The property is classified in the residential or farm property class;
- d) The property is the principal residence of the owner;
- e) Every owner of the property is either an eligible owner or the spouse of an eligible owner.

Applications must be submitted on or before December 31<sup>st</sup> of each year. A separate application is required for each year and no more than one application may be submitted by an applicant in any year. The rebate, when approved, is credited to the applicant's property tax account.

The cost of the Tax Rebate Program is shared between the City, Region, and school boards. The City funds 32.9% of the program. The current annual budget for the Tax Rebate Program is \$100,000.

The Tax Rebate program is advertised on the City's website and on the back of tax bills. Applications are also mailed to previous applicants on an annual basis.

12c

## Financial Impact

### Yard Maintenance Subsidy Program

The cost and uptake of the Yard Maintenance Subsidy program for 2013 to present is summarized below:

Year	Type of Subsidy	Maximum Amount of Subsidy	Total \$ Paid	Budget	No. of Rebates Issued
2015 (to date)	Yard	\$200	\$23,063	\$50,000	94
	Ice Storm	\$200	\$400		2
2014	Yard	\$200	\$25,118	\$50,000	126
	Ice Storm	\$200	\$4,385		24
2013	Snow	\$200	\$27,592	\$50,000	144

### Tax Rebate Program

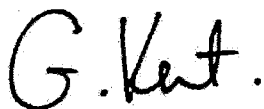
The cost and uptake of the Tax Rebate program for 2013 to present is summarized below:

Year	Amount of Rebate	Total \$ Paid	City Funded Portion of Rebate	Budget	No. of Rebates Issued
2015 (to date)	\$400	\$400,800	\$131,682	\$100,000	1,002
2014	\$400	\$385,600	\$124,594	\$75,000	964
2013	\$400	\$332,800	\$104,008	\$58,000	832

12d

## Conclusion

The City of Mississauga Corporate Services Department manages a Yard Maintenance Subsidy program and a Tax Rebate program for low-income seniors and persons with disabilities. The Yard Maintenance Subsidy program provides financial assistance of up to \$200 per person for snow clearing and grass cutting. The Tax Rebate program provides an annual \$400 property tax rebate. Both programs allow a resident to apply for the subsidy/rebate annually.



Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Cathy McDonald, Manager, Revenue and Taxation

# City of Mississauga Corporate Report



<p>Date: November 3, 2015</p>	<p>Originator's files: PO.11.ANN &amp; PO.11.THO</p>
<p>To: Chair and Members of General Committee</p> <p>From: Gary Kent, Commissioner of Corporate Services and Chief Financial Officer</p>	<p>Meeting date: 2015/11/18</p>

## Subject

**Surplus Land Declaration - City-Owned lands on Annelyn Court (Ward 7) and City-Owned lands on the south west corner of Thomas Street and Tenth Line (Ward 10)**

## Recommendation

1. That the following lands be declared surplus to the City's requirements:
  - a. a portion of City owned land located on Annelyn Court, south of Dundas Street East and west of Erindale Station Road, containing an area of approximately 135.3 square metres (1,456.36 square feet), legally described as part of Block A, Plan M-63, being Parts 1 and 2 on Plan 43R-36719, in the City of Mississauga, Regional Municipality of Peel, Ward 7 (PO.11.ANN); and
  - b. a portion of City owned land located on the south west corner of Thomas Street and Tenth Line, south of Britannia Road, containing an area of approximately 56.89 square metres (612.38 square feet), legally described as part of Block 2, Plan 43M-1493, being Part 2 on Plan 43R-35334, in the City of Mississauga, Regional Municipality of Peel, Ward 10 (PO.11.THO).
2. That Realty Services staff be authorized to proceed to dispose of the subject lands to be declared surplus, at fair market value.
3. That all steps necessary to comply with the requirements of Section 2.(1) of City Notice By-law 215-08 be taken, including giving notice to the public by posting a notice on the City of Mississauga's website for a two week period, where the expiry of the two week period will be at least one week prior to the execution of an agreement for the sale of the subject lands under Delegated Authority.

## Background

The subject land fronting on Annelyn Court, legally described as part of Block A, Plan M-63, being Parts 1 and 2 on Plan 43R-36719 and containing an area of approximately 135.3 square metres (1,456.36 square feet), was acquired by the City in 1976. The lands abut the rear of the residential

properties on Old Carriage Road. Transportation and Works staff advise that the lands are no longer required and may be declared surplus.

The subject land on Thomas Street legally described as part of Block 2 on Plan 43M-1493, being Part 2 on Reference Plan 43R-35334, is a small strip of land containing an area of approximately 56.89 square metres (612.38 square feet). Part 2 abuts Part 3 on Plan 43R-35334 containing an area of 3522.5 square metres (0.87 acres) which lands were declared surplus by City Council in July 2013 (Resolution GC-0450-2-13). Part 2 was not included in the originally surplus land declaration as it was thought to have been required for road widening purposes of Thomas Street. Recently, it has been determined that Part 2 is not required for the Thomas Street right of way and can therefore be declared surplus and sold with Part 3.

## Comments

Realty Services has completed its circulation and received confirmation from all City departments that they have no objection to the subject lands being declared surplus for the purpose of a potential sale on the open market. The lands have been circulated to external utility companies and no easement protection is required.

## Financial Impact

The sale of the lands on Annelyn Court will generate revenue for the City to be credited to the Capital Reserve Fund and reduce the potential for maintenance liability concerns.

Revenue generated by the sale of the lands on Thomas Street (now to be Part 2 and 3 on Plan 43R-35334) is to be credited to the Capital Reserve Fund.

## Conclusion

It is reasonable to declare the subject lands surplus and offer them for sale at fair market value on the open market. The subject lands do not require any easement protection as a result of the disposition.

## Attachments

- Appendix 1: Approximate location of the proposed lands to be declared surplus (PO.11.ANN)
- Appendix 2: Approximate location of the proposed lands to be declared surplus (PO.11.THO)
- Appendix 3: Copy of Reference Plan 43R-36719 (PO.11.ANN)
- Appendix 4: Copy of Reference Plan 43R-35334 (PO.11.THO)



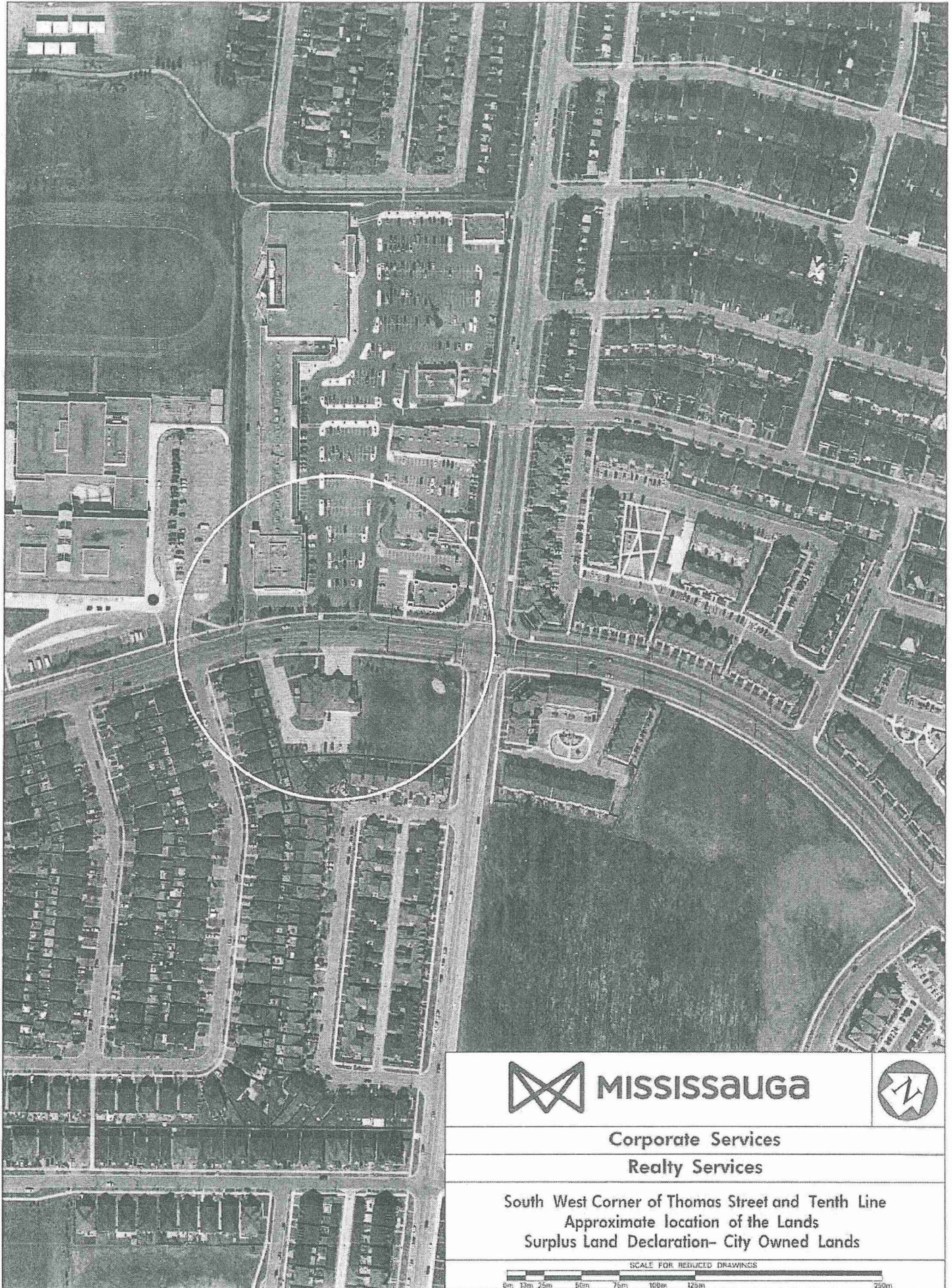
for Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Susy Costa, Project Leader, Realty Services



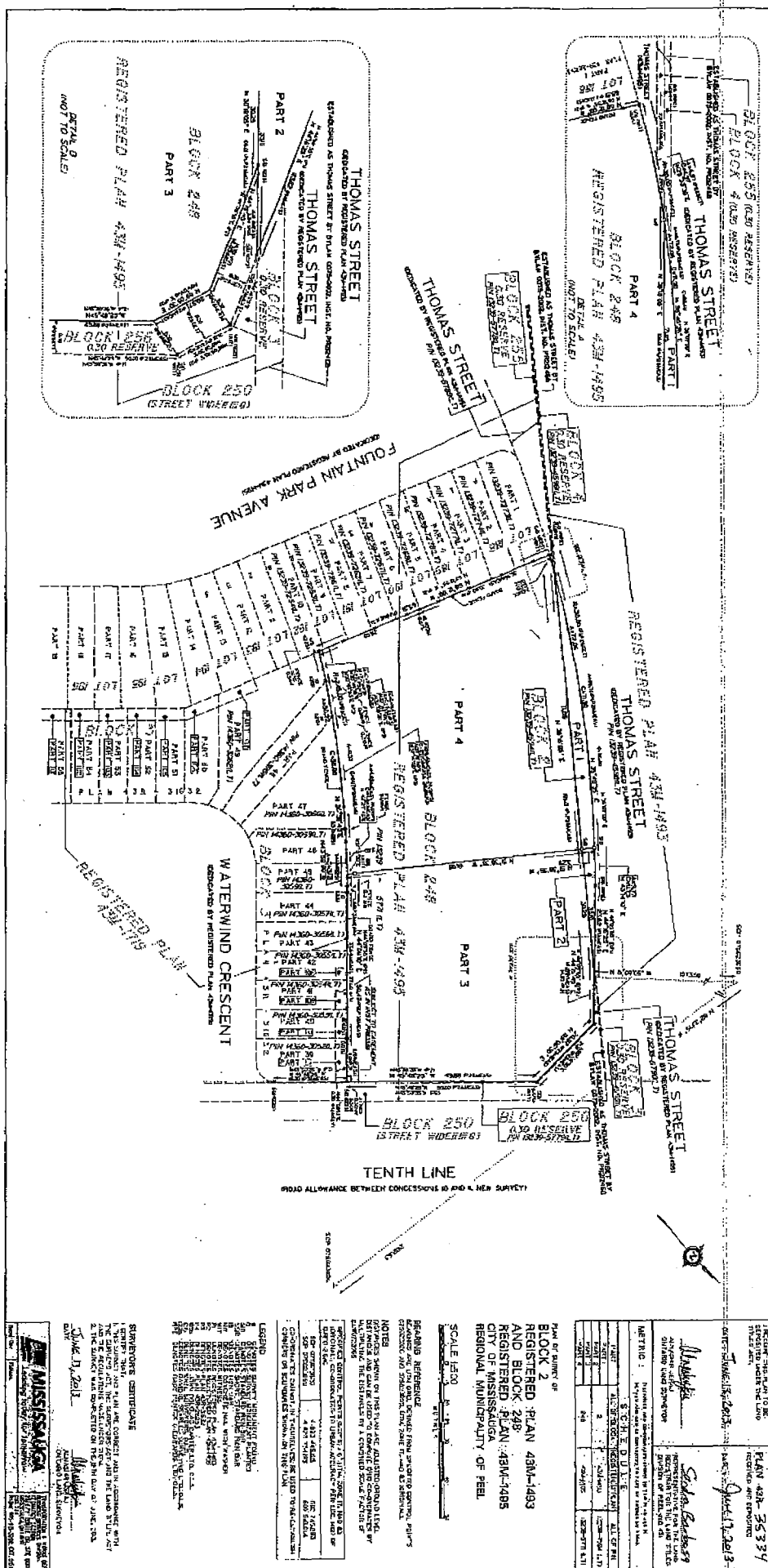












# City of Mississauga Corporate Report



<p>Date: November 5, 2015</p>	<p>Originator's files:</p>
<p>To: Chair and Members of General Committee</p> <p>From: Mary Ellen Bench, BA, JD, CS, City Solicitor</p>	<p>Meeting date:</p> <p>2015/11/18</p>

## Subject

Construction Lien Act Review

## Recommendation

1. That the report from the City Solicitor dated November 5, 2015 on the "Construction Lien Act Review" be received for information.
2. That staff be authorized to make submissions to the Province and its Counsel to outline the issues of interest to the City in the Construction Lien Act review process.

## Report Highlights

- The Province has commenced an expert review of the *Construction Lien Act* (the "Act"). The Act applies to all construction projects in Ontario. It provides payment protection to contractors and subcontractors, through most notably the 10% holdback that all owners and payors need to retain in project payments.
- Currently, the Province, through its Counsel at the law firm Borden Ladner Gervais, is holding stakeholder consultations and receiving submissions. It has issued an Information Package that outlines the issues under consideration.
- Some of the issues outlined in the Information Package do not have a direct impact on the City's operations. However, there are several issues raised that could have serious impact on City projects depending on how the legislation will be ultimately drafted.

## Background

In 2013, the *Prompt Payment Act, 2013* was introduced at the provincial legislature as a private member's bill, and went through first and second reading quickly without consultation with owners of constructions, such as municipalities who are major owners of construction projects.

Originators files:

The bill imposed significant restrictions to the freedom of contract in ways that restricts owners' rights in making payments in construction projects. As a result, the City, together with the Association of Municipalities of Ontario, and other public construction owners such as the City of Toronto, made submissions to the Standing Committee on Regulations and Private Bills in 2014, raising significant concerns with the bill. Following these submissions at the Standing Committee, the bill did not proceed further. Instead, the Ministry of Attorney General and the Ministry of Economic Development, Employment and Infrastructure announced that the province will engage in a larger review of the *Construction Lien Act* (the "Act"), and that all stakeholders in the industry will be included in the review.

## Present Status

Bruce Reynolds and Sharon Vogel from the law firm Borden Ladner Gervais have been appointed by the Province to act as Counsel and Co-Counsel respectively, to conduct the expert review of the Act. The purpose of the review is to determine the effectiveness of the Act in achieving its policy objectives in the modern context, and to address prompt payment and dispute resolution processes under the legislation.

There are three (3) phases to the review process:

1. Finalization of a stakeholder list; research and preparation of the substantive issues; and preparation of an information package to provide the necessary background for stakeholder participation in Phase 2.
2. Stakeholder consultation through distribution of an Information Package and meetings with stakeholders and acceptance of written submissions.
3. Written submissions and legal opinion from Bruce Reynolds to the Attorney General and the Minister of Economic Development, Employment and Infrastructure.

We are currently in Phase 2 of the review process.

## Comments

The *Construction Lien Act* has been in place since 1983, and governs payment relationships for those parties involved in a construction project. The legislation generally provides for:

- Security for payment to those suppliers of services, materials and equipment in the form of a lien, specifically the 10% holdback that payers are required to hold for the benefit of subcontractors;
- Trust protection against diversion of funds; and
- Summary procedure for enforcement of lien rights.

In general, the City has not run into issues with respect to the application of the Act. The legislative requirements are built into our contracts and payment processes for construction projects. In consultation with staff, the consensus is that the process is working fairly well to date.

The main applicable requirement under the Act for the City, as an owner of the construction project, is to hold back 10% of the payment in a construction project until the lien rights expire 45 days after substantial performance. The 10% holdback is to ensure that subcontractors' lien rights are preserved and if their upstream contractors are not paying them, then they can access the

holdback amounts. The City's exposure to subcontractors' claims of non-payment is also limited to the 10% holdback.

#### **Issues under Review:**

The Information Package provides a number of questions for consideration by stakeholders. The key issues that would have an impact on the City are as follows:

#### ***Sufficiency of the 10% Holdback:***

The Information Package inquired about the appropriateness of the amount of the holdback, which is currently set at 10%. In discussion with staff, we believe that the 10% holdback as presently required is sufficient. If the amount goes higher, it means that contractors and their subcontractors will have to carry a higher cost to complete the project, which would translate into higher cost to the City as an owner. At the same time, the holdback should not be reduced. As the owner, the City can set off for deficiencies in a project using the 10% holdback. Thus, we would want to keep a sufficient amount for that purpose.

#### ***Mandatory Certification of Subcontract Completion:***

Currently the Act provides discretion to the owner to certify completion of subcontracts. The Information Package is inquiring whether this should become mandatory.

Staff recommends that this remains as is. The City has issued certification of completion of subcontracts in the past, when it was clear that the contract was indeed complete with no deficiencies. Generally this was done for early works in a lengthy project (e.g. geotechnical work), and not done for most subcontracts. This is because it is often not clear until the end of the project whether there are any deficiencies, as the work of the trades is often interconnected. If there is a mandatory certification of subcontracts, the owner could be left in a position where it had certified the completion prematurely, only to find deficiencies at a later date.

Further, it is administratively burdensome if the owner is required to review subcontract completion throughout the duration of the contract. Currently, the City reviews progress and completion of the job in its entirety. If the City is required to review every application of subcontract completion over time, it would require more staff and external resources in each project in order to manage the increased workload.

#### ***Prompt Payment:***

There has been a lot of discussion on the merits of a prompt payment regime since the introduction of the private member's bill in 2013. The previous bill imposed a very rigid regime on the amount of time before payments are made, without consideration of the practicalities surrounding the time required to review the work for satisfactory completion and to issue payments accordingly.

The present consultation does not contain any proposed legislative regime; rather it outlined a series of questions and background information for consideration. It is recommended that any prompt payment regime that is being imposed should include the following:

- Adequate time for review the work for progress and completion;
- Ability for the payor to set off amounts for deficiencies, and not pay for work that has not been satisfactorily completed;

Originators files:

- Remedies for payment dispute should not include immediate termination of contract or cessation of work as imposed in the 2013 Bill – remedies available should allow for flexibility in the process and time for the parties to work out their differences. The parties should also retain the freedom to contract and determine the best dispute resolution process for their contracts.

While the principle of paying contractors and subcontractors for work completed promptly is important, there must be sufficient safeguards to the interests of the owners and payors. This is particularly important to public owners as we are spending from the public purse.

As well, there must be a balance between a legislated regime and the freedom of contract between parties. At the end of the day, if parties are bound by rigid processes that bring on additional risks to their interests, the risks will be priced into the costs of the project – whether it be in the form of the prices bid by contractors, or in the additional resources required to manage projects on the part of the owners.

#### ***Liens on Title:***

Currently, a lien claimant can register its lien on title for all projects except in certain circumstances:

- Crown lands
- Public street or municipal highway; or
- Railway right of way.

In these instances, the lien does not attach to the premises but is a charge on the holdback. In other words, no lien claimants can encumber the interest of Crown lands or municipal highway.

It is unclear why this limitation on liens on title is restricted to municipal highways and not expanded to municipal property in general. Just as it is in the public interest to preserve clear title on highways, it is equally important that public properties such as the City Hall and parks and other municipal infrastructure are preserved with clear title. As such, it is recommended that the exclusion of lien registration should extend to cover other municipal properties.

#### ***P3 Projects:***

The current Act does not address the uniqueness of a P3 project as it was written in 1983 when there were no P3s in Ontario. The concern is that under the current legislation, the special purpose vehicle created to deliver the project ("Project Co") has control over the construction similar to an owner of a project, but by the definitions in the Act, the Project Co would actually not be an "owner" but a "contractor". Project Co has minimal equity and is funded through construction financing generally. And very often, depending on the structure of the agreement between the project sponsor (the government entity) and Project Co, payment obligations are based on milestones and completion, and not traditional progress payments. Therefore, the project sponsor could be stuck with obligations under the Act despite them having much less, if any, control over the construction and progress payments.

It is therefore recommended that the Act be amended to take into account the uniqueness of a P3 project.

***Bidder Exclusion Provisions:***

One issue that was raised in the Information Package is the consideration of limiting the ability of public owners to impose bidder exclusion clauses in their procurement documents.

The City has bidder exclusion clauses in our procurement documents. This allows the Purchasing Agent to exercise discretion in not awarding to a contractor that is involved in litigation against the City. If, as proposed by the Information Package, that there is no ability for the City to exclude bidders, then the City could be forced to award contracts to a bidder who is currently embroiled in litigation with the City, just because that bidder happens to be the lowest compliant bidder in a tender. There could be instances where the litigation is so contentious that it is impossible to expect real cooperation between the parties on a project while they are litigating on another matter.

Further, legislating against the imposition of bidder exclusion clauses flies in the face of the basic principle of freedom of contract, and defies the common law as confirmed by the Supreme Court of Canada, i.e. that the purchaser can design the rules of a procurement process and impose conditions as it sees fit, so long as it follows the process and rules that it had imposed. In any event, if the objective of the *Construction Lien Act* is to provide for payment protection, it is unclear how bidder exclusion clauses are relevant to this legislation.

**Financial Impact**

Depending on the scope of the changes that will flow from the expert review on the legislation, there could potentially be additional costs to the City in implementing and managing construction contracts. It is unclear at this point what the financial impact will be, until a draft legislation is presented.

**Conclusion**

The Province has commenced an expert review on the *Construction Lien Act*. Currently, it is at the stakeholder consultation phase. Many issues have been raised as part of the consultation. There are several key ones that will have an impact to the City depending on the outcome of the legislative review. As such, it is recommended that Council authorize staff to make submissions to the Province, through its Counsel at the law firm Borden Ladner Gervais, on issues relating to the Act.



Mary Ellen Bench, BA, JD, CS, City Solicitor

Prepared by: Wendy Law, Deputy City Solicitor

<b>Date:</b> November 04, 2015  <b>To:</b> Chair and Members of General Committee  <b>From:</b> Mary Ellen Bench, BA, JD, CS, City Solicitor	<b>Originator's files:</b>
	<b>Meeting date:</b> 2015/11/18

## Subject

**Stormwater Fees and Charges By-Law Amendment**

## Recommendation

That a by-law to amend the Stormwater Fees and Charges By-law 0135-2015 (Appendix 1) be enacted as outlined in the report from the City Solicitor, dated November 04, 2015 entitled "Stormwater Fees and Charges By-law Amendment".

## Background

On September 14, 2011, Council approved the commencement of a study to determine the appropriate funding approach in support of the City's Stormwater Program as outlined in the report dated August 16, 2011 from the Commissioner of Transportation and Works titled "Stormwater Financing Study (Phase 1)".

On April 25, 2012, Council received for information the report dated March 28, 2012 from the Commissioner of Transportation and Works titled "Stormwater Financing Study - Briefing Report".

On December 12, 2012, Council endorsed in principle, a stormwater rate funded program as described in the report dated November 23, 2012 from the Commissioner of Transportation and Works titled "Stormwater Financing Study (Phase 1) - Funding Recommendations".

On December 11, 2013, Council adopted the recommendation for the implementation of a Stormwater Utility Program, as outlined in the report dated November 22, 2013 from the Commissioner of Transportation and Works titled "Stormwater Financing Study, Phase 2 (Implementation Project) - Implementation Plan", with a target implementation date of January, 2016.

On May 27, 2015, Council approved the Stormwater Charge Program policies and procedures; the proposed stormwater rate and enacted a by-law to establish the proposed Stormwater Fee and Charge Rate, as outlined in the report dated May 19, 2015, from the Commissioner of Transportation and Works titled "Stormwater Charge Implementation Update".



On May 27, 2015, Council received for information the report dated May 25, 2015, from the Commissioner of Transportation and Works titled "Stormwater Charge Implementation Update - Additional Information on Residential Programs".

## Comments

Staff are progressing with the implementation of the program and have been focusing on 8 core areas which include: Finance, Policy Development, Business Processes, Data, IT & Data Management, Communication, Customer Service and Project Management. As staff progress with the implementation of the program, there will be a need to clarify and add additional information to our policies, procedures and by-law, as the program and its impacts are better understood.

As part of the external input and feedback into the program, staff undertook a comprehensive stakeholder outreach (Phase 1 Stakeholder Group, Credit Program Stakeholder Group and Public Awareness Campaign). In addition, the program has been on the public agenda on the following dates: September 7, 2011, September 14, 2011, April 18, 2012, April 25, 2012, December 5, 2012, December 12, 2012, December 4, 2013, December 11, 2013, May 20, 2015 and May 27, 2015.

The attached draft by-law amendments have been developed by the project staff and Legal Services in order to clarify terminology in the current by-law and in response to the issues raised by the public.

## Financial Impact

No financial impact is expected.

## Conclusion

The project team supports the amendments to the by-law to clarify terminology and address the concerns raised by the public.

## Attachments

Appendix 1: Draft By-law to Amend the Stormwater Fees and Charges By-law.



Mary Ellen Bench, BA, JD, CS, City Solicitor

Prepared by: Steven J. Dickson, LLB, MBA, MPA

## Appendix 1

A by-law to amend By-law 0135-2015, as amended,  
being the Stormwater Fees and Charges By-Law

WHEREAS sections 8, 9 and 11 of the *Municipal Act, 2001*, S.O. 2001, c.25, authorize a municipality to pass By-laws necessary or desirable for municipal purposes;

AND WHEREAS subsection 391(1) of the *Municipal Act, 2001* provides that sections 9 and 11 of that Act authorize a municipality to impose fees or charges on any class of persons for services or activities provided or done by or on behalf of the municipality and for the use of the municipality's property, including property under its control;

AND WHEREAS subsection 391(2) of the *Municipal Act, 2001* provides that a fee or charge imposed for capital costs related to services or activities may be imposed on persons not receiving an immediate benefit from the services or activities but who will receive a benefit at some later point in time;

AND WHEREAS subsection 391(3) of the *Municipal Act, 2001* provides that the costs included in a fee or charge may include costs incurred by the municipality or local board related to administration, enforcement and the establishment, acquisition and replacement of capital assets;

AND WHEREAS Council of The Corporation of the City of Mississauga considers it desirable and necessary to make certain amendments to By-law 0135-2015, as amended;

NOW THEREFORE the Council of The Corporation of the City of Mississauga ENACTS as follows:

1. That By-law 0135-2015, as amended, is hereby amended by deleting the existing 12th recital in its entirety and replace it with the following:

AND WHEREAS the City desires to maintain a dedicated funding option for the long-term enhancement and operation of its existing stormwater drainage system through effective and efficient capital construction, operation and maintenance programs;

2. That By-law 0135-2015, as amended, is hereby amended by adding the following section preceding DEFINITIONS:

### PURPOSE

The City is responsible for providing stormwater drainage services to its residents and businesses. It is responsible for constructing/operating, maintaining and improving its existing stormwater drainage system. The City has deemed it appropriate and necessary to fund the costs related to these services by way of fees and charges directly from those residents and businesses that benefit or will benefit in the future, from these services. This by-law is enacted pursuant to the authority of the *Municipal Act, 2001* to impose fees and charges for services provided by the City in order to pay for the costs of its stormwater drainage system services, including the costs of operating, administering, and improving the current stormwater drainage system and any future upgrades. The fees and charges imposed under this by-law, once collected will be allocated expressly to the costs related to operating, maintaining and improving the City's stormwater drainage system.

3. That By-law 0135-2015, as amended, is hereby amended by deleting the "stormwater management system" definition in its entirety and replacing it with the following definition:

"stormwater management system" means the infrastructure used, controlled, maintained or operated by the City to manage stormwater flow and drainage and all appurtenances thereto owned, and includes, but is not limited to, storm sewers, catchbasins, storm service

15c

connections, drains, pipes, overland conveyance systems including road corridors, culverts, channels, ditches, rivers, streams, creeks, ravines and watercourses, stormwater management facilities including landscaping features, storage ponds or tanks, and oil and grease interceptors that control quantity or quality of stormwater runoff, pumping stations, outfalls, swales and all equipment laid within any highway or road allowance, City right-of-way or easement or City property used for the collection, transmission, detention and treatment of stormwater or uncontaminated water.

4. That Schedule "B" - Credit Program of By-law 0135-2015, as amended, is hereby amended by deleting the text and note immediately preceding Table 1 in their entirety and replacing them with the following:

CREDIT AMOUNT      Table 1 illustrates the maximum credit amount for each category.  
The maximum credit available is 50%.

ENACTED AND PASSED this      day of      , 2015.

APPROVED AS TO FORM City Solicitor MISSISSAUGA			
Date	2015		

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CLERK

REPORT 7-2015

TO: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Environmental Action Committee presents its seventh report for 2015 and recommends:

EAC-0033-2015

1. That the deputation and associated PowerPoint presentation to the Environmental Action Committee on November 2, 2015 by Cameron McCuaig, Mississauga Resident with respect to the Right to a Healthy Environment Declaration be received;
2. That the Right to a Healthy Environment Declaration is supported in principle by the Environmental Action Committee and that the matter be referred to staff in Legal Services for review and comment and report back to the Environmental Action Committee at its December 2015 meeting.

(EAC-0033-2015)

EAC-0034-2015

1. That the deputation and associated PowerPoint presentation to the Environmental Action Committee on November 3, 2015 by Cara Clairman, Plug 'n Drive with respect to the development of EV Charging infrastructure in Mississauga, be received;
2. That the matter of EV Charging Infrastructure in Mississauga be referred to staff and report back to the Environmental Action Committee at a future meeting.

(EAC-0034-2015)

EAC-0035-2015

That the deputation and associated PowerPoint presentation to the Environmental Action Committee on November 3, 2015 by Jeannette Chau, Mississauga Resident with respect to the 100% Positive March, be received.

(EAC-0035-2015)

EAC-0036-2015

That the Environmental Action Committee is in support of a staff review of boulevard gardens and the Encroachment By-law 0057-04.

(EAC-0036-2015)

EAC-0037-2015

That the EAC Environmental Actions Summary chart be received.

(EAC-0037-2015)

EAC-0038-2015

That the memorandum dated October 16, 2015 from Karen Morden, Legislative Coordinator with respect to the 2016 Environmental Action Committee meeting dates, be received.

(EAC-0038-2015)

---

REPORT 10- 2015

TO: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Mississauga Cycling Advisory Committee presents its tenth report for 2015 and recommends:

MCAC-0054-2015

1. That the deputation and associated PowerPoint presentation by Michael Gusche, Project Manager, Park Development with respect to Barbertown Bridge Environmental Assessment, Culham Trail connection options, be received.
2. That Mississauga Cycling Advisory supports the preferred option design as outlined in the PowerPoint presentation by Michael Gusche, Project Manager Park Development with respect to Barbertown Bridge Environmental Assessment, Culham Trail connection options.

(MCAC-0054-2015)

MCAC-0055-2015

That the Not-for-Profit Steering Committee enter into discussions with representatives of Sustainable Mobility regarding establishing a partnership, and that the Steering Committee report back to the Mississauga Cycling Advisory Committee at its next meeting.

(MCAC-0055-2015)

MCAC-0056-2015

That the Communications and Promotions Subcommittee meet to address the matter of communication and promotion of cycling-related issues to Mississauga residents and report back to the Mississauga Cycling Advisory Committee at a future meeting.

(MCAC-0056-2015)

MCAC-0057-2015

That the Memorandum dated October 23, 2015 from Karen Morden, Legislative Coordinator, regarding the 2016 Mississauga Cycling Advisory Committee meeting dates, be received.

(MCAC-0057-2015)

MCAC-0058-2015

That the Mississauga Cycling Advisory Committee accepts and supports the request from Roy Buchanan, Citizen Member, to be absent from Mississauga Cycling Advisory Committee meetings until April 2016.

(MCAC-0058-2015)

MCAC-0059-2015

1. That the Mississauga Cycling Advisory Committee supports hosting the 2016 Annual Joint Cycling Committee of Ontario in the City of Mississauga.
2. That Irwin Nayer, Vice-Chair, Mississauga Cycling Advisory Committee, undertake to coordinate the details of hosting the 2016 Annual Joint Cycling Committee of Ontario.
3. That up to \$700.00 be allocated in the 2016 budget for expenses associated with hosting the 2016 Annual Joint Cycling Committee of Ontario meeting.

(MCAC-0059-2015)