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## General Committee

### Date

2016/02/03

### Time

9:00 AM

### Location

Civic Centre, Council Chamber,  
300 City Centre Drive, Mississauga, Ontario, L5B 3C1 Ontario

### 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
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 (Chair)

### Contact

Sacha Smith, Legislative Coordinator, Legislative Services  
905-615-3200 ext. 4516  
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### Find it Online

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

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**INDEX- GENERAL COMMITTEE- FEBRUARY 3, 2016****1. CALL TO ORDER****2. APPROVAL OF AGENDA****3. DECLARATION OF CONFLICT OF INTEREST****4. PRESENTATIONS – Nil****5. DEPUTATIONS**

5.1. Item 6.1 Erlinda Olalia-Carin, Fiesta ng Kalayaan to appeal the recommended grant for the 2016 Fiesta ng Kalayaan.

5.2. Vikas Kohli, Executive Director, Bollywood Monster Mashup with respect to the Bollywood Monster Mashup festival.

5.3. Item 6.4 Formal Bid Protest by Daniel Boudreault on behalf of Bronte Construction with respect to the request for tender for Eastgate Stormwater Management Facility Maintenance Works (SWM #2601) Sediment Dredging, Procurement No. FA.46.643-15.

5.4. Gerald Russell, resident with respect to improving transit and the transit fare increase.

5.5. Item 6.5 Shawn Slack, Director, Information Technology, Nigel Roberts, IT Manager, Digital Services and Mobility, and David Soo, Open Data Application Developer.

5.6. Item 6.6 Geoff Wright, Director, Works Operations and Maintenance and Max Gill, Traffic Operations Technologist.

**6. MATTERS TO BE CONSIDERED**

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**8. COUNCILLORS' ENQUIRIES**

**9. OTHER BUSINESS/ANNOUNCEMENTS**

**10. CLOSED SESSION** (Pursuant to Subsection 239(2) of the Municipal Act, 2001)

10.1. A proposed or pending acquisition or disposition of land by the municipality or local board - Inspiration Lakeview (Verbal Update)

10.2. Personal matters about an identifiable individual, including municipal or board employees - Commissioners' Performance Management Performance Feedback (verbal)

**11. ADJOURNMENT**

**1. CALL TO ORDER****2. APPROVAL OF AGENDA****3. DECLARATION OF CONFLICT OF INTEREST****4. PRESENTATIONS – Nil****5. DEPUTATIONS**

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**6. MATTERS TO BE CONSIDERED****6.1. Recommended Grant Allocations for the 2016 Cultural Festivals & Celebrations Grant Program**

Corporate Report dated January 12, 2016 from the Commissioner of Community Services with respect to the grant allocations for the 2016 Cultural Festivals & Celebrations Grant Program.

RECOMMENDATION

1. That the 2016 grant allocations for the Cultural Festivals and Celebrations Grant Program, as outlined in the corporate report “Recommended Grant Allocations for the 2016 Cultural Festivals and Celebrations Grant Program”, dated January 12, 2016 from the Commissioner of Community Services, be approved.
2. That a one-time transfer of \$36,653 be approved from the Reserve for the Arts (Account 305195) to the 2016 Culture grants operating budget (Account 21132) to fund the budget variance for 2016 approved Cultural Festivals and Celebrations grants.

6.2. Recommended Grant Allocations for the 2016 Arts and Culture Grant Program

Corporate Report dated January 12, 2016 from the Commissioner of Community Services with respect to the grant allocations for the 2016 Arts and Culture Grant Program.

RECOMMENDATION

1. That the 2016 Arts and Culture grant allocations as outlined in the corporate report “Recommended Grant Allocations for the 2016 Arts and Culture Grant Program”, dated January 12, 2016, from the Commissioner of Community Services, be approved;
2. That Cultural Projects, with a ‘Canada 150’ focus, be prioritized for 2017 project grant approvals.

6.3. Recommended Community Grant Allocations for the 2016 Recreation and Sport Grant Program and 2016 Environment Grant Program

Corporate Report dated January 12, 2016 from the Commissioner of Community Services with respect to grant allocations for the 2016 Recreation and Sport Grant Program and 2016 Environment Grant Program.

RECOMMENDATION

That the 2016 Recreation and Sport Grant allocations as outlined in the report “Recommended Community Grant Allocations for the 2016 Recreation and Sport Grant Program and 2016 Environment Grant Program” dated January 12, 2016 from the Commissioner of Community Services, be approved.

- 6.4. Formal Bid Protest 2220742 Ontario Ltd. O/A Bronte Construction (“Bronte Construction from their representative Miller Thomson LLP, regarding disqualification of Bronte Construction’s bid submitted in response to Request for Tender for Eastgate Stormwater Management Facility Maintenance Works (SWM#2601) Sediment Dredging, Procurement No. FA.49.643-15 (Ward 3)

Corporate Report dated January 18, 2016 from the Commissioner of Corporate Services and Chief Financial Officer with respect to a bid protest from Bronte Construction regarding disqualification of a bid submitted in response to a Request for Tender.

RECOMMENDATION

1. That the report of the Commissioner of Corporate Services and Chief Financial Officer dated January 18, 2016 entitled “Formal Bid Protest – 2220742 Ontario Ltd. O/A Bronte Construction (“Bronte Construction”) regarding disqualification of Bronte Construction’s bid submitted in response to Request for Tender for Eastgate Stormwater Management Facility Maintenance Works (SWM#2601) Sediment Dredging, Procurement No. FA.49.643-15 (Ward 3) be received for information.
2. That the bid received from Bronte Construction be disqualified on grounds that the Bronte Construction bid contains prices that are not representative of the scope of work for two sections of work and Bronte Construction lacks similar project experience.

- 6.5. “Code & The City” an Open Data Hackathon Event

Corporate Report dated January 18, 2016 from the Commissioner of Corporate Services and Chief Financial Officer with respect to an Open Data Hackathon Event.

RECOMMENDATION

That the report of the Commissioner of Corporate Services and Chief Financial Officer dated January 18, 2016 and entitled “Code & The City” an Open Data Hackathon Event be received for information.

- 6.6. Draft Corporate Policy - Traffic Calming

Corporate Report dated January 20, 2016 from the Commissioner of Transportation and Works with respect to a proposed corporate policy on traffic calming.

RECOMMENDATION

That the draft Corporate Policy “Traffic Calming”, as outlined in the Corporate Report dated January 20, 2016 from the Commissioner of Transportation and Works, be adopted.

6.7. All-Way Stop - Thorn Lodge Drive and Perran Drive (Ward 2)

Corporate Report dated January 20, 2016 from the Commissioner of Transportation and Works with respect to an all-way stop at Thorn Lodge Drive and Perran Drive.

RECOMMENDATION

That an all-way stop control not be implemented at the intersection of Thorn Lodge Drive and Perran Drive as the warrants have not been met.

6.8. Designated Accessible Parking Space - John Street (Ward 7)

Corporate Report dated January 20, 2016 from the Commissioner of Transportation and Works with respect to a designated accessible parking space on John Street.

RECOMMENDATION

That a by-law be enacted to amend The Traffic By-law No. 555-00, as amended, to implement a designated accessible parking space, at anytime, on the south side of John Street from a point 50 metres (164 feet) east of Littlejohn Lane to a point 6.5 metres (21 feet) easterly thereof.

6.9. Right Turn on Red Prohibition Removal – Queensbridge Drive/Wakefield Crescent at Rathburn Road West (Ward 6)

Corporate Report dated January 20, 2016 from the Commissioner of Transportation and Works with respect to the removal of a right turn on red prohibition on Queensbridge Drive/Wakefield Crescent and Rathburn Road West.

RECOMMENDATION

That a by-law be enacted to amend The Traffic By-law 555-00, as amended, to remove the north bound “No Right Turn on Red 7:00 a.m. - 9:00 a.m., 4:00 p.m. - 6:00 p.m.” prohibition at the intersection of Queensbridge Drive/Wakefield Crescent at Rathburn Road West.



6.10. Temporary Road Closure – Square One Drive between Duke of York Boulevard and Living Arts Drive (Ward 4)

Corporate Report dated January 20, 2016 from the Commissioner of Transportation and Works with respect to a temporary road closure on Square One Drive between Duke of York Boulevard and Living Arts Drive.

RECOMMENDATION

That a by-law be enacted to implement a temporary closure of Square One Drive between Duke of York Boulevard and Living Arts Drive commencing at 9:00 a.m. on Monday, February 22, 2016 and ending at 7:00 p.m. on Saturday, April 30, 2016.

6.11. Bylaw to Establish part of Lot 21, Concession 1, North of Dundas Street as Wolfedale Road (Ward 6)

Corporate Report dated January 21, 2016 from the Commissioner of Transportation and Works with respect to a by-law to establish a public highway to be known as Wolfedale Road.

RECOMMENDATION

1. That a by-law be enacted authorizing the establishment of a public highway to be known as Wolfedale Road 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 21, Concession 1, North of Dundas Street of the said Township, designated as Part 1, Plan 43R-11888 and Parts 1 and 3, Plan 43R-7963;
2. That City staff be authorized to register the by-law on title against the subject lands in the appropriate Land Registry Office.

6.12. Heavy Vehicle Prohibition - Envoy Drive (Ward 11)

Corporate Report dated January 20, 2016 from the Commissioner of Transportation and Works with respect to a heavy vehicle prohibition on Envoy Drive.

RECOMMENDATION

That a by-law be enacted to amend The Traffic By-law 555-00, as amended, to implement a heavy vehicle prohibition anytime on Envoy Drive between Derry Road West and Mavis Road.

6.13. Hurontario Light Rail Transit Project Update

Corporate Report dated January 20, 2016 from the Commissioner of Transportation and Works with respect to the Hurontario Light Rail Transit Project.

RECOMMENDATION

That the report “Hurontario Light Rail Transit Project Update” dated January 20, 2016 from the Commissioner of Transportation and Works be received for information.

6.14. Mississauga Transitway Project - Contract 2 Purchase Order Increase (Wards 3 and 5) and Utility Relocation Sole Source Purchase Order Increase for Mississauga Transitway East Segments

Corporate Report dated January 19, 2016 from the Commissioner of Transportation and Works with respect to the Mississauga Transitway Project.

RECOMMENDATION

1. That the commitment with Dufferin Construction Company (Dufferin), Procurement No. #FA.49.315-12, for the construction of the Mississauga Transitway Contract 2, from Fieldgate Drive to Etobicoke Creek, be increased by \$3,000,000 for approved changes up to contract completion, and that the Purchasing Agent be authorized to increase the contract upset limit.
2. That the commitment for utility relocations of the Mississauga Transitway east segments, Procurement No. #FA.49.539-10, be increased by \$2,500,000 for additional utility relocation required during construction of the three east segments, and that the Purchasing Agent be authorized to increase the contract upset limit.

6.15. Toronto Star Publication Distribution Partnership Agreement

Corporate Report dated January 11, 2016 from the Commissioner of Community Services with respect to the Toronto Star Publication Distribution Partnership Agreement.

RECOMMENDATION

That a by-law be enacted to authorize the Commissioner of Community Services to approve and execute agreements, including all other documents ancillary thereto, with the Toronto Star on behalf of The Corporation of the City of Mississauga for the placement of their publication racks in City facilities, all in a form satisfactory to Legal Services.

6.16. 2013 Ice Storm Final Update

Corporate Report dated January 8, 2016 from the Commissioner of Corporate Services and Chief Financial Officer with respect to the 2013 Ice Storm.

RECOMMENDATION

That the report entitled “2013 Ice Storm Final update” to General Committee dated January 8, 2016 from the Commissioner of Corporate Services and Chief Financial Officer be received for information.

6.17. 2015 Obsolete Policies Report

Corporate Report dated December 16, 2015 from the City Manager and Chief Administrative Officer with respect to the 2015 obsolete policies.

RECOMMENDATION

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

1. 01-02-05 – Probation
2. 01-09-01 – Classification of Separations
3. 01-09-03 – Termination of Employment
4. 09-03-02 - Noise Abatement Measures in Residential Subdivisions

6.18. Inspiration Port Credit – Business Case for a Future Marina at 1 Port Street East (Ward 1)

Corporate Report dated January 18, 2016 from the Commissioner of Planning and Building with respect to Inspiration Port Credit.

RECOMMENDATION

1. That the report dated January 18, 2016 from the Commissioner of Planning and Building, titled “Inspiration Port Credit – Business Case for a Future Marina at 1 Port Street East”, be received for information.
2. That staff report back to General Committee to set out an action plan to protect for a future marina at 1 Port Street East based on the Business Case recommendations, future City Master Plan, and further discussions with Canada Lands Company Limited.

6.19. 2016 Pre-Budget Submission to the Federal Government

Corporate Report dated January 14, 2016 from the City Manager and Chief Administrative Officer with respect to the 2016 pre-budget submission to the Federal Government.

RECOMMENDATION

1. That the report entitled "2016 Pre-Budget Submission to the Federal Government," including Appendix 1, from the City Manager and Chief Administrative Officer be approved for submission to the Ministry of Finance, Federal Government for the Federal 2016 Budget deliberations.
2. That the Mayor be directed to forward this report to the Federal Minister of Finance, the local MPPs and MPs, Ontario's Big City Mayors (LUMCO) and the Association of Municipalities of Ontario (AMO).

7. **ADVISORY COMMITTEE REPORTS**

7.1. **Heritage Advisory Committee Report 1-2016 January 12, 2016**

RECOMMENDATIONS

HAC-0001-2016

1. That the heritage designation of the property located at 1130-40 Clarkson Road North be deferred for a period of ninety (90) days in order to provide the Owner the time to obtain clarity on land uses with the proviso that during this period there will not be any changes made to the above property.
2. That Heritage Staff be part of all future discussions in regard to the above property.
3. That the Deputation from Glen Broll, Glen Schnarr & Associates, be received.  
(HAC-0001-2016)

HAC-0002-2016

That the property at 49 Queen Street South, which is listed on the City's Heritage Register, is not worthy of heritage designation, and consequently, that the owner's request to demolish proceed through the applicable process.  
(HAC-0002-2016)

HAC-0003-2016

That the Corporate Report dated December 17, 2015, from the Commissioner of Community Services entitled "*Heritage Advisory Committee and Related Staff Milestones: 2015 Year in Review*", be received for information.  
(HAC-0003-2016)

HAC-0004-2016

That the Report dated January 5, 2016 from the Meadowvale Village Heritage Conservation District Advisory Sub-Committee Meeting, be adopted.  
(HAC-0004-2016)

HAC-0005-2016

That the General Committee be requested to defer the name change of Holcim Waterfront Estate until the Heritage Advisory Committee has had an opportunity to review name changes of heritage designated properties.  
(HAC-0005-2016)

## 7.2 **Traffic Safety Council Report 1-2016 January 27, 2016**

### RECOMMENDATIONS

TSC-0001-2016

That the PowerPoint Presentation regard Pingstreet Application as presented by Ivana Di Millo, Director, Communications, Shawn Slack, Director, IT, and Wendy McClymont, Manager, 311 Citizen Contact Centre, be received for information  
(TSC-0001-2016)

TSC-0002-2016

That the Site Inspection Report for the safety review conducted on December 8, 2015 at the bridge in Camilla Park over the Cooksville Creek for the students attending Munden Park Public School, be received for information.  
(Ward 7)  
(TSC-0002-2015)

TSC-0003-2016

1. That Transportation and Works be requested to review the signage in the St. Basil Catholic School area as follows:
  - a. Changing “No Parking” signs at the school entrance and exit driveway to “No Stopping” signs;
  - b. Adding more “No U Turn” signs to create No U Turn zones;
  - c. Replace “No Stopping” signs opposite the school with “No Stopping” Monday to Friday between 8:00 a.m. to 4:00 p.m. September to June; and
  - d. Add more “No Stopping” signs for better visibility.
2. That Parking Enforcement be requested to enforce all parking and stopping prohibitions from 8:20 a.m. to 8:45 a.m., and 3:05 p.m. to 3:30 p.m., once signage is in place for the students attending St. Basil Catholic School.

3. That Peel Regional Police be requested to enforce “No U Turn” violations from 8:20 a.m. to 8:45 a.m. and 3:05 p.m. to 3:30 p.m., for the students attending St. Basil Catholic School.
4. That the Student Transportation of Peel Region be requested to relocate the school bus stops currently located at the south leg of Greybrook Crescent and the entrance driveway to St. Basil Catholic School.
5. That the Dufferin-Peel Catholic District School Board consider reviewing staffing and operation of the Kiss & Ride area at St. Basil Catholic School.

(Ward 3)

(TSC-0003-2016)

#### TSC-0004-2016

1. That Parking Enforcement be requested to enforce parking prohibitions between 3:10 p.m. and 3:45 p.m. on Havenwood Drive, for the students attending Brian W. Fleming Public School
2. That the Transportation and Works Department be requested to review signage in the area for students attending Brian W. Fleming Public School.
3. That the Peel District School Board consider reviewing the staffing and operation of the Kiss & Ride area at Brian W. Fleming Public School.

(Ward 3)

(TSC-0004-2016)

#### TSC-0005-2016

1. That the request for a crossing guard at the intersection of Clarkson Road and Birchwood Drive, for the students attending St. Christopher Catholic School and Whiteoaks Public School, be denied as the warrants are not met.
2. That the City of Mississauga, Ward 2 -Councillor be requested to consider conducting a survey of area residents living on the east side of Clarkson Road to determine if they are in favour of a sidewalk being constructed on the east side of Clarkson Road, for students attending St. Christopher Catholic School, Hillcrest Middle School, Whiteoaks Public School and Lorne Park Secondary School.
3. That the Transportation and Works Department be requested to conduct a speed study on Clarkson Road in the area of Birchwood Drive in order to determine if traffic calming measures should be recommended, for the students attending St. Christopher Catholic School, Hillcrest Middle School, Whiteoaks Public School and Lorne Park Secondary School.

(Ward 2)

(TSC-0005-2016)

## TSC-0006-2016

1. That the request for a crossing guard at the east leg of Duke of York Boulevard and Webb Drive, for students attending Fairview Public School, be denied as the warrants are not met.
2. That the Traffic Safety Council be requested to re-inspect existing crossing at the west leg of Duke of York Boulevard and Webb Drive to determine if the warrants continue to be met.

(TSC-0006-2016)

## TSC-0007-2016

That the request for a crossing guard at the intersection of Brandon Gate Drive and Sigsbee Drive, north leg, for the students attending Corliss Public School, be denied as the warrants are not met.

(Ward 5)

(TSC-0007-2016)

## TSC-0008-2016

That the email dated January 7, 2016 from Anna Gentile, from Student Transportation of Peel Region requesting a safety review at the intersection of Mavis Road and Crawford Mill Avenue/Novo Star Drive, and, at the intersections of McLaughlin Road and Novo Star Drive/Arrowsmith Drive from 8:00 a.m. to 8:40 a.m. and from 2:10 p.m. to 3:30 p.m. be received and referred to the Traffic Safety Council Site Inspection Subcommittee for a report back to Traffic Safety Council

(Ward 11)

(TSC-0008-2016)

## TSC-0009-2016

That the report from the Manager of Parking Enforcement with respect to parking enforcement in school zones for November and December 2015 be received for information.

(TSC-0009-2016)

## TSC-0010-2016

That the Action Items List from the Transportation and Works Department for the month of November 2015 be received for information.

(TSC-0010-2016)

## TSC-0011-2016

That the Minutes of the Walk to School Subcommittee meeting on January 13, 2016, be received.

(TSC-0011-2016)

TSC-0012-2016

That the amount of up to \$1,500 be approved to cover the costs of printing materials used for the Walk to School Program.

(TSC-0012-2016)

TSC-0013-2016

That the Minutes of the Public Information Subcommittee meeting on January 22, 2016, be received.

(TSC-0013-2016)

TSC-0014-2016

That the Judy Richards, Principal of Oscar Peterson Public School, be named the recipient of the 2015 Dr. Arthur Wood Safety Award.

(TSC-0014-2016)

### 7.3 **Mississauga Cycling Advisory Committee Report 11-2015 December 8, 2015**

#### RECOMMENDATIONS

MCAC-0060-2015

That the deputation and associated PowerPoint presentation by Glenn Gumulka, Executive Director, SustainMobility with respect to SustainMobility Overview and Tour de Mississauga opportunity, be received.

(MCAC-0060-2015)

MCAC-0055-2015

That the deputation and associated PowerPoint presentation by Erica Duque, TDM Analyst, Region of Peel, with respect to Community Based Social Marketing Program in Mississauga, be received.

(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)

#### 7.4 **Mississauga Cycling Advisory Committee Report 1-2016 January 12, 2016**

##### RECOMMENDATIONS

MCAC-0001-2016

That the PowerPoint Presentation regard Pingstreet Application as presented by Ivana Di Millo, Director, Communications, Shawn Slack, Director, IT, and Wendy McClymont, Manager, 311 Citizen Contact Centre, be received for information

(MCAC-0001-2016)

MCAC-0002-2016

That the Proposed 2016 Cycling Network Program Memorandum dated January 8, 2016 prepared by Jacqueline Hunter, Active Transportation Coordinator, be received for information.

(MCAC-0002-2016)

MCAC-0003-2016

That the 2015 Cycling Count Summary Memorandum dated January 8, 2016 prepared by Jacqueline Hunter, Active Transportation Coordinator, be received for information.

(MCAC-0003-2016)

MCAC-0004-2016

1. That the letter dated December 18, 2015 from Glenn Gumulka, Executive Director, SustainMobility, regarding the management of the Tour de Mississauga, be received for information.
2. That the Members of the Mississauga Cycling Advisory Committee support the transfer of the management of the Tour de Mississauga to SustainMobility.
3. That the Tour de Mississauga Subcommittee of the Mississauga Cycling Advisory Committee continue to work with SustainMobility on the Terms and Conditions relating to the transfer of the management of the Tour de Mississauga to SustainMobility.

(MCAC-0004-2016)

MCAC-0005-2016

That the amount of up to \$300.00 be approved for the costs associated with the attendance of a Member of the Mississauga Cycling Advisory Committee to the Cycle Tourism Conference on March 4, 2016, in Toronto, Ontario.  
(MCAC-0005-2016)

**8. COUNCILLORS' ENQUIRIES**

**9. OTHER BUSINESS/ANNOUNCEMENTS**

**10. CLOSED SESSION**

10.1. A proposed or pending acquisition or disposition of land by the municipality or local board - Inspiration Lakeview (Verbal Update)

10.2. Personal matters about an identifiable individual, including municipal or board employees - Commissioners' Performance Management Performance Feedback (verbal)

**11. ADJOURNMENT**

City of Mississauga

# Corporate Report



Date: 2016/01/12  To: Chair and Members of General Committee	Originator's files:
From: Paul Mitcham, P. Eng, MBA, Commissioner of Community Services	Meeting date:  2016/02/03

## Subject

Recommended Grant Allocations for the 2016 Cultural Festivals & Celebrations Grant Program

## Recommendation

1. That the 2016 grant allocations for the Cultural Festivals and Celebrations Grant Program, as outlined in the corporate report "Recommended Grant Allocations for the 2016 Cultural Festivals and Celebrations Grant Program", dated January 12, 2016 from the Commissioner of Community Services, be approved.
2. That a one-time transfer of \$36,653 be approved from the Reserve for the Arts (Account 305195) to the 2016 Culture grants operating budget (Account 21132) to fund the budget variance for 2016 approved Cultural Festivals and Celebrations grants.

## Report Highlights

- 18 grant applications, to support city-wide cultural festivals and celebrations, were reviewed by a team of independent assessors.
- Total allocation of \$651,853 is recommended by the grants assessment panel against a budget of \$615,200.
- The assessment panel recommends three grant recipients be on support with conditions.
- Staff recommends the 2016 budget variance for the approved Community Festivals and Celebrations grant recipients be funded by utilizing \$36,653 from the Reserve for the Arts.

## Background

The Culture Master Plan states, "festivals are an important expression of culture and community in Mississauga." The report also states there is great potential for leveraging the strengths of festivals to support cultural development in the city. With this in mind, City Council established the Festivals Funding Review Committee (FFRC) in 2009 to seek recommendations for

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improving the City's approach to funding community cultural festivals and celebrations. In 2010, a number of recommendations were endorsed. Most significant amongst the recommendations was a refocusing of the program's purpose to support clean and safe festival environments. In order to ensure grant funds only go towards services such as fencing, hand washing stations, security, etc., a list of eligible services was developed (Appendix 1). These services may be provided by various City departments or by private businesses. This allows the basic needs of operating a festival to be met and frees the organization to focus on making their festival unique and attractive to residents and visitors.

To be eligible for grant funding a festival must be a community driven, volunteer supported, annual event, or a one-time major event, running a minimum of one full day, or a number of consecutive days, organized by a not-for-profit, democratically elected Board of Directors, or a non-incorporated group operating in a similar manner, and be based and active in Mississauga. The festival must be open to the public and publicized city-wide.

#### The Grant Process

The Cultural Festival and Celebration (CFC) grant program involves a series of steps beginning with the dissemination of information to prospective grant applicants through to the development of recommendations by an independent assessment panel for Council's approval. The process employed by the Culture Division is consistent with the practice by granting bodies throughout North America, including the provincial and federal government. This process allows staff to offer a higher level of support to organizations that would not otherwise be possible without perceptions of conflict.

#### Support to Grant Applicants

Grant information sessions were held on August 27, 2015 and September 3, 2015. Information sessions were marketed to organizations previously submitting applications, as well as to the general public. The sessions were promoted through direct email, the City's website, Facebook and Twitter, as well as by the Mississauga Arts Council email newsletter, and a media release. The purpose of the information sessions was to provide general information and advice on the granting process, as well as to distribute the 2016 grant guidelines and application to prospective applicant organizations. In total, forty one (41) people attended, representing thirty two (32) events.

Grant applications must be complete and comprehensive to be considered for funding. Therefore it is the practice of the Culture Division to invite any returning or prospective grant applicants to a pre-application consultation. This provides an opportunity for staff to answer questions and to provide advice on draft grant submissions. This service is emphasized during the information sessions. A total of 5 applicants participated in this opportunity.

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### *Receipt and Review of Applications*

Eighteen (18) applications were received for funding support. Upon receipt, staff reviewed the applications for completeness and clarity. Where questions arose or the need for additional information was identified, applicants were contacted by staff. Reasons for requesting clarification include but are not limited to incomplete financial or statistical information and missing or inaccurate contact information. This step was designed to provide all prospective applications with every possible opportunity for success. All 18 grant applications were advanced to the formal assessment stage.

### *The Assessment Panel & Process*

In support of the CFC process, an assessment panel is established comprising three assessors, including one returning from the previous year. Recruiting for potential grant assessors begins with annual promotion of this opportunity on the City's website, and direct email blasts, a media release to various outlets, posts on volunteer websites and posters and signs placed throughout the City. Additionally, the Mississauga Arts Council provides information via their email newsletter. Staff review and consider all applicants to fill the vacant positions for the committee. Appendix 2 provides a list of the members of the 2016 grant assessment panel. Staff offers there sincere thanks to the assessors for their time and commitment. Mr. Christopher Brown was the returning assessor from the 2015 CFC Grant assessment committee.

The formal assessment of eligible applications includes three steps.

Step One: Each application is reviewed for completeness and clarity. If questions or the need for clarification arises, applicants are contacted by staff. This step is designed to ensure all applications can be fairly assessed.

Step Two: Each applicant's financial information is forwarded for review and comment by the City's Finance Division.

Step Three: City Finance provides comments on the following financial questions for each grant applicant:

- does the organization have adequate financial liquidity;
- is the organization carrying a sufficient surplus;
- is the organization carrying an unacceptable deficit;
- are the organizations finances consistent year over year;
- does the organization have a sustainable funding base (including funding from multiple sources); and
- are there significant variances between the organizations budgeted finances and actuals.

When the financial review is completed, grant packages are provided to the assessment panel members to independently review each application in detail. This is followed by group sessions at which time the assessors make a recommendation to "fund" or "not fund" each festival. This recommendation is based on the published criteria for the CFC program (Appendix 3). This includes considering the merit of the service or project provided, the impact the service or project has on the local community, the capacity of the organization, and the organization's

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need for funding. As well the assessors take into account the organization's accumulated surplus and cash flow requirements. Staff do not take part in the evaluation process, or in the discussion to "fund" or "not fund" a festival. Staff's role is to facilitate the assessment panel review process, provide clarity where required and ensure adherence to the principles of good decision-making.

Festivals and celebrations are an important aspect of Mississauga's cultural life and development. The administration of the grant program plays an important function in fostering dynamic, innovative and accessible festivals and celebrations. Granting provides the much needed financial capacity to deliver a broad calendar of festivals and celebrations, which aim to highlight the City's richness and diversity, and contribute to its overall quality of life. Specifically, the CFC program aims to:

- Encourage the long-term growth and sustainability of city-wide arts, heritage and cultural festivals/celebrations; and
- Support a variety of festivals/celebrations offering a range of activities reflecting the City's many cultural traditions and practices.

Appendix 4 provides a summary of the recommended grant allocations.

Of the eighteen (18) applications reviewed, the assessors recommend 14 festivals receive funding.

#### Support with Conditions

The City's festival organizations are at the front lines of arts and culture program delivery. As Mississauga evolves and changes, the festival organizations must be prepared to adapt and respond to the needs and demands of the community. It is vitally important, therefore, for festival organizations to access skills, training and resources for maintaining their relevance and sustainability.

The City has adopted the phrase "support with conditions" as a means to signal to Council where particular festival organizations may benefit from additional advice and coaching from the Culture Division. An organization placed on "support with conditions" status must participate in a minimum of two mandatory meetings with Culture staff and demonstrate progress, in specifically identified areas, as a condition of their funding approval.

The assessment panel recommends two (2) organizations remain and one (1) organization be placed, on "support with conditions" status.

#### Fiesta Ng Kalayaan

It is recommended Fiesta Ng Kalayaan continue to be on "support with conditions" status. Assessors acknowledge the successful history of the festival, and the benefits of its unique arts and culture focus. However there were concerns with a lack of details surrounding their programming plans and how they are engaging the broader community. For these reasons, assessors felt the festival would benefit from working more closely Culture Division staff in 2016.

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#### Malton Community Festival

It is recommended the Malton Community Festival continue to be on “support with conditions” status. Assessors recognized the festivals commitment to the community and the improvement in their application over the previous year. However due to the turnover in the festival’s board and a lack of a succession plan, the assessors felt they would benefit from continuing to work with the Culture Division.

#### Mississauga Latin Festival

It is recommended the Mississauga Latin Festival be placed on “support with conditions” status. Assessors were impressed with the festivals large attendance during its first year and their showcasing of local talent. However the assessors felt they would benefit from working more closely with the Culture Division to improve the festivals strategic priorities and outreach to different communities.

#### Culture Grants Review

Cultural grant funding requirements have exceeded the City’s budget allocation by \$99,317 over the past 2 years. This has required Council to approve transfers from the reserve for the arts in order to address grant funding demands. In addition, the 2009 Festival Funding Review Committee (FFRC) recommended a review of the grant program be undertaken after five years. Based on the FFRC’s recommendation to complete a review of the funding formula and the grant programs increasing pressure the Culture Division will be undertaking a review of the CFC grant program beginning in 2016. The grants review will allow us to: better understand the current needs of applicants; determine whether the current grant allocation of \$3/capita is still sufficient, and determine strategic and sustainable ways of providing grant assistance moving forward.

## Financial Impact

Grant amounts are based on an established percentage of the previous fiscal year’s total operating costs as recommended by the Festival Funding Review Committee (FFRC). For 2016 there was an increase in funding to the grant programs to maintain the Council approved \$3 per capita amount. Due to increased demands on the program and the addition of 2 new festivals in 2016, \$70,964 would have to be withdrawn from the Arts Reserve to maintain the funding level of 20% of eligible expenses. To offset this impact on the Arts Reserve, approved applicants will be funded at 19% of eligible expenses.

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Below is a table showing the grant amount and recommended funding source:

	<b>Grant</b>	<b>Funding</b>
Grant Applications at 19%	651,853	
2016 Approved CFC Budget		615,220
Reserve for the Arts		36,853
<b>Total</b>	<b>615,853</b>	<b>651,853</b>

It is important to note the FFRC recommendations stated, a festival can only receive funding towards items on the list of eligible services. Any unspent funding is forfeited and returned to the Arts Reserve.

Staff will issue 75% of the grant to each festival upon Council's approval of this report. The remaining funds will be provided after the festival has occurred and provided proof of their use of the grant funds towards eligible expenses. This is to be provided to the Culture Division prior to the close of the City's 2016 budget year.

## Conclusion

Through the provision of grants, the City provides support for the growth and development of local culture. The festival and celebrations granting program aims to support local festivals, and foster greater professionalism, accountability, and sustainability among organizers. The funding contributions made through the culture grant programs have allowed groups to generate alternative income sources that exponentially grow the City's investment to more than \$15.2 M per year (or \$7.26 for every grant dollar the City provides).



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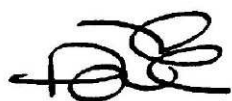
## Attachments

Appendix 1: List of Eligible Services

Appendix 2: 2016 Grant Assessment Panel Members

Appendix 3: CFC Grant Criteria

Appendix 4: Recommended Grant Allocations – CFC Grant Program



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

Prepared by: Andrew Douglas, Grants Officer, Culture Operations

## LIST OF ELIGIBLE SERVICES

<b><u>INCLUDED:</u></b>	<b><u>EXCLUDED:</u></b>
<b><i>City of Mississauga Charges</i></b>	
<b>GENERAL FEES AND CHARGES</b>	
Administration fee	Accounting and audit fees
Rental cost of City facilities on day(s) of event	Administration fees
Utility costs charged back to the event	Artist fees
	Association membership fees
<b>EQUIPMENT</b>	Capital office equipment
Garbage cans: delivery and pickup	Catering
Picnic tables: delivery and pickup	Fundraising expenses
Garbage bags	Gifts and prizes
Choral risers: delivery and pickup	Honoraria
Crowd control barriers: delivery and pickup	Inflatables
Crowd control barriers: set-up and take-down	Insurance
Road closure signage (production, permit fee)	Marketing and Promotion
Shuttle bus rental	Merchandise
	Performer fees
<b>LABOUR</b>	Printing costs
Stage setup and take-down	Promotional materials
Technical support – hourly	Rental of office space
Stage support – hourly	Rides
Post-event grounds maintenance – hourly	Staff salaries
Electrician and mechanic – hourly	Travel costs
Indoor washroom custodial coverage – hourly	Volunteer meals
	Stage Manager
<b>PERMITS</b>	
Tent permit fee (Planning & Building Dept.)	
Vendor permit fees (Mobile Licensing)	
Sign permit fee (Sign Unit)	
<b><i>External Provider(s)</i></b>	
<b>EQUIPMENT – RENTAL &amp; SERVICES</b>	
Tents	
Tables	
Chairs	
Fencing	
Port-o-lets	
Hand wash stations	
Walkie-talkies & communications equipment	
Generators	
Portable Stage	
Sound equipment	
Lighting – stage and grounds	
Dumpster(s)	
Garbage cans	
Power washing	
Shuttle buses	
Industrial garbage bin (dumpster)	
Golf cart rental	
<b>LABOUR</b>	
Duty police	
Emergency services personnel	
Private security	
Post-event grounds maintenance	
Waste disposal and stage setup and take-down	
Technical support - production Technical Staff	

**Appendix 2**

<b>2016 Grant Assessment Panel Members</b>		
<b>Grant Program</b>	<b>Assessor</b>	<b>Summary of Qualifications</b>
Cultural Festivals & Celebrations	Christopher Brown	Member, Celebration Square Canada Day Committee Vice-president, Forte the Toronto Men's Chorus
	Sadaf Zuberi	Business Operating Manager, Art Gallery of Mississauga Masters of Business Administration, Institute of Business Administration, Pakistan
	Suelyn Knight	Project Manager, The Black Experience Program Outreach Coordinator, United Way Peel Region Masters of Education, York University

***Grant Program Criteria 2015***  
**Cultural Festivals and Celebrations (CFC)**

All eligible applications will be evaluated in a comparative context, on the basis of the information contained in the application form and attachments, using the following criteria:

**1. Organizational Effectiveness and Ability to Meet Goals**

- Appropriate staff and/or volunteer structure
- For established organizations, a track record of accountability, planning, financial stability
- Realistic and tangible measures of success and financial goals
- Demonstrated added value from and/or need for financial assistance from the City of Mississauga

**2. Merit of Community Cultural Festival or Celebration**

- Vision and direction for the festival/celebration that reflects and fulfills the mandate of the organization or group
- Quality, diversity and innovativeness of program
- Proven track record in program delivery (if applicable)
- Support of Mississauga-based cultural practitioners (amateur and/or professional)

**3. Community/Economic Impact and Involvement**

- Extent to which event contributes to the social and cultural development of Mississauga
- Extent of audience appeal and access
- Appropriate audience development, outreach, and marketing strategies
- Demonstrated quantifiable economic benefits and increased economic activity in the city
- Extent of community support and volunteer opportunities
- Extent of established partnership initiatives and efforts to form new alliances

**4. Demonstrated Need for Funding**

- Ability to describe how grant funding will directly support the creation and/or expansion of Community Cultural Festivals and Celebrations grant program.
- Ability to create alternative strategies for accessing other funding resources.
- Demonstrated added value from and/or need for financial assistance from the City of Mississauga.

**Recommended Grant Allocations**  
**2016 CULTURAL FESTIVAL & CELEBRATIONS GRANT PROGRAM**

	Name of Festival	2015 Grant Received	Total Operating Expenses	Recommended 2016 Grant	1st Payment (March 2016)	2nd Payment (upon receipt of invoices)	Additional Comments
<b>CULTURAL FESTIVAL &amp; CELEBRATIONS GRANTS (CFC)</b>							
1	Bollywood Monster Mashup	\$61,514	\$487,264	<b>\$92,580</b>	\$69,435	\$23,145	
2	Carassauga Festival	\$114,714	\$592,557	<b>\$112,586</b>	\$84,440	\$28,146	
3	Fiesta Ng Kalayaan	\$14,619	\$51,589	<b>\$9,802</b>	\$7,352	\$2,450	SUPPORT WITH CONDITIONS: Quarterly meetings with Culture Division for organizational development and capacity building
4	Malton Celebrates Canada Day	\$0	\$93,181	<b>\$17,704</b>	\$13,278	\$4,426	
5	Malton Community Festival	\$5,320	\$23,580	<b>\$4,480</b>	\$3,360	\$1,120	SUPPORT WITH CONDITIONS: Quarterly meetings with Culture Division for organizational development and capacity building
6	Mississauga Latin Festival	\$0	\$54,500	<b>\$10,355</b>	\$7,766	\$2,589	SUPPORT WITH CONDITIONS: Quarterly meetings with Culture Division for organizational development and capacity building
7	Mississauga Waterfront Festival	\$100,380	\$512,692	<b>\$97,411</b>	\$73,058	\$24,353	
8	Mosaic - South Asian Heritage Festival	\$52,443	\$273,347	<b>\$51,936</b>	\$38,952	\$12,984	
9	MuslimFest	\$34,935	\$159,334	<b>\$30,273</b>	\$22,705	\$7,568	
10	Paint the Town Red	\$64,051	\$386,064	<b>\$73,352</b>	\$55,014	\$18,338	
11	Port Credit Busker Fest	\$18,153	\$91,887	<b>\$17,459</b>	\$13,094	\$4,365	
12	Southside Shuffle Blues and Jazz Festival	\$94,583	\$458,634	<b>\$87,140</b>	\$65,355	\$21,785	
13	Streetsville Canada Day	\$7,446	\$38,912	<b>\$7,393</b>	\$5,545	\$1,848	
14	Streetsville Founders' Bread & Honey Festival	\$45,565	\$207,275	<b>\$39,382</b>	\$29,537	\$9,845	
<b>TOTALS:</b>		<b>\$615,304</b>	<b>\$3,430,816</b>	<b>\$651,853</b>	<b>\$488,891</b>	<b>\$162,962</b>	

<b>Not Recommended For Funding</b>						
1	Canada Day Together Festival	\$0	\$37,100	\$0	\$0	\$0
2	Dandia Dhamal	\$0	\$36,750	\$0	\$0	\$0
3	Mississauga Multicultural Festival	\$0	\$22,195	\$0	\$0	\$0
4	Punjabi Day	\$0	\$67,725	\$0	\$0	\$0

City of Mississauga

# Corporate Report



Date: 2016/01/12	Originator's files:
To: Chair and Members of General Committee  From: Paul Mitcham, P. Eng, MBA, Commissioner of Community Services	Meeting date:  2016/02/03

## Subject

### Recommended Grant Allocation for the 2016 Arts and Culture Grant Program

## Recommendation

1. That the 2016 Arts and Culture grant allocations as outlined in the corporate report "Recommended Grant Allocations for the 2016 Arts and Culture Grant Program", dated January 12, 2016, from the Commissioner of Community Services, be approved;
2. That Cultural Projects, with a 'Canada 150' focus, be prioritized for 2017 project grant approvals.

## Report Highlights

- Total Funding of \$2,352,353 was requested through the 2016 Arts and Culture grant program against a budget of \$1,599,233
- 30 eligible grant applications were reviewed by Finance staff and a team of independent assessors.
- Total allocation of \$1,599,233 is recommended by the grants assessment panel.
- The assessment panel recommends 3 grant recipients be placed on support with conditions status.
- Staff requests approval to prioritize 'Canada 150' focussed initiatives, for 2017 project grant approvals, to a maximum of \$5,000 per project.

## Background

In 2007, City Council directed the Culture Division to assume direct responsibility for the distribution of municipal grants to arts, heritage and cultural organizations. This approach was consistent with the recommendations of the Arts Review Task Force.

The Arts and Culture grant program supports emerging and established not-for-profit professional and community based arts, culture, and heritage organizations in Mississauga. To be considered eligible for grant funding the primary mandate of the applicant organizations must be “to provide and support arts, culture or heritage activity on a year-round basis, and deliver quality programming or services.” Further, applicant organizations must be based and active in Mississauga, and provide year-round arts and culture programs and/or services which are open to the public and publicized city-wide. The stated goals of the grant program are:

- To help eligible organizations develop exemplary programs and services for art, culture and heritage; and
- To advance knowledge, understanding and the appreciation of arts, culture, and heritage for the citizens of Mississauga.

The grant program involves a series of steps beginning with the distribution of information through to the development of recommendations by an independent assessment panel for Council's approval. The grant process employed by the Culture Division is consistent with the arms-length practice by arts granting bodies throughout North America, including the provincial and federal government. This process allows staff to offer a higher level of support to organizations that would not otherwise be possible without perceptions of conflict.

### Support to Grant Applicants

2016 grant program guidelines and applications were posted on the Culture Division's website in August 2015. As in previous years, information about the grant program was disseminated through a number of channels to ensure broad community awareness, including the City website, direct electronic communication with existing grant clients and other stakeholders, Mississauga Arts Council e-newsletter, and a media release distributed to all local media, on Facebook and Twitter.

Two information sessions were held on August 26, 2015 and September 2, 2015 to provide information and advice to potential applicants. Sessions were open to the general public, and all organizations which previously submitted an application were notified of the sessions. A total of twenty two (22) organizations attended the sessions.

Grant applications must be complete and comprehensive. Therefore it is the practice of Culture Division to invite any returning or prospective grant applicant to a pre-application consultation.

This added service provides an opportunity for staff to answer questions and to provide advice on grant submission and content. This service is emphasized during the information sessions. A total of 11 applicants utilized this opportunity.

#### Receipt and Review of Applications

Thirty two (32) grant applications were received by the October 15, 2015 deadline. Two applications (2) were deemed ineligible as neither of them could be classified as arts and culture organizations. The remaining 30 grant applications were advanced to the formal assessment stage. The table below illustrates the eligible applications by type (operating, project or capital) versus organizational status (established, new and emerging):

Eligible Arts and Culture Grant Applicants			
Grant Type	Organizational Status		Totals
	New & Emerging	Established	
Operating	1	23	24
Project	0	5	5
Capital	0	1	1
<b>Number of Applications</b>	<b>1</b>	<b>29</b>	<b>30</b>

The formal assessment of eligible applications includes three steps:

Step One: Staff review the applications for completeness and clarity. If questions or the need for clarification arises, applicants are contacted. Reasons for requesting clarification include but are not limited to incomplete financial or statistical information and missing or inaccurate contact information. This step is designed to ensure all applications can be fairly assessed.

Step two: Each applicant's financial information is forwarded for review and comment by the City's Finance Division.

Step three: City Finance provides comments on the following financial questions for each grant applicant:

- does the organization have adequate financial liquidity;
- is the organization carrying a sufficient surplus;
- is the organization carrying an unacceptable deficit;
- are the organizations finances consistent year over year;



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- does the organization have a sustainable funding base (including funding from multiple sources); and
- are there significant variances between the organizations budgeted finances and actuals.

When the financial review is completed, grant packages are provided to the assessment panel members for review in preparation for the assessment process.

#### The Assessment Panel

The assessment panel is comprised of three assessors, one returning from the previous year. The role of each assessor is to review the grant applications independently and to attend a series of group sessions to review the applications and recommend grant allocations. Every effort is made to recruit assessors who do not have a formal relationship with specific applicants. Where a relationship does exist, assessors are required to state this conflict and excuse themselves from the discussion.

Recruiting potential grant assessors begins with annual promotion of this opportunity on the City's website, and direct email blasts, a media release to various outlets, and posts on volunteer websites. Additionally, the Mississauga Arts Council provides information via their e-newsletters. Staff review and consider all applicants to fill the vacant positions for the committee. In instances where the candidate pool does not provide qualified candidates, staff will pursue additional assessors.

Appendix 1 provides a list of the members of the 2016 Arts and Culture grant assessment panel. The City is fortunate to have such a high quality, knowledgeable group of volunteers. Members were fully engaged and dedicated to the evaluation process. Staff offers its sincere thanks to the assessors for their time and commitment. Mr. Jerry Smith was the returning assessor from the 2015 Arts and Culture Grant assessment committee.

Staff do not take part in the evaluation process or in the funding allocation discussion. Staff's role is to facilitate the assessment panel review process, provide clarity where required and ensure adherence to the principles of good decision-making. All recommendations for funding within this report reflect the decisions of the assessment panel.

The assessment panel reviewed and scored each eligible application against the published criteria for the Arts and Culture grant program (Appendix 2). Funding recommendations were based on the merit of the service or project provided, the impact the service or project has on the local community, the capacity of the organization, and the organization's need for funding. This included taking into account the organization's accumulated surplus and cash flow requirements. Funding award recommendations were based on the total value of the 2016 grant program budget of \$1,599,233.

## Comments

Municipal funding is an important aspect of Mississauga's cultural development. Not only does such funding assist with the delivery of valuable arts and cultural services and programs to the citizens of Mississauga, but it sustains the core operations of arts and cultural organizations. Funding also facilitates new opportunities for Mississauga's local arts and cultural practitioners, and attracts and retains the creative class which is important for Mississauga's economic and social development.

### 2016 Arts and Culture Grant Program Recommendations

Appendix 3 provides a summary of the recommended grant allocations, based on the 2016 budget. The total amount requested by arts and culture organizations was \$2,352,353. The 2016 budget provides \$1,599,233. This gap between requested funding and the current budget was \$753,120.

Over the years the grant program has become increasingly more competitive, requiring the assessment process to apply an increased level of rigor to ensure recommended awards adequately reflect the level of community and intrinsic cultural value offered. It is also a process designed to identify organizations that might benefit from additional support from staff (Support with Conditions Status), and to acknowledge those which have made strides to address their organizational challenges.

### Support with Conditions Status

The City's art and cultural organizations are at the front lines of service and program delivery. As the City evolves and changes, organizations must be equipped to adapt to new realities, and respond to new needs and demands. It is vitally important for the City's art and cultural organizations to access skills, training and resources to manage change.

The City has adopted the phrase "support with conditions status" as a means to signal to Council where particular arts and cultural organizations may benefit from additional advice and coaching from the Culture Division. An organization placed on "support with conditions" status must participate in a minimum of two mandatory meetings with Culture staff and demonstrate progress, in specifically identified areas, as a condition of their funding approval.

For the 2016 grant process, the assessment panel recommends removing the following organizations from "support with conditions status":

- Mississauga Big Band Jazz Ensemble
- Mississauga Chinese Arts Organization
- Sawitri Theatre Group
- Youth Troopers for Global Awareness

These organizations are congratulated for their hard work, due diligence and openness to change. Through a strong desire to improve their status, they addressed various factors,

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including but not limited to, improving their: financial stability; governance; reporting; strategic planning; and partnerships.

Notwithstanding the above, the assessment panel recommends three organizations be placed on “support with conditions status” for 2016.

#### Hispanic Canadian Arts & Culture Association

The Hispanic Canadian Arts & Culture Association requested an operating grant of \$19,000. Assessors recommended the group receive an operating grant of \$6,000 (an increase of \$1,000 over last year's project grant) and be placed on “support with conditions status”. The assessors were impressed with the organization's commitment to Hispanic arts and artists in Mississauga but felt they would benefit from working more closely with Culture Division staff to develop strategic goals and appropriate measures of success.

#### Mississauga Children's Choir

Mississauga Children's Choir requested an operating grant of \$48,000. Assessors recommend the group receive an operating grant of \$21,000 (an increase of \$1,000 over last year's grant) and be placed on “support with conditions status”. The assessors were impressed by the organizations diverse programming, repertoire and strategic direction. However, due to questions surrounding their current governance structure, the assessors felt they would benefit from working more closely with Culture Division staff in 2016.

#### Streetsville Historical Society

Streetsville Historical Society requested an operating grant of \$2,000. Assessors recommend the group receive an operating grant of \$2,000 (the same amount they received in 2015) and be placed on “support with conditions status”. The assessors recognized the long history of this organization and the work they do to support the Museums of Mississauga. However, the assessors felt the group would benefit from a closer working relationship with the Culture Division in 2016 in order to ensure they are in compliance with upcoming provincial not-for-profit requirements.

#### Canada 150 Cultural Project Funding

As Mississauga prepares to mark Canada's 150th anniversary of Confederation, with year-long celebrations in 2017, the success of these activities will require city-wide participation from Mississauga's Arts, Culture and Heritage groups. In order to encourage these groups to develop Canada 150 projects, the Culture division proposes that Canada 150 focussed projects be prioritized for Project Grant funding support in 2017. The ability to demonstrate municipal funding for these projects will be important for local groups who may also wish to apply for a federal Canada 150 grant in support of their projects. As Mississauga's project grants are limited to \$5,000 per group, this approach will provide support for Canada 150 programming, without creating undue pressure on the overall Arts and Culture grants budget.

### Culture Grants Review

Since the inception of the culture grant programs in 2008, the programs have become increasingly more competitive as the number of organizations seeking funding have increased along with the amounts requested. Now that the Culture Grant programs are in their eighth year and requests for funding are surpassing the amounts available. Culture Division staff plans to review its grants programs beginning in 2016. The grants review will allow us to: better understand the current needs of applicants; determine whether the current grant allocation of \$3/capita is still sufficient, and determine strategic and sustainable ways of providing grant assistance moving forward.

## Financial Impact

This report recommends a total arts and culture grant allocation of \$1,599,233 from the 2016 Budget of \$1,599,233 within the Culture Division.

## Conclusion

Through the provision of grants, municipalities support the growth and development of culture within their communities. Through its arts, culture, and heritage granting programs, the City of Mississauga is building professionalism, accountability, and sustainability within the local cultural community. The funding contributions made through the culture grant programs have allowed groups to generate alternative income sources that exponentially grow the City's investment to more than \$15.2 M per year (or \$7.26 for every grant dollar the City provides).

## Attachments

Appendix 1: 2016 Arts and Culture Grant Assessment Committee

Appendix 2: Criteria for Arts and Culture Grant Program

Appendix 3: Recommended Grant Allocations – 2016 Arts and Culture Grant Program




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

Prepared by: Andrew Douglas, Grants Officer, Culture Division

**Appendix 1**

<b>2016 Arts and Culture Grants Assessment Committee</b>		
<b>Grant Program</b>	<b>Assessor</b>	<b>Summary of Qualifications</b>
Arts and Culture	Jerry Smith	Coordinator, Arts Administration Program, Humber College Past President, Ontario Theatre Alliance and Association of Cultural Executives Freelance Consultant
	Lauren Pires	Partnership and Artistic Coordinator, MonstrARTity Creative Community Freelance Copy Writer Bachelor of Applied Arts in Media Studies, University of Guelph Public Relations, Humber College
	Claudio Ghirardo	Mississauga Visual Artist

## ***Assessment Criteria*** **2016 Arts and Culture Grant Program**

All eligible applications will be evaluated in a comparative context, using **FOUR** areas of measure:

- 1. Organizational Effectiveness**
- 2. Program Merit**
- 3. Community Impact and**
- 4. Need for Funding**

The following outlines the criteria against which the answers for Established Organizations will be evaluated for each area of measure. For New and Emerging Organizations, only relevant criteria will be used in assessing the applications.

### **1. Organizational Effectiveness**

- Evidence of a clear mandate.
- A clear history of past successes / achievements that directly support the mandate.
- Proof of competent administration, focussed and active board and an effective administrative and governance structure ensuring financial stability and accountability and evidence of effective short and long term planning.
- Effective asset management abilities.

### **2. Program Merit**

Program Merit will be assessed within the specific context of the organization's own stated priorities and values, and within the general context and standards of community-based and professional practices in the respective fields of arts, culture and heritage.

- Degree to which the organization's artistic, cultural or heritage programming reflects and fulfills its mandate and artistic objectives.
- Artistic merit of an arts or cultural organization's research, acquisition or commissioning, creation, production, presentation or exhibition, and dissemination activity OR program merit of a heritage organization's research, presentation, and dissemination activity.
- Expertise in identifying, designing and delivering programs and/or services, and evaluating their impact upon targeted and broader communities.
- Evidence of ongoing self-assessment that has helped invigorate and enhance the quality and innovativeness of artistic, cultural or heritage activity of the organization.

- Distinctiveness of the organization's activities in the context of comparable activities in Mississauga, and its ability to initiate unique opportunities for: artists, heritage and cultural practitioners; other arts, culture and heritage organizations; and the public

### **3. Community Impact**

- Ability to respond to changing needs of the community based on appropriate research, audience development and marketing strategies and to evaluate their impact upon the organization.
- Public access to the organization's work, including access by Mississauga's diverse communities.
- Level of engagement with other arts, culture and heritage organizations, artists and community groups, including diverse communities.
- The collaborative process and the effectiveness of the work in expressing community interests and issues.

### **4. Need for Funding**

- Ability to describe how grant funding will directly support the creation of programs / services to further organizational goals.
- Ability to create alternative strategies for accessing other funding resources.
- Demonstrated added value from and/or need for financial assistance from the City of Mississauga

**RECOMMENDED GRANT ALLOCATIONS  
2016 ARTS AND CULTURE GRANT PROGRAM**

Name of Organization			2015 Grant Rec'd	2016 Amount Requested	Recommended 2016 Grant	1st payment March 2016	2nd payment August 2016	Additional Comments
OPERATING GRANTS								
1	Art Gallery of Mississauga	Expenses associated with operations, programming and expanding its profile.	\$325,000	\$400,000	\$325,000	\$243,750	\$81,250	
2	Chamber Music Society of Mississauga	Expenses associated with hiring a General Manager, operations, programming and marketing.	\$70,000	\$95,000	\$70,000	\$52,500	\$17,500	
3	Cow Over Moon Children's Theatre	Expenses associated with hiring an Artistic Director and expanding programing.	\$13,200	\$18,625	\$14,000	\$14,000	\$0	
4	Heritage Mississauga Foundation	Expenses associated with programming and operations.	\$225,000	\$235,000	\$225,000	\$168,750	\$56,250	
5	Hispanic Canadian Arts & Culture Association		\$5,000	\$19,000	\$6,000	\$6,000	\$0	Support with Conditions: Quarterly meetings with Culture Division for organizational development and capacity building
6	Living Arts Centre in Mississauga	Expenses associated with programming and community outreach.	\$110,000	\$200,000	\$100,000	\$75,000	\$25,000	
7	Mississauga Arts Council	Expenses associated with operations, staffing, programming, and outreach.	\$269,670	\$355,915	\$269,670	\$202,253	\$67,417	
8	Mississauga Big Band Jazz Ensemble	Expenses associated with staffing and updating the music collection.	\$4,652	\$5,000	\$4,400	\$4,400	\$0	
9	Mississauga Children's Choir	Expenses associated with staffing, marketing, administration and outreach.	\$20,000	\$48,000	\$21,000	\$15,750	\$5,250	Support with Conditions: Quarterly meetings with Culture Division for organizational development and capacity building
10	Mississauga Chinese Arts Organization	Expenses associated with professional fees, rent, and programming.	\$11,000	\$20,000	\$12,500	\$12,500	\$0	
11	Mississauga Choral Society	Expenses associated with staffing, programming and outreach.	\$70,000	\$75,000	\$66,500	\$49,875	\$16,625	
12	Mississauga Festival Choir	Expenses associated with staffing, and programming.	\$11,250	\$18,000	\$12,000	\$12,000	\$0	
13	Mississauga Festival Youth Choir	Expenses associated with profesional fees, marketing and programing.	\$14,500	\$19,000	\$14,000	\$14,000	\$0	



**RECOMMENDED GRANT ALLOCATIONS  
2016 ARTS AND CULTURE GRANT PROGRAM**

	<b>Name of Organization</b>	<b>Stated purpose of grant (on grant application)</b>	<b>2015 Grant Rec'd</b>	<b>2016 Amount Requested</b>	<b>Recommended 2016 Grant</b>	<b>1st payment March 2016</b>	<b>2nd payment August 2016</b>	<b>Additional Comments</b>
<b>14</b>	Mississauga Santa Claus Parade	Expenses associated with the marching bands.	<b>\$10,000</b>	\$20,000	<b>\$10,000</b>	\$10,000	\$0	
<b>15</b>	Mississauga Potters Guild		<b>\$0</b>	\$17,800	<b>\$6,000</b>	\$6,000	\$0	
<b>16</b>	Mississauga Symphony Orchestra	Expenses associated with professional fees, rentals, and advertising.	<b>\$120,000</b>	\$200,000	<b>\$120,000</b>	\$90,000	\$30,000	
<b>17</b>	Sampradaya Dance Creations	Expenses associated with operating, training and performances staffing and expansion.	<b>\$120,000</b>	\$150,000	<b>\$120,000</b>	\$90,000	\$30,000	
<b>18</b>	Sawitri Theatre Group	Expenses associated with professional fees, marketing and administration.	<b>\$14,000</b>	\$19,000	<b>\$13,500</b>	\$13,500	\$0	
<b>19</b>	Streetsville Historical Society	Expenses associated with cataloguing and operations.	<b>\$2,000</b>	\$2,000	<b>\$2,000</b>	\$2,000	\$0	Support with Conditions: Quarterly meetings with Culture Division for organizational development and capacity building
<b>20</b>	Theatre Unlimited	Expenses associated with marketing and rentals.	<b>\$16,500</b>	\$16,500	<b>\$15,500</b>	\$15,500	\$0	
<b>21</b>	Visual Arts Mississauga	Expenses associated with staffing, marketing, operating, and programming.	<b>\$120,000</b>	\$175,000	<b>\$120,000</b>	\$90,000	\$30,000	
<b>22</b>	Youth Troopers for Global Awareness	Expenses associated with programming and professional fees.	<b>\$42,500</b>	\$72,500	<b>\$45,000</b>	\$33,750	\$11,250	
<b>SUB-TOTAL OPERATING</b>				<b>\$2,181,340</b>	<b>\$1,592,070</b>	<b>\$1,221,528</b>	<b>\$370,542</b>	

**RECOMMENDED GRANT ALLOCATIONS  
2016 ARTS AND CULTURE GRANT PROGRAM**

Name of Organization		Stated purpose of grant (on grant application)	2015 Grant Rec'd	2016 Amount Requested	Recommended 2016 Grant	1st payment March 2016	2nd payment August 2016	Additional Comments
<b>PROJECT GRANTS</b>								
23	Art Gallery of Mississauga		N/A	\$5,000	\$0	\$0	\$0	
24	Chamber Music Society		N/A	\$5,000	\$0	\$0	\$0	
25	Mississauga Arts Council		N/A	\$5,000	\$0	\$0	\$0	
26	Mississauga Big Band Jazz Ensemble		N/A	\$3,000	\$0	\$0	\$0	
27	Mississauga Pops Concert Band		N/A	\$5,000	\$5,000	\$5,000	\$0	
<b>SUB-TOTAL PROJECT</b>				\$15,000	\$5,000	\$0	\$0	
<b>CAPITAL GRANTS</b>								
28	Cow Over Moon Children's Theatre	Purchasing of audio equipment for outdoor performances	N/A	\$2,163	\$2,163	\$2,163	\$0	
<b>SUB-TOTAL CAPITAL</b>				\$2,163	\$2,163	\$2,163	\$0	
<b>TOTAL 2016 RECOMMENDATIONS</b>				\$2,198,503	\$1,599,233	\$1,223,691	\$370,542	

**RECOMMENDED GRANT ALLOCATIONS  
2016 ARTS AND CULTURE GRANT PROGRAM**

Name of Organization	Stated purpose of grant (on grant application)	2015 Grant Rec'd	2016 Amount Requested	Recommended 2016 Grant	1st payment March 2016	2nd payment August 2016	Additional Comments
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NOT RECOMMENDED FOR FUNDING							
1	Mississauga Chinese Children's Choir	Expenses associated with profesional fees and advertising.	\$0	\$12,000	\$0	\$0	\$0
2	Musica Mississauga	Expenses associated with profesional fees and advertising.	\$0	\$8,000	\$0	\$0	\$0

City of Mississauga

# Corporate Report



Date: 2016/01/12	Originator's files:
To: Chair and Members of General Committee  From: Paul Mitcham, P. Eng, MBA, Commissioner of Community Services	Meeting date:  2016/02/03

## Subject

**Recommended Community Grant Allocations for the 2016 Recreation and Sport Grant Program and 2016 Environment Grant Program**

## Recommendation

That the 2016 Recreation and Sport Grant allocations as outlined in the report "Recommended Community Grant Allocations for the 2016 Recreation and Sport Grant Program and 2016 Environment Grant Program" dated January 12, 2016 from the Commissioner of Community Services, be approved.

## Report Highlights

- Community Services recommends a grant allocation of \$661,656 against a budget of \$740,500 to fourteen (14) groups for the 2016 Recreation and Sport Grants/funding agreements. This funding is inclusive of the seven (7) current multi-year funding agreements.
- Community Services recommends a reduction of \$82,286 to Safe City Mississauga due to confirmed 2016 funding from the Region of Peel in the same amount.
- Community Services Recommends a grant allocation of \$75,000 to Ecosource for the 2016 Environment Grant Program.
- A comprehensive review of all multi-year funding agreements will be conducted in 2016.

## Background

There are two guiding documents for the City's grants program. These are the Model Operating Agreement enacted through Council Resolution GC-0607-2011 and the Council approved Corporate Policy and Procedure (08-01-03) for Community Grant Administration.

The Model Operating Agreement is the document used to guide the development of all multi-year agreements.

The Grant Administration Policy specifies for all Community Grants the following:

- Community grants are available only to Mississauga-based, non-profit community groups governed by a volunteer Board of Directors.
- Groups may not apply for grants from more than one Community Services Division within the same grant year.
- Corporate Financial Services staff will review financial information provided with the application to determine completeness, appropriateness and to advise of any financial concerns.
- Concerns about the on-going viability of an organization may result in being placed on "Concerned Status" and have conditions attached to the release of grant funds.

There are three streams of available grant funding:

- Multi-year funding, by invitation only
- Operating funding, up to \$10,000 and
- Project funding, up to \$5,000.

### Multi-Year Funding Agreements

On February 5, 2014, City Council adopted the Recommendations in the Corporate Report entitled "Recommended Community Grant Allocations for the 2014 Recreation and Sport Grant Program and 2014 Environment Grant Program" (Bylaw 0053-2014) which authorized the Commissioner of Community Services to enter into multi-year funding agreements with eight (8) of our key partner agencies. These partner agencies include Nexus Youth Services, Volunteer Mississauga Brampton Caledon (VMBC), Square One Older Adult Centre, Mississauga Sports Council, St John Ambulance, The Riverwood Conservancy, Safe City Mississauga and Ecosource as part of the Environment Division's grant program. These funding agreements will expire in 2018. Each of these agencies were either established as a Resolution by Council or endorsed as a group having a direct impact on the City's and Department's Strategic plans.

Organizations entering into a multi-year funding agreement acknowledge that subsequent year funding is subject to budget approval by Council. The on-going nature of these agreements will

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allow for sustainable planning and will help organizations leverage other multi-year funding to augment the service they provide.

### **Operating Funding**

Assist in the costs of general operations and program delivery.

### **Project Funding**

Intended to support a specific event or activity taking place within a defined period. Project should have a clearly defined objective and a distinct budget.

## **2016 Recreation and Sports Grant Program**

### **Evaluation Team**

Staff from the following Recreation Division Units: Sport Development & Tourism, Community Development, and Sponsorship & Corporate Development, along with staff from the City's Finance Division comprised the evaluation team and implemented the process for funding allocation recommendations.

### **Evaluation Process and Criteria**

The assessment of eligible applications included three steps:

- Review of the applications for completeness and clarity. If questions or the need for clarification occurred, applicants were contacted by staff.
- Financial information submitted by each applicant was forwarded for review and comment by the City's Finance Division.
- Grant packages were provided to the assessment panel members who reviewed the applications in preparation for the assessment process.

### **Evaluation of Multi-Year Agreement Holders Performance**

In 2015 a new yearend report was developed for Multi-Year Agreement Holders and the date to provide the report to the City was moved forward by 60 days. The change was implemented in order to receive information on results at an earlier point where an analysis against the City's expectations can be made. The analysis formulates the basis for funding recommendations of multi-year agreement holders.

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## Comments

### Funding Recommendations – Multi Year Agreements

There are 8 organization/groups with which the City has multi-year agreements. The following subsection briefly describes the objectives of these groups, the City's expectation and the key performance outcomes for 2015.

#### Safe City Mississauga

This organization provides services, programs, and information that contributes to the reduction of crime in Mississauga and embarks on initiatives that help residents and visitors feel safe and secure. The City of Mississauga's key expectations for this organization in 2015 included: demonstration of community confidence in municipal crime prevention programs; risk factors for criminality demonstrably reduced through programming; and protective factors to mitigate criminality are strengthened.

#### Key 2015 Performance Results:

- 341 volunteers provided 10,167 hours in 2015, an increase in volunteer time donated of 10% over 2014. Increase in total number of volunteers of 11%. Monetary value of volunteer contributions was \$244,008.
- 56 new Neighbourhood Watches were created in 2015 bringing the total to 236. It is reported that crime is reduced by 36% for every Neighbourhood Watch created. (Source: Social Impact Squared, which is a third party evaluator).
- Crossroads Crime Prevention Program: 1,446 high school classroom participants were reached in 2015 compared to 1,120 in 2014; a 29% increase. 600 high school and community centre visits were conducted by Safe City staff.
- Aspire Tutoring Program: 532 participants in 2015 compared to 369 in 2014; a 44% increase. Parent surveys of all participants showed that 96% of parents agree it is worthwhile and positive for their community; 75% of parents report that they have been spending more time with their children as a result of Aspire.

Safe City Mississauga received \$318,075 in City funding in 2015. The recommendation for 2016 is to reduce funding to \$235,789 due to confirmed funding from The Region of Peel of the equivalent amount of \$82,286.

Safe City Mississauga is aware of this recommendation and understands the rationale for the reduction in funding. In keeping with best fundraising practices, the City encourages all groups to diversify funding in order to decrease reliance on one funding source. The organization will not be negatively impacted by this recommendation since the reduction is being offset by the Region of Peel confirmed on January 8, 2016.

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The recommended funding in the amount of \$235,789 represents 39% of Safe City Mississauga's operations.

### **Mississauga Sports Council**

This organization promotes the development of sport within the City of Mississauga including the development of sport facilities, programs, training and resources. They support the hosting of sporting events and raise the profile and recognize achievements of athletes, coaches, volunteers and sport builders. The City of Mississauga's key expectations for 2015 were for the group to increase: organizational capacity; awareness of sport community needs; identification of sports related barriers and opportunities; awareness of community resources; access to community sports resources; communication with sports groups and community stakeholders; training and development opportunities for sports groups; participation in Pan Am Games 2015 promotion/celebration; awareness of Mississauga's sports culture and legacy.

#### **Key Performance Results:**

- Hosted the 41st Annual Sports Award Dinner which showcased upcoming athletes for the Pan Am/Parapan Am Games.
- Maintained the Mississauga Sports Hall of Fame: 500,000 visits in 2015 including 60 local schools and sports groups.
- Built leadership capacity through full governance review, endorsing a 3 year strategic plan which incorporates Mississauga Sport Plan deliverables.
- Board Members participated in Governance Boot Camp offered by Volunteer MBC.
- Conducted one community survey to identify barriers, opportunities and address gaps.
- Hosted the 22nd Annual Sports Summit where over 40 groups were represented. It provided training for community based sports organizations and the opportunity to share best practices and innovative approaches.
- New show on Rogers TV "Sauga Sports" highlighted athletes and sports groups in Mississauga.
- Implemented new sport summit series educational training workshop. Designed for local sports groups, based on needs identified in training survey by the Sports Council and City.

The Mississauga Sports Council received \$85,000 in City funding in 2015. The recommendation for 2016 is to maintain the same funding amount as the group meets expectations developed by the City. Also, that City staff continue to work closely with the group to increase Mississauga sports group membership from 13 to 18 by the end of 2016; a 40% increase.



## **The Riverwood Conservancy**

This organization provides support to the City of Mississauga in the growth and development of Riverwood Park as a public garden, recreational space, and natural reserve. As a volunteer and member-based charity, it provides programs and services to the community with respect to nature and environmental education, stewardship, and gardening and horticulture. The City of Mississauga's key expectations in 2015 were for the group to: further develop and deliver educational programs and services for all ages with particular emphasis on children and youth; provide horticultural, stewardship, heritage and environmental programs; increase volunteer engagement; establish partnerships with community organizations and businesses

### **Key Performance Results:**

- 22,000 participants engaged in 735 programs in 2015. An increase in program delivery of 21% over 2014
- 1,116 volunteers participated in programming in 2015 versus 930 in 2014; a 20% increase.
- The volunteers provided 24,000 volunteer hours versus 22,464; a 7% increase.
- Monetary value of volunteers: \$576,000, an increase of 7% over 2014.
- The Riverwood Conservancy received \$131,859 in City funding in 2015. The recommendation for 2016 is to maintain the same funding amount as the group met the City's expectations.

## **Volunteer MBC**

This organization is a volunteer centre that fosters and develops volunteerism in the Region of Peel serving the cities of Mississauga, Brampton and the Town of Caledon, by raising awareness of the power of service. The City of Mississauga's key expectations for 2015 were: to increase awareness and participation in the following programs: R.S.V.P (Retired Senior Volunteer Program); Youth - Volunteering Empower Youth to Create Community Change; Newcomer Readiness Program; and EVP - Employee Volunteer Program.

### **Key Performance Results:**

- The RSVP Program resulted in 755 volunteer referrals, an increase of 60% over 2014.
- The Newcomer Readiness Program saw 2,458 volunteer referrals, an increase of 22% over 2014.
- The EVP program had 545 volunteer referrals, an increase of 28% over 2014.
- 409 volunteers engaged at Volunteer MBC, an increase of 19% over 2014.
- Volunteer MBC received \$35,000 in City funding in 2015. The recommendation for 2016 is to maintain the same funding amount as the group met the City's expectations.

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### **St. John's Ambulance**

St. John's Ambulance enables Canadians to improve their health, safety and quality of life by providing training (first aid and CPR training) and community service. The City of Mississauga's key expectations for 2015 were for the group to increase: The number of injuries treated; public events attended; hours of community service performed; requests for service; and to maintain a high level of highly satisfied or satisfied ratings of service.

#### **Key Performance Results:**

- 159 public events attended; an 11% increase over 2014
- 328 patients treated; an increase of 27% over 2014
- 40,859 hours of community service performed
- 159 requests for first aid services (100% coverage response rate), and 98.6% satisfaction rate from the respondents of Survey Monkey surveys.

St. John's Ambulance received \$7,500 in City funding in 2015. The recommendation for 2016 is to maintain the same funding amount as the group meets the City's expectations.

### **Square One Older Adult**

Provides programs to ensure seniors remain active, independent, and engaged in their community, thus bettering their health and well-being. The City of Mississauga's key expectations for 2015 were: A 2% annual increase in program participation numbers; an increase in members' reported physical activity levels through the Centre's programming and activities; Increased revenue generated from new sources.

#### **Key Performance Results:**

- 70,416 visits to all activities (new and recurring);
- 1,814 active members as of March 31, 2015;
- Based on survey result of 1,814 active members: 88% of participants reported higher levels of physical activity;
- 90.5% of participants ranked overall satisfaction with programs and activities as either "good" or "excellent"; and
- The group fundraised \$328,406 or 57.5% of their \$571,051 budget

Square One Older Adult received \$66,393 in City funding in 2015. The recommendation for 2016 is to maintain the same funding amount as the group met the City's expectations.

## Nexus Youth Services

This organization, which operates from the Mississauga Central Library, is a fully accredited mental health agency for youth/young adult between the ages of 14-24. The City of Mississauga's key expectations for 2015 were for the group to: increase the ability of youth to develop and maintain supportive networks and coping mechanisms; manage stress in their lives; build positive social relationships with their peers; and increase their awareness of community resources.

### Key Performance Results:

- 1,867 unique youth visited Nexus Youth Centre (NYC), located in the Mississauga Central Library, over the past year.
- Survey Results administered to over 1,800 youth between April 1st 2014 to March 31st 2015:
  - 84% of participants reported that involvement at NYC was worth their time;
  - 82% of youth reported having made connections through supportive networks;
  - 94% reported having made new friends;
  - 85% have more confidence in their leadership skills;
  - 91% of youth reported they could cope better with stress; and
  - 79% reported having received information about community resources.

Nexus Youth Services received \$40,115 in City funding in 2015. The recommendation for 2016 is to maintain the same funding amount as the group meets the City's expectations.

## Ecosource

This organization focuses on environmental education serving youth, adults, and families. The City of Mississauga's key expectations for 2015 were to increase: the number of new projects, workshops and programs initiated; the number of community members attending events; the number of volunteer hours contributed to projects; the amount of food produced at each garden; the amount of food donated from each garden, i.e. food banks; access to public community food growing spaces in the City; and community awareness of environmental and health impact of food system.

### Key Performance Results:

- Four new community gardens were established and four new educational programs delivered;
- 4,472 people engaged in garden programming at community and teaching gardens;

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- 6,352 volunteer hours related to food growing;
- 3,535 kg of food produced from all community garden plots;
- Over 181 kg of food donated to food banks;
- 136 member plots now available for community gardening; and
- 144 sessions held to raise awareness on growing healthier food, healthy people and healthy environment

Ecosource received \$75,000 in City funding in 2015. The recommendation for 2016 is to maintain the same funding amount as the group met the City's expectations.

### **Annual Recreation and Sport Grant Applicants**

#### **The City received:**

- Ten (10) single-year operating and project grant applications by the October 15, 2015 deadline. Of these 10 grant applications
- Eight (8) were for operating funding and two (2) for project funding.
- Two (2) new groups applied for funding.
- Three (3) applications did not meet the minimum criteria required for funding.

### **Funding Recommendations**

#### **Global 180**

Influence the physical, emotional and relational choices of teenagers through social, recreational programming, youth leadership training, and mentoring. Although this is Global 180's third year applying, they are eligible for project funding due to the difference in the nature of their project.

Staff recommends a project funding of \$5,000 to develop a volunteer leadership training program for secondary school students to become peer mentors to younger students; initial cohort of twelve students to be trained in 2016 and up to 80 youth to be mentored during the length of the project. In the long term the group aims to reach 200 students per semester.

#### **Big Brothers, Big Sisters of Peel**

Inspire and empower children and youth through a wide range of mentoring programs.

Staff recommends funding \$10,000 to support development of seven new recreation partnerships that will impact a minimum of 100 youth living in priority neighbourhoods.

### **Applewood Centre for Adult Learning**

Serve adults with a wide range of intellectual and physical disabilities through structured program of activities focused on social stimulation, fitness and life skills, fostering independence, personal growth and social skills development.

Staff recommends funding \$10,000 for the purchase of sensory equipment for a recreational therapy program for people with autism, severe developmental disabilities, dementia or brain injury.

### **Erin Mills Youth Centre**

Provide community-based services where youth are engaged in activities that lead to their physical, emotional, intellectual and social development.

Staff recommends funding \$5,000 to implement a recreational evening drop-in program for youth in the low-income Ridgeway community. Program will aim to reach 100 unique visits during the length of the project with 15 to 20 youths attending nightly drop-ins.

### **Mississauga Friendship Association**

Facilitate the twinning program between the City of Mississauga and Kariya, Japan, and the continued sharing of culture, sports and friendship.

Staff recommends funding \$10,000 to implement home-stay program activities including a welcome banquet, tour of Mississauga, inter-generational and intercultural activities through Doors Open Mississauga and to implement a student exchange between Kariya Kita High School and Mississauga's Stephen Lewis Secondary School.

### **Cruisers Sports for the Physically Disabled**

Enhance the quality of life for individuals with physical disabilities through sport and recreational activities.

Staff recommends funding \$10,000 to support the hiring of a marketing consultant to develop and implement a strategic marketing plan and develop a new website. Organizational goal is to increase the number of clients in Mississauga by 50% by the year 2017.

### **The Dam**

A safe community for youth and young moms that offers programs that help develop, assist and mentor. The Dam offers both drop-in and outreach programming.

Staff recommends funding \$10,000 to support the expansion of programming at the Dam located in Cooksville, specifically for high risk youth aged 13-19.

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### Non-Recommended Groups

There were three (3) groups that applied for the annual grant that were not recommended. They are depicted in the table below:

Organization	Stated Purpose of Grant	Ration for not Funding
Direct Your Life	Increasing levels of physical activity in youth living in group homes through sport and recreation workshops.	The organization is new and the governance structure needs to be solidified; City staff are providing assistance.
Desperate House Cats Rescue Society	To buy a new version of live traps to humanely rescue cats and dogs; To locate additional foster care homes to reduce the number of rescued cats and dogs in the shelter.	Mandate and stated purpose of project do not meet the grant criteria.
Global 180	Operating Expenses	Received operating funds in 2013 and 2014 and, as stated in the funding guidelines, are not eligible to receive a third consecutive year of operating funding.

### Appeals Process

An applicant may submit an appeal to [community.group@mississauga.ca](mailto:community.group@mississauga.ca) for the Assessment Committee in the case where it can be demonstrated that the information in the application was misunderstood in the assessment process. An appeal must be submitted in writing by the date provided in the letter/notice of recommendation. Groups are advised of the recommendation as soon as possible following the assessments, but no later than early January of the funding year.

The City did not receive any appeals.

### 2016 Community Grants Comprehensive Review

Twenty community groups began the application process but only ten submitted applications. Part of the issue stems from the level of administrative capacity required by groups to complete the Community Grants application. The length of application and amount of detail to be provided may not be commensurate with the amount of funding being disbursed. For this reason, a full and thorough review of the Community Grants Application and Guidelines will be conducted in 2016.

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In addition, a comprehensive review of all multi-year funding agreements will be conducted in 2016. This review will include a review of outcomes and the implementation of a new monitoring tool to measure progress.

2016 Recreation and Sport Grant Program Guidelines and Applications were posted on the Community Group website: [mississauga.ca/communitygroups/grants](http://mississauga.ca/communitygroups/grants) in September 2015. Information about the grant program was disseminated through a number of channels to ensure broad community awareness, including the City website, Facebook and Twitter, local newspaper, direct electronic communication with existing grant clients, and other stakeholders.

Information sessions were offered in September 2015 to provide advice to potential applicants. Sessions were available to the general public by appointment, and all organizations which previously submitted an application were notified of the sessions.

## Financial Impact

In keeping with the City's Community Grant Administration Policy, all 2016 Community Grants have been reviewed by the Finance Division.

This report recommends a total Recreation and Sport Grant Program, Community Grant allocation of \$661,656 with budgeted funding available of \$740,500. \$78,844 is unallocated as per the proposed reduction of Safe City.

This report recommends a total Environment Grant Program, Community Grant allocation of \$75,000 with budgeted funding available of \$75,000.

Groups receiving grants of less than \$20,000 will receive their allocation for the total amount awarded approximately one month following final approval, unless other specific conditions are recommended and approved by Council. For grants of \$20,000 or more, seventy-five percent (75%) of the total award will be provided approximately one month following final approval. Twenty-five per cent (25%) will be held back until the group has provided audited financial statements to verify that the monies expended in the previous year were spent according to Council's intent.

Appendix 1 provides a summary of the recommended Recreation and Sport Grant allocations, based on the 2016 budget.

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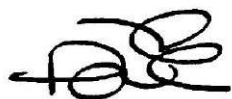
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## Conclusion

Through the provision of grants, municipalities support the growth and development of neighbourhoods within their communities. Through its recreation and sport granting programs, and environmental granting program, the City of Mississauga is building professionalism, accountability, and sustainability within the local neighbourhood and community.

## Attachments

Appendix 1: Recommended Grant Allocation- 2016 Community Grant Program



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

Prepared by: Astrid Jacques, Grants Funding Coordinator, Sponsorship & Corporate Development



	Name of Organization	Stated purpose of grant (on grant application)	2015 Grant Rec'd	2016 Recommendation	Recommended 2016 Grant (A+B)	Rent withheld by City (A)	Grant Award (B)	First Payment 75% (minus rent) or <20K	Second payment - 25%
<b>MULTI-YEAR GRANTS</b>									
1	Safe City Mississauga	Operations	\$ 318,075	\$ 235,789	\$ 235,789	\$ 17,854	\$ 217,935	\$ 163,451	\$ 54,484
2	Mississauga Sports Council	Operations	\$ 85,000	\$ 85,000	\$ 85,000	\$ 13,205	\$ 71,795	\$ 53,846	\$ 17,949
3	The Riverwood Conservancy	Operations	\$ 131,859	\$ 131,859	\$ 131,859	\$ 9,040	\$ 122,819	\$ 92,114	\$ 30,705
4	Volunteer MBC	Operations	\$ 35,000	\$ 35,000	\$ 35,000	\$ -	\$ 35,000	\$ 26,250	\$ 8,750
5	St John Ambulance	Operations	\$ 7,500	\$ 7,500	\$ 7,500	\$ -	\$ 7,500	\$ 5,625	\$ 1,875
6	Square One Older Adult Centre	Operations	\$ 66,393	\$ 66,393	\$ 66,393	\$ -	\$ 66,393	\$ 49,795	\$ 16,598
7	Nexus Youth Services	Operations	\$ 40,115	\$ 40,115	\$ 40,115	\$ 40,115	\$ -	\$ -	\$ -
8	Ecosource	Operations	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	\$ 75,000	\$ 56,250	\$ 18,750
<b>SUB-TOTAL MULTI-YEAR</b>			<b>\$ 758,942</b>	<b>\$ 676,656</b>	<b>\$ 676,656</b>	<b>\$ 80,214</b>	<b>\$ 596,442</b>	<b>\$ 447,332</b>	<b>\$ 149,111</b>

	Name of Organization	Stated purpose of grant (on grant application)	2015 Grant Rec'd	2016 Recommendation	Recommended 2016 Grant (A+B)	Rent withheld by City (A)	Grant Award (B)	First Payment	Second payment
<b>TOTAL RECOMMENDED FUNDING OPERATING/PROJECT</b>									
9	Global 180 Student Communication Inc	Expenses associated with new <i>project</i>	\$ 6,200	\$ 5,000	\$ 5,000	\$ -	\$ 5,000	\$ 5,000	N/A
10	Big Brothers, Big Sisters of Peel	Expenses associated with <i>operations</i> and <i>programs</i>	\$ -	\$ 10,000	\$ 10,000	\$ -	\$ 10,000	\$ 10,000	N/A
11	Applewood Centre for Adult Learning	Expenses associated with <i>operations</i> and <i>programs</i>	\$ 6,500	\$ 10,000	\$ 10,000	\$ -	\$ 10,000	\$ 10,000	N/A
12	Erin Mills Youth Centre	Expenses associated with new <i>programming</i>	\$ 10,000	\$ 5,000	\$ 5,000	\$ -	\$ 5,000	\$ 5,000	N/A
13	Mississauga Friendship Association	Expenses associated with <i>operations</i> and <i>programs</i>	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ 10,000	\$ 10,000	N/A
14	Cruisers Sports for Physically Disabled	Expenses associated with <i>operations</i> and <i>programs</i>	\$ 5,000	\$ 10,000	\$ 10,000	\$ -	\$ 10,000	\$ 10,000	N/A
15	The Dam	Expenses associated with <i>operations</i> and <i>programs</i>	\$ -	\$ 10,000	\$ 10,000	\$ -	\$ 10,000	\$ 10,000	N/A
<b>SUB-TOTAL OPERATING/PROJECT</b>			<b>\$ 37,700</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	
<b>TOTAL 2016 RECOMMENDATIONS</b>			<b>\$ 796,642</b>	<b>\$ 736,656</b>	<b>\$ 736,656</b>	<b>\$ 80,214</b>	<b>\$ 656,442</b>	<b>\$ 507,332</b>	<b>\$ 149,111</b>

	Name of Organization	Stated purpose of grant (on grant application)	2015 Grant Rec'd	2016 Reccomendation	Recommended 2016 Grant (A+B)	Rent withheld by City (A)	Grant Award (B)	First Payment - 75% (minus rent) or <20K	Second payment - 25%
NOT FUNDED									
OPERATING/PROJECT									
1	Direct Your Life	Operations( <i>new org need to solidify governance structure</i> )	\$ 10,000	\$ -	\$0.00	\$ -	\$0.00	\$0.00	N/A
2	Desperate House Cats Rescue Society	Project funding( <i>doesn't fit mandate therefore ineligible</i> )	\$ 5,000	\$ -	\$0.00	\$ -	\$0.00	\$0.00	N/A
3	Global 180	Not eligible asking for operational funding for a 3rd year.	\$ 10,000	\$ -	\$0.00	\$ -	\$0.00	\$0.00	N/A
TOTAL REQUESTS NOT FUNDED			\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# Corporate Report



Date: 2016/01/18  To: Chair and Members of General Committee	Originator's files:  FA.49.643-15
From: Gary Kent, Commissioner of Corporate Services and Chief Financial Officer	Meeting date:  2016/02/03

## Subject

**Formal Bid Protest – 2220742 Ontario Ltd. O/A Bronte Construction (“Bronte Construction”) regarding disqualification of Bronte Construction’s bid submitted in response to Request for Tender for Eastgate Stormwater Management Facility Maintenance Works (SWM #2601) Sediment Dredging, Procurement No. FA.49.643-15 (Ward 3)**

## Recommendation

1. That the report of the Commissioner of Corporate Services and Chief Financial Officer dated January 18, 2016 entitled “Formal Bid Protest – 2220742 Ontario Ltd. O/A Bronte Construction (“Bronte Construction”) regarding disqualification of Bronte Construction’s bid submitted in response to Request for Tender for Eastgate Stormwater Management Facility Maintenance Works (SWM #2601) Sediment Dredging, Procurement No. FA.49.643-15 (Ward 3) be received for information.
2. That the bid received from Bronte Construction be disqualified on grounds that the Bronte Construction bid contains prices that are not representative of the scope of work for two sections of work and Bronte Construction lacks similar project experience.

## Report Highlights

- The City issued a Request for Tender (RFT) for Eastgate Stormwater Management Facility Maintenance Works and received 5 bids. Bronte Construction submitted the lowest bid.
- The bid was evaluated in accordance with City Policies and the Instructions to Bidders included in the RFT.
- The bid was deemed by staff to contain prices that are not representative of the scope of work for two sections of work and the references provided by Bronte Construction did not

demonstrate similar project experience. Staff considered that these issues combined represented significant risks to the City and that the contract should not be awarded to Bronte Construction.

- The bid was disqualified in accordance with the “City Rights Reserved” clause included in the RFT. Bronte Construction was provided with the City’s standard three-day period in which to raise questions or concerns.
- Miller Thomson LLP acting on behalf of Bronte Construction has registered a Formal Bid Protest.

## Background

A Request for Tender (RFT) for Eastgate Stormwater Management Facility Maintenance Works (SWM#2601) Sediment Dredging, Procurement No. FA.49.643-15 was publicly advertised. The scope of work for the contract includes installation and maintenance of temporary erosion and sediment control devices, dewatering and removal of sediment, drying and disposal off-site of sediment, reconstruction of the low flow outlet, flushing of outlet control structure, removal of urban debris and site restoration. The site is accessed through privately owned lands and requires regard for existing storm sewers, regional sanitary sewer and neighbouring utilities. The estimated contract value is \$700,000.

Bidding closed on November 24<sup>th</sup>, 2015. Five bids were received, as follows:

Bidder	Bid Amount
Bronte Construction (2222742 Ontario Ltd.)	\$506,720.00
Sierra Excavating Enterprises Inc.	\$605,250.00
New Alliance Ltd.	\$647,000.00
CRL Campbell Construction & Drainage Ltd.	\$736,917.50
Dynex Construction Inc.	\$830,231.00

All bids were evaluated in accordance with the City’s Policy 03-06-02 *Bid Openings and Bid Irregularities – Publicly Advertised High Value Acquisitions*. No bids were rejected for irregularities. The Bronte Construction bid was the lowest bid received.

Staff then conducted an in depth evaluation of the Bronte Construction bid in accordance with the City’s Policy 03-06-02 *Bid Awards and Bid Protests* and as described in the RFT’s Instructions to Bidders.

Staff identified two issues with the Bronte Construction bid:

Bid Price:

A detailed evaluation of the bid prices by section of work was conducted by engineering staff in the Transportation and Works department. This evaluation indicated that the Bronte Construction bid contains unit prices that are extremely low for two items of work:

Item of Work	City's Estimated Price	Average Bid Price	Bronte Construction's Price
Section A. Item 6 Site Access, Mud Mat, and Staging Areas	\$ 30,500.00	\$ 36,577.50	\$ 2,300.00
Section A. Item 8 Dewatering Works	\$ 43,370.00	\$ 73,313.00	\$ 15,000.00

Staff concluded and continue to assert the position that the Bronte Construction bid prices are not representative of the scope of work and that it is not possible to perform these items of work for the prices bid. See Appendix 1, Price Analysis, for further details. This is a unit price contract. Each of the above-noted items of work is a unit. There is no legitimate ability to pay more than the bid price for these items. Contractors are required to perform the work and provide materials as specified in the RFT, no alternates are allowed. Labour is a considerable component of the requirements. The work requires crews to operate equipment and perform physical labour by the hour; there are no shortcuts or alternate solutions to carrying out these manual tasks.

Similar Project Experience:

Staff requested three references from Bronte Construction which were provided on November 27<sup>th</sup> 2015. Staff contacted all three references. The references described the value and scope of the work performed for them by Bronte Construction. Staff determined that the reference projects were not adequately similar to the subject project. Staff concluded and continue to assert the position that Bronte Construction lacks similar project experience. See Appendix 2, Reference Project Comparison, for further details.

Staff concluded that these issues combined represent significant risks to the City. Risks associated with low bids include poor workmanship and performance issues, longer term maintenance issues, inferior materials, potential for change orders and project delays. For this project there are further potential risks of environmental impacts and damage to utilities and private lands. In this case, the work cannot be done for the prices bid carrying potential additional risks of inability to properly pay crews and suppliers. Also, the two underbid items are part of Section 'A' Site Preparation, which is the first component of the work, leading to potential early problems that could hinder project progress.

Staff proceeded to disqualify the Bronte Construction bid in accordance with the “City Rights Reserved” privilege clause included in the RFT, the most relevant of which are:

- The lowest or any tender may not necessarily be accepted
- The City also reserves the right to reject tenders for any of the following reasons:
  - (f) in the opinion of the City the bidder does not possess the qualifications or necessary ability to complete the work.

The City notified Bronte Construction of their disqualification, in writing, on December 8<sup>th</sup>, 2015. The notification letter was issued by the Manager, Materiel Management, describing the reasons for disqualification, and providing Bronte Construction with the opportunity to raise any questions or concerns by 4:00 p.m. on Friday, December 11<sup>th</sup>, 2015.

A letter was received at 3:00 p.m. on December 11<sup>th</sup>, 2015 from Bronte Construction’s representative Miller Thomson LLP, objecting to the City’s actions in disqualifying Bronte Construction.

Staff responded on December 16<sup>th</sup>, 2015 providing additional information and continuing to assert its position. The letter advised that “We have refrained from making the award in order to respond to your letter; the City will proceed with the notice of award on December 21<sup>st</sup>, 2015” effectively providing a further opportunity for rebuttal.

Bronte Construction’s representative Miller Thomson LLP wrote to Legislative Services on December 18<sup>th</sup>, 2015 registering a Formal Bid Protest.

## Present Status

Bronte Construction is scheduled to make a deputation before General Committee on February 3<sup>rd</sup>, 2016. This report summarizes staff’s position as allowed in the City’s Policy 03-06-08 *Bid Awards and Bid Protests*. Award of the contract remains on-hold pending the outcome of the Formal Bid Protest.

## Comments

Miller Thomson, acting on behalf of Bronte Construction, has provided the City with its “Grounds/Issues for the Formal Bid Protest of Bronte Construction” as Schedule “A” to its December 18<sup>th</sup>, 2015 letter, which is attached as Appendix 3 to this report. These grounds/issues are unsubstantiated. In staff’s view many of these issues can be consolidated. Staff requested a conference call to clarify certain issues and discuss consolidating similar issues. Miller Thomson, acting on behalf of Bronte Construction, declined staff’s request. Staff have grouped similar issues together to minimize repetition and prepared a detailed response. See Appendix 4, City Response to Bronte Construction Issues.

This matter has been reviewed by the City’s Legal Counsel, who is of the opinion that the privilege clause contained in section 9 of the RFT permits the City to disqualify Bronte Construction’s bid on the basis that: (a) Bronte Construction lacks similar project experience;

and (b) the prices quoted for Section A, Items 6 and 8, are not representative of the scope of work.

The statement, “the lowest or any tender may not necessarily be accepted”, contained in section 9 of the “City Rights Reserved” clause permits the City to take a more nuanced view of costs than just the prices quoted in the bid. This statement permits City staff to consider not only the amount of the bid, but also factors that impact the ultimate cost of the project, including the contractor’s experience, capability, financial resources, claims history, references, workmanship, and whether the bid is realistic in the circumstances of the project. The City is not obligated to accept a bid that is simply priced low, nor is it obligated to accept a bid that it deems unacceptable. This interpretation is consistent with the Supreme Court of Canada’s decision in *M.J.B. Enterprises Ltd. v Defence Construction (1951) Ltd.*, [1999] 1 S.C.R. 619.

Furthermore, the City does not have a duty to investigate whether the bidder will actually do what was promised in their bid. In order to ensure that all bidders are treated equally and fairly, the City can only assess bids on the basis of what is submitted by the bidder, and not assess bids on the basis of subsequently discovered information. This line of reasoning is consistent with the Supreme Court of Canada decision in *Double N Earthmovers Ltd. v Edmonton (City)*, [2007] 1 S.C.R. 116.

## Financial Impact

There is no direct financial impact as a result of the Formal Bid Protest. Award of the eventual contract will be made in accordance with the Purchasing By-law #374-2006.

## Conclusion

A bid was received from Bronte Construction, which contains pricing that is not representative of the scope of work for two sections of work. Bronte Construction also lacks similar project experience. These issues represent risks to the City. Following a detailed review of the bid prices and reference checking, the Bronte Construction bid was disqualified in accordance with the “City Rights Reserved” clause included in the Request for Tender. Miller Thomson LLP, acting on behalf of Bronte Construction, has registered a Formal Bid Protest. Staff continues to assert its position that Bronte Construction is not in a position to properly implement the contract and therefore should not be considered for contract award. This report summarizes staff’s position for General Committee’s information.

General Committee

January 18, 2016

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Originators files: FA.49.643-15

## Attachments

Appendix 1: Price Analysis

Appendix 2: Reference Project Comparison

Appendix 3: Schedule "A" Grounds/Issues for the Formal Bid Protest of Bronte Construction

Appendix 4: City Response to Bronte Construction Issues



Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Erica Edwards, Manager, Materiel Management, External Services



**Price Analysis  
Bid Prices vs. Estimates**

Item No.	Item Name	Bronte Construction Bid Price	2nd Lowest Price	Average Price of other Bidders	City's Estimate	Consultant's Pre-tender Price Estimate For Budget Purpose
Section A. Item 6	Site Access, Mud Mat, and Staging Areas	\$2,300.00	\$26,150.00	\$36,577.50	\$30,500.00	\$25,000.00

**Note:** Bronte Construction's price is 8.79% of the 2nd lowest price. 6.28% of the average price of other bidders. The consultant's budgetary price was provided in Oct. 2015, and the scope of work was revised slightly before issuing the RFT in November 2015.

Item No.	Item Name	Bronte Construction Bid Price	2nd Lowest Price	Average Price of other Bidders	City's Estimate	Consultant's Pre-tender Price Estimate For Budget Purpose
Section A. Item 8	Dewatering Works	\$15,000.00	\$35,000.00	\$73,313.00	\$43,370.00	\$40,000.00

**Note:** Bronte Construction's price is 42.86% of the 2nd lowest price, and 20.46% of the average price of other bidders. The consultant's budgetary price was provided in Oct. 2015, and the scope of work was revised slightly before issuing the RFT in November 2015.

<b>Reference Project Comparison</b>
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References	Scope of Work	Scale/Construction Duration	Estimated Value	Notes
City Project (Eastgate Stormwater Management Pond Rehabilitation Project)	Large wet stormwater management pond rehabilitation	Large, 2-3 month construction duration (40 working days)	\$680,000	To properly restore private land, to protect the existing storm and sanitary sewers, utilities, and watercourses, to efficiently use very limited drying areas and staging areas, to prevent upstream flooding, to avoid damage to hydro corridor and oil pipe lines close to the site, for site safety and public safety, to keep city streets clean, the work must be completed in phases to meet all design requirements.
City of Burlington	Small wet pond maintenance and landscaping work	Small	\$60,000	Not comparable to the scale and nature of the City's project
Town of Oakville	Maintenance work on 5 small ponds	Small (work on each pond was completed within one month)	The total value over a 4-year period is close to \$1 million	No single pond comparable to the scale and nature of the City's project
City of Kitchener	Dry swm pond retrofit project	Medium to large scale earth excavation work	\$500,000	This dry pond is not comparable to the nature of our wet pond rehabilitation project.

<b>Bronte Construction lacks successful experience in large wet stormwater management pond rehabilitation projects.</b>
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**SCHEDULE "A"**  
**GROUND/ISSUES FOR THE FORMAL BID PROTEST OF BRONTE CONSTRUCTION**

**Request for Tender for Eastgate Stormwater Management Facility  
Maintenance Works (SWM #2601) Sediment Dredging  
Procurement No. FA.49.643-15**

1. The City of Mississauga (the "City") failed to comply with the evaluation process in accordance with City Policy 03-06-08.
2. The City improperly, incorrectly and inappropriately concluded that the bid of Bronte Construction was not representative of the required scope of work.
3. The City improperly concluded that the bid of Bronte Construction should be rejected because it was lower than other bids.
4. The City improperly found and concluded that Bronte's bid was excessively low for two (2) sections of the work.
5. The City improperly rejected the bid of Bronte Construction without proper evaluation and investigation to determine if the price was reasonable and could save the City a significant amount.
6. The City's failure, in the evaluation process, to recognize differing elements of pricing comprising the tender price.
7. The City improperly found and concluded that Bronte Construction did not have the requisite experience.
8. The failure of the City to afford Bronte Construction an opportunity to rebut any unacceptable references which the City may have obtained (Bronte Construction has been told the references supported its ability and experience to undertake the project).
9. The rejection of the Bronte Construction tender was for reasons other than those stated in the City's letter dated December 8, 2015.
10. The City acted unfairly and evidenced a lack of good faith in evaluating the bids and rejecting the bid of Bronte Construction.
11. The City acted improperly in rejecting the Bronte Construction bid when it met all of the stated criteria.
12. The City erred and acted improperly in failing to accept the Bronte Construction bid which was the lowest and met the stated criteria.
13. The City disqualified the fully compliant bid of Bronte Construction in favour of a bid which was higher.

**SCHEDULE "A"**  
**GROUND/ISSUES FOR THE FORMAL BID PROTEST OF BRONTE CONSTRUCTION**

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Maintenance Works (SWM #2601) Sediment Dredging  
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8. The failure of the City to afford Bronte Construction an opportunity to rebut any unacceptable references which the City may have obtained (Bronte Construction has been told the references supported its ability and experience to undertake the project).
9. The rejection of the Bronte Construction tender was for reasons other than those stated in the City's letter dated December 8, 2015.
10. The City acted unfairly and evidenced a lack of good faith in evaluating the bids and rejecting the bid of Bronte Construction.
11. The City acted improperly in rejecting the Bronte Construction bid when it met all of the stated criteria.
12. The City erred and acted improperly in failing to accept the Bronte Construction bid which was the lowest and met the stated criteria.
13. The City disqualified the fully compliant bid of Bronte Construction in favour of a bid which was higher.

## Key Issues Summary

### Consolidation of Schedule A Grounds/Issues for the Formal Bid Protest of Bronte Construction

Sch. A Issue #	Key Issue: Policy Compliance
1	<p><b><i>The City of Mississauga (the “City”) failed to comply with the evaluation process in accordance with City Policy 03-06-08.</i></b></p> <p><i>Note: Staff requested Bronte Construction’s representative, Miller Thomson LLP, to point to the specific section/ paragraph of the Policy upon which it relied in making its allegation, but this information was not provided.</i></p> <p><u>Staff Response:</u></p> <p>The bid received from Bronte Construction contained no major irregularities, as defined in City Policy 03-06-08 “Bid Awards and Bid Protests”. Staff then continued to evaluate the Bronte Bid in depth in accordance with Policy 03-06-08, which states:</p> <p><i>Bids with no major irregularities are evaluated in depth by comparing each Bid to the requirements in the Bid Request. In determining which Bid or Bids will result in an Award, consideration will first be given to compliant Bids based on the criteria for Award specified in the Bid Request. If no criteria are identified (e.g. when tenders have been called), then consideration will be given based on the lowest priced submission (not including prices for optional items).</i></p> <p>This procurement was a Request for <b>Tender</b> (emphasis added) and did not identify criteria, but it did state the following:</p> <p><i>Bidders must have the necessary qualifications and the ability (capacity, experience, financial and material resources, personnel and skills) to do the work in the City’s judgement and may be required to provide further proof as to their ability or that of their sub-contractors.</i></p> <p><i>Bidders will be notified if their bid is incomplete, obscure or ambiguous, or if they are not deemed to have sufficient ability to perform the work. They will be given an opportunity to clarify their information. However, they will not be permitted to alter their information.</i></p> <p>Policy 03-06-08 also states:</p> <p><i>Reference checks of Bidders may be conducted, with guidance and support of the Buyer. The City may reject Bids received from Bidders from whom unacceptable references have been obtained. In this event, the Manager <b>should</b> (emphasis added) provide the Bidder an opportunity for rebuttal before taking action to reject the Bid. The City shall have the right to determine the Award and may rely on information from any source in making its decision.</i></p>

	<p>Providing the bidder with an opportunity to rebut unacceptable references is not mandatory, rather it is at the discretion of the Manager. The Bronte Construction bid was considered and it was found to contain two significant areas of concern (excessively low prices for two line items and lack of experience with large wet pond projects) and was therefore deemed unacceptable on two counts, not just lack of acceptable references. However, the notice of disqualification letter to Bronte Construction, which described the reasons for disqualification, was issued by the Manager, Materiel Management on December 8<sup>th</sup>, 2015 and concluded with the following statement: <i>"if you have any questions or concerns regarding the foregoing, you must contact me, in writing, no later than 4:00 p.m. on Friday, December 11<sup>th</sup>, 2015."</i> Therefore, Bronte Construction was given opportunity for rebuttal and/or clarification of its information.</p> <p>Since Bronte Construction's first letter, through its representative, was received at 3:00 p.m. on December 11<sup>th</sup>, 2015, staff can only assume that they understood the significance of the deadline and the reason for providing it.</p>
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Sch. A Issue #	Key Issue: Staff Conclusions Regarding Bronte Construction's Bid Price
2	<p data-bbox="313 268 1443 342"><b><i>The City improperly, incorrectly and inappropriately concluded that the bid of Bronte Construction was not representative of the required scope of work.</i></b></p> <p data-bbox="313 363 505 394"><u>Staff Response:</u></p> <p data-bbox="313 436 1443 510">Staff undertook a detailed review of the bid prices, by section of work. Refer to Appendix 1 "Price Analysis" for further pricing details.</p> <p data-bbox="313 541 1443 615">Staff's detailed review indicated that Bronte Construction's bid was extremely low for 2 items of work:</p> <ul data-bbox="362 646 1443 867" style="list-style-type: none"> <li>• Section A. Item 6 Site Access, Mud Mat, and Staging Areas: Bronte Construction's price is \$2,300.00. The City's estimate is \$30,500.00 and the average bid price is \$36,577.50</li> <li>• Section A. Item 8 Dewatering Works: Bronte Construction's price is \$15,000.00. The City's estimate is \$43,370.00 and the average bid price is \$73,313.00</li> </ul> <p data-bbox="313 898 1443 1014">Staff concluded, and continues to assert the position, that Bronte Construction's bid prices are not representative of the scope of work and that it is not possible to perform these items of work for the prices bid.</p>
3	<p data-bbox="313 1045 1443 1119"><b><i>The City improperly concluded that the bid of Bronte Construction should be rejected because it was lower than other bids.</i></b></p> <p data-bbox="313 1150 505 1182"><u>Staff Response:</u></p> <p data-bbox="313 1224 1443 1402">The bid was rejected because the prices submitted for 2 sections of the work were not representative of the scope of work. Bronte Construction's bid was significantly lower than staff's estimate and the estimate of the City's external consultant. The prices of other bidders are considered as an indicator of market conditions and for comparison in bid analyses but are not relied upon solely in making award determinations.</p>
4	<p data-bbox="313 1434 1443 1507"><b><i>The City improperly found and concluded that Bronte's bid was excessively low for two (2) sections of the work.</i></b></p> <p data-bbox="313 1539 505 1570"><u>Staff Response:</u></p> <p data-bbox="313 1612 557 1644">See Issue # 2 above.</p>

Sch. A Issue #	Key Issue: Bronte Construction Bid Compliance
12	<i>The City erred and acted improperly in failing to accept the Bronte Construction bid which was the lowest and met the stated criteria.</i>
13	<i>The City disqualified the fully compliant bid of Bronte Construction in favour of a bid which was higher.</i>
	<p><u>Staff Response:</u></p> <p>The Bronte Construction bid was not compliant with the City's requirements as stated in the Instructions to Bidders, described under Issue # 1 above.</p> <p>Staff's letter to Bronte Construction through its representative, Miller Thomson, dated December 16<sup>th</sup>, 2015, advised the following:</p> <p>The Instructions to Bidders, section 9, titled "City Rights Reserved", states that "the lowest or any tender may not necessarily be accepted" and that "the City has the right to reject any tender." This discretion permits the City to take a more nuanced view of costs than the prices quoted in the bid. Staff not only considers the amount of the bid, but also factors including the contractor's experience, capability, financial resources, claims history, references, workmanship, and whether the bid is realistic in the circumstances of the project. The City is not obligated to accept a bid that is simply priced low, nor is it obligated to accept a bid that it deems unacceptable. The City's evaluation of Bronte Construction's bid was governed by such factors, which impact the ultimate cost of the project. This interpretation is consistent with the Supreme Court of Canada's decision in <i>M.J.B. Enterprises Ltd. v Defence Construction (1951) Ltd.</i>, [1999] 1 S.C.R. 619.</p>



Sch. A Issue #	Key Issue: Evaluation of Bid Price
5	<b><i>The City improperly rejected the bid of Bronte Construction without proper evaluation and investigation to determine if the price was reasonable and could save the City a significant amount.</i></b>
10	<b><i>The City acted unfairly and evidenced a lack of good faith in evaluating the bids and rejecting the bid of Bronte Construction.</i></b>
	<p><u>Staff Response:</u></p> <p>As described in item #2 above staff conducted a thorough evaluation of the Bronte Construction Bid prices.</p> <p>The City is not required to investigate whether a bidder will actually do what was promised in their bid. In order to ensure that all bidders are treated equally and fairly, the City can only assess bids on the basis of what is submitted by the bidder, and not assess bids on the basis of subsequently discovered information. This line of reasoning is consistent with the Supreme Court of Canada decision in <i>Double N Earthmovers Ltd. v Edmonton (City)</i>, [2007] 1 S.C.R. 116. Post bid closing neither Bronte Construction nor staff have any ability to alter bid prices. During the opportunities to raise any questions or concerns Bronte Construction did not offer any evidence as to how savings would result or how the work could be done for the prices bid.</p> <p>Low bids do not necessarily result in savings. Excessively low bids have potential to lead to risks of poor workmanship and performance issues, long term maintenance issues, inferior materials, change orders and project delays. In this case, the work cannot be done for the prices bid carrying potential additional risks of inability to properly pay crews and suppliers. Also, the two underbid items are part of Section 'A' Site Preparation, which is the first part of the work, leading to potential problems from the start.</p> <p>Under these circumstances, it is highly unlikely that any savings would result; it is far more likely that additional costs to the City and other stakeholders will be incurred.</p> <p>Should the City decide to award the contract to Bronte Construction, there is potential for claims of unfairness from the other bidders on ground that the contract is not being awarded as specified in the RFT.</p>

6	<b><i>The City's failure, in the evaluation process, to recognize differing elements of pricing comprising the tender price.</i></b>
	<p><u>Staff response:</u></p> <p>It is important to note that this is a unit price contract. Each of the items of work described under item # 2 above is a unit. Staff would have no ability to pay more than the unit prices bid by Bronte Construction for these items of work, if it is awarded the contract. Bidders are required to perform the work and provide materials as specified in the RFT. Accepting alternate materials or methods of performing the work or paying Bronte Construction any more than the prices they bid would not be permitted under the terms of the contract.</p> <p>Furthermore, labour is a considerable component of the requirements. The work requires crews to operate equipment and perform physical labour by the hour; there are no shortcuts or alternate solutions to carrying out these manual tasks.</p>

Sch. A Issue #	Key Issue: Bronte Construction's Experience and References
7	<b><i>The City improperly found and concluded that Bronte Construction did not have the requisite experience.</i></b>
8	<b><i>The failure of the City to afford Bronte Construction an opportunity to rebut any unacceptable references which the City may have obtained (Bronte Construction has been told the references supported its ability and experience to undertake the project).</i></b>
	<p><u>Staff Response:</u></p> <p>Bronte Construction was requested by the City to provide three references for similar projects, which it did. Staff contacted all three references; the references described the value and scope of the work performed for them by Bronte Construction and staff determined that the reference projects were not adequately similar to the subject project. See Appendix 2 "Reference Project Comparison" for further information.</p> <p>During the opportunities to raise any questions or concerns, Bronte Construction did not offer any additional references nor did it provide any tangible evidence of its ability. Bronte Construction's representative commented (separately) that Bronte Construction is bonded. However, due diligence to determine the acceptability of a bidder for a particular contract resides with the City, not with the bonding company.</p>

Sch. A Issue #	Key Issue: Rejection was for Other Reasons
9	<b><i>The rejection of the Bronte Construction tender was for reasons other than those stated in the City's letter dated December 8, 2015.</i></b>
	<p><i>Note: Staff requested Bronte Construction, through its representative, to specify the "reasons other" to which they are alluding. The following response was provided in an email dated January 8<sup>th</sup>, 2016: "We also understand that our client's bid on a prior contract was rejected for reasons it questioned. We understand that Bronte Construction was advised it would be given a fair opportunity when it next bid."</i></p> <p><u>Staff Response:</u></p> <p>Each bid resulting from any procurement process is evaluated in accordance with policy and the instructions to bidders included in the bid request document.</p> <p>Previously, Bronte Construction bid on Procurement No. FA.49.449-15 Rehabilitation of Dundas Street East Culvert over Little Etobicoke Street/Dundas Street West Culvert over Loyalist Creek; a project valued at \$2,000,000. Bronte Construction was the lowest bidder, with acceptable prices. They were required to provide a minimum of two references for projects with a value of approximately \$2,000,000.00 which they failed to do. Bronte Construction was provided with the City's standard notice of bid disqualification and given the City's standard three day period to raise any questions or concerns. Bronte Construction met with staff and argued that the project was, in their opinion, two projects which, if the City were to view it that way, Bronte Construction was qualified. However, it was not specified as two separate projects and staff had no ability to change its requirements nor did it want to do so. In any case, none of Bronte Construction's references were similar to even a portion of the requirements. Bronte Construction was unsuccessful in their argument and the bid was disqualified for lack of similar project experience.</p> <p>Staff take exception to Bronte Construction's representative's remark as it implies that Bronte Construction had reason to expect special opportunity and that by conceding to staff's position, they somehow had a bargaining chip for future contracts - this is incorrect and highly inappropriate.</p> <p>Bronte Construction has previously been awarded three City contracts:</p> <p>Proc. No. FA.49.277-13 Sheridan Creek Erosion Control, in the amount of \$160,803.  Proc. No. FA.49.283-13 Pedestrian Bridge at Garnetwood Park, in the amount of \$137,800.  Proc. No. FA.49.157-15 Credit River Reach 12 Erosion Control, in the amount of \$408,640.</p> <p>In each case, Bronte Construction was the lowest acceptable bidder.</p>

Sch. A Issue #	Key Issue: City Acted Improperly
11	<i>The City acted improperly in rejecting the Bronte Construction bid when it met all of the stated criteria.</i>
	<u>Staff Response:</u>  As noted in the points above, the City complied with its policies and implied duties in evaluating and rejecting Bronte's Bid.

# City of Mississauga

# Corporate Report



Date: January 18, 2016	Originator's files:
To: Chair and Members of General Committee	
From: Gary Kent, Commissioner of Corporate Services and Chief Financial Officer	Meeting date:  2016/02/03

## Subject

**“Code & The City” an Open Data Hackathon Event**

## Recommendation

That the report of the Commissioner of Corporate Services and Chief Financial Officer dated January 18, 2016 and entitled “Code & The City” an Open Data Hackathon Event be received for information.

## Report Highlights

- The City of Mississauga was an early adopter of Open Data with the launch of Mississauga Data in March 2010 on the City's website ([www.mississauga.ca](http://www.mississauga.ca)).
- The City will launch its first ever Open Data hackathon event tied to International Open Data Day March 5, 2016 to create greater awareness and engagement with the community.
- The City of Mississauga is hosting the “Code & The City” hackathon event in partnership with Sheridan College, I-CUBE (University of Toronto Mississauga) and Open Data Institute Toronto.
- Participants for the event on Saturday will be pre-registered through the Eventbrite system and we are anticipating between 75 and 100 event participants that will be comprised of post-secondary students and application developers from the Tech Sector.
- Sponsorship and participation in the event will also be a key ingredient with several Tech Sector companies such as Microsoft, Apple, Samsung, SOTI and others, who will provide technical support and expertise as well as sponsorship to the event.
- The event day project team is finalizing the theme that will be the focus during the Idea Jam and development of Apps and solutions. There will be a strong component that relates to Transportation, Public Engagement and Events such as Canada 150 as well as City Services.

- A Communications Plan has been prepared which focuses on promoting the City of Mississauga as an Open and Transparent municipality through the use of Open Data and engaging the public to create an open dialog to promote solutions around civic engagement.

## Background

The City of Mississauga was an early adopter of Open Data with the launch of Mississauga Data in March 2010 on the City's website ([www.mississauga.ca](http://www.mississauga.ca)).

The Policy Planning Division published Open Data sets relating to urban planning statistical data: population, demographics, census, development monitoring/activity, growth forecasts, housing, employment, office, land use, vacant lands and the environment.

The Corporate Policy and Procedure – Open Data Program, was presented to the Leadership Team on June 11, 2015 and approved by Council at the General Committee on June 17, 2015.

The Open Data Community of Practice inventoried a total of 200+ datasets that exist throughout the Corporation of the City of Mississauga.

## Comments

The City will launch its first ever Open Data hackathon event tied to International Open Data Day March 5, 2016 to create greater awareness and engagement with the community. The event will start the evening of Friday, March 4, 2016 including an event Kick Off and Hackathon forum the following morning and evening on Saturday, March 5, 2016.

The following describes the event details:

### **Code & The City - Kickoff**

- Friday, March 4, 2016 – 6:00 to 8:00 pm
- Mississauga Civic Centre cBanquets 12<sup>th</sup> floor
- Check In / Reception 6:00 pm
- Opening Remarks 6:30 pm
- Code & The City Event Overview / Networking

### **Code & The City – Event**

- Saturday, March 5, 2016 – 8:00 am to 8:00 pm
- Sheridan College Mississauga Campus (HMC)
- Check In / Reception & Refreshments - 8:00 am
- Opening Remarks - 9:00 am

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- Idea Jam - 9:30 am to 6:00 pm (concurrent)
- Vendor Marketplace – 11:00 am to 1:00 pm
- Open Workshops – 1:30 pm to 3:30 pm
- Idea Jam Working Pizza Dinner – 5:00 pm
- Judging – 6:00 pm to 7:00 pm
- Awards / Closing Remarks 7:30 pm to 8:00 pm

The City of Mississauga is hosting the “Code & The City” hackathon event in partnership with Sheridan College, I-CUBE (University of Toronto Mississauga) and Open Data Institute Toronto. The partnership demonstrates great collaboration between municipal government, post-secondary institutions, and innovation and industry leaders.

Participants for the event on Saturday will be pre-registered through the Eventbrite system and we are anticipating between 75 and 100 event participants that will be comprised of post-secondary students and application developers from the Tech Sector. The event will accommodate advanced technical participants, the coders, as well as those who attend to learn through the Open Workshops and Vendor Marketplace. This is in line with the size of similar hackathon events benchmarked at other municipalities in Canada.

Sponsorship and participation in the event will also be a key ingredient with several Tech Sector companies such as Microsoft, Apple, Samsung, SOTI and others, who will provide technical support and expertise as well as sponsorship to the event.

The event day project team is finalizing the theme that will be the focus during the Idea Jam and development of Apps and solutions. There will be a strong component that relates to Transportation, Public Engagement and Events such as Canada 150 as well as City Services. Once this is finalized it will be included in the participant registration package giving participants time prior to the event to prepare and research so we can hit the ground running on event day. The City's set of Open Data that is currently available as well as other external data sources will also establish the variety and types of Apps that can be developed. The engagement will also inform the City on what additional data sets to consider publishing based on ideas and feedback.

The Apps and solutions created from the “Code & The City” event will be in various states of readiness upon completion of the Event. Some may be substantially complete and require very little effort to publish while others may be great ideas that need additional work to be ready. Recognition of all participants will happen throughout the event and in addition final submissions will be judged and recognized during an Award ceremony on the Saturday evening.

A Communications Plan has been prepared which focuses on promoting the City of Mississauga as an Open and Transparent municipality through the use of Open Data and engaging the public to create an open dialog to promote solutions around civic engagement.

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Key goals include:

- To inform all stakeholders of the Code & The City Hackathon event
- To persuade all stakeholders to attend and participate
- Position the City as an innovator in open data development

A balance of internal and external communications will be employed to engage the youth, professionals, developers, partners and sponsors as well as Mayor and Members of Council and City Staff. Targeted communications will be used to enable the registration process and also ensure that sufficient media coverage. Video and photography will be used to capture key aspects of the event and used during the event through Social Media channels and any future promotional materials.

## Strategic Plan

The “Code & The City “ hackathon and Open Data policy were Action items indented in the IT Master Plan which was approved by Council in the fall of 2015. Open and Accessible Government is a key strategy that will ensure that the City of Mississauga continues to be open and transparent as well as innovative in the use of technology. This initiative also aligns well with the Communications Master Plan with the prospect of putting more services online and driving public engagement.

## Financial Impact

The “Code & The City” event is being planned in partnership and with sponsorship to assist in the event day costs with an objective to cover these through in kind contributions and sponsorship.

## Conclusion

The City of Mississauga was an early adopter of Open Data in Canada as one of the first 12 public sector agencies to publish Open Data. This experience has informed staff and through additional research and benchmarking has resulted in the development of a Corporate Policy and Procedure for Open Data.

The “Code & The City” hackathon event is an innovative approach to engaging the community to create a greater awareness of Open Data in line with International Open Data Day. The event will engage the youth in our community; strengthen our relationship with Sheridan College, I-CUBE (University of Toronto Mississauga) and the Open Data Institute Toronto with participation of key Tech Sector companies.



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The City of Mississauga will have undertaken its first ever hackathon and generated a greater awareness and interest in how City information and Services can be accessed through innovation and the use of technology.

G. Kent.

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Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

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

# Corporate Report



Date: January 20, 2016	Originator's files: RT.10.VAR
To: Chair and Members of General Committee  From: Martin Powell, P. Eng, Commissioner of Transportation and Works	Meeting date:  2016/02/03

## Subject

### Draft Corporate Policy - Traffic Calming

## Recommendation

That the draft Corporate Policy "Traffic Calming", as outlined in the Corporate Report dated January 20, 2016 from the Commissioner of Transportation and Works, be adopted.

## Background

Traffic calming aims to improve public safety and the livability of neighbourhoods by encouraging roadways to function as intended. This is achieved through the use of physical measures (i.e. speed humps, chicanes, pinch points, etc.) in an effort to reduce excessive operating speeds, discourage infiltrating traffic and minimize conflicts between all road users.

As part of the 2013-2016 Business Plan and Budget, Council approved the addition of the Traffic Calming Pilot Program in order to evaluate the effectiveness of physical traffic calming measures as a tool in addressing the increasing instances of traffic operational issues.

Under the pilot, three locations were selected to receive physical traffic calming measures. This selection process was based on a wide range of criteria, including documented and confirmed speeding issues. Following an extensive consultation process that included the City of Mississauga, the Region of Peel and emergency services, as well as directly affected local residents, physical traffic calming devices were installed at the locations and evaluated for their effectiveness in addressing operational issues, mainly related to operating speeds.

Based on the results of the pilot program, the physical traffic calming measures implemented have proven effective in terms of reducing operating speeds to appropriate levels where previous speeding issues existed. Additionally, the majority of local residents who provided feedback were in favour of the installed measures.

## Present Status

The City of Mississauga does not currently have a Corporate Policy related to traffic calming.

## Comments

Issues related to aggressive driving behaviour, especially in local residential neighbourhoods, is a growing concern. A permanent Traffic Calming Program would provide staff with the necessary tools to address these behavioural and operational issues on local roadways. Working with local residents and other stakeholders, it would allow staff to apply these techniques on an ongoing basis to roadways that require corrective measures, increasing the level of safety and returning the roadway to function as intended.

There are a number of roadways and neighbourhoods that are awaiting evaluation to determine if traffic calming would be appropriate. Locations would be evaluated based mainly on speed and volume data, then prioritized accordingly on the need and ability to address concerns through physical measures, as well as the impact to the surrounding road network. The formal evaluation, consultation and selection process found in the attached draft policy will clearly guide staff in administering a successful Traffic Calming Program.

A copy of the draft Corporate Policy is attached to this report as Appendix 1. The draft Corporate Policy clearly states the goals of traffic calming, how the program is to be administered, the scope of the program in terms of the types of roadways to be considered, the criteria used for selecting a roadway for traffic calming, how the program is to be administered, the considerations when evaluating each requested location and the process involved when undertaking a specific project, including the review, investigation and consultation process and implementation of the project.

## Financial Impact

A capital budget of \$200,000 and the addition of one Full-Time Equivalent (FTE) position to administer an ongoing Traffic Calming Program were approved as part of the 2016 Budget.

## Conclusion

The use of physical traffic calming measures has proven to be a viable option when addressing operational speeding issues on minor and minor collector roadways. A permanent Traffic Calming Program will provide staff with the necessary tools to address operational issues in residential neighbourhoods on an ongoing basis and the attached draft Corporate Policy will guide staff in administering the program.

General Committee

January 20, 2016

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Originators files:RT.10.VAR

## Attachments

Appendix 1: Draft Corporate Policy - Traffic Calming

A handwritten signature in black ink, appearing to read "Martin Powell", with a stylized flourish at the end.

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

Prepared by: Maxwell Gill, C.E.T.

# Corporate Policy and Procedure



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TAB: ROADS AND TRAFFIC

SECTION: TRAFFIC OPERATIONS

SUBJECT: TRAFFIC CALMING

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**POLICY STATEMENT** The City of Mississauga may install physical Traffic Calming devices on roadways throughout the City in accordance with this policy.

**PURPOSE** The goal of Traffic Calming is to improve public safety and the livability of neighbourhoods by enabling the roadway to function as intended. This is done through the implementation of physical Traffic Calming measures which serve to reduce operating speeds, discourage traffic infiltration and minimize conflicts between road users.

This policy outlines the criteria and procedures for selecting, reviewing and implementing Traffic Calming in residential neighbourhoods.

**SCOPE** This policy applies to Traffic Calming devices installed by the City of Mississauga on City roadways that are classified as minor and minor collector roadways.

Roadways classified as major collector and arterial roadways are not covered by this policy.

Traffic Calming installations in place at the time of adoption of this policy will be grandfathered.

## DEFINITIONS

### Traffic Calming

For the purposes of this policy:

“Traffic Calming” means measures such as devices and physical design, including narrowed roads and speed tables, put in place for the intention of slowing down or reducing motor-vehicle traffic

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and improving road safety for pedestrians and cyclists.

Traffic Calming Capital  
Program

“Traffic Calming Capital Program” (the Program) means the formal evaluation, consultation and annual selection process for the installation of Traffic Calming on minor and minor collector City roadways.

Traffic Infiltration

“Traffic Infiltration” means the use of a local public roadway by non-local residents as an alternate route.

ADMINISTRATION

This policy is administered by the Traffic Engineering and Operations Section of the Transportation and Works Department.

## APPROVAL OF TRAFFIC CALMING

All requests for Traffic Calming must be submitted, in writing, to Traffic Engineering and Operations, Transportation and Works Department. Traffic Engineering and Operations staff are responsible for assessing whether Traffic Calming measures are warranted under the Traffic Calming Capital Program.

Recommendations for inclusion in the Program must be approved annually at a meeting of Council.

## CRITERIA

Traffic Calming is best suited on minor and minor collector roadways that do not carry large volumes of traffic and may be considered only at locations that meet the following criteria:

Minor Roadway	IF	85th percentile speed exceeds 10 km/h over posted limit	OR	Traffic infiltration exceeds 30%	AND	> 1000 vehicles per day
Minor Collector Roadway	IF	85th percentile speed exceeds 10 km/h over posted limit	OR	Traffic infiltration exceeds 40%	AND	> 2000 vehicles per day

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When evaluating the need for Traffic Calming at a location that has met the criteria above, the following considerations will be made prior to proceeding with recommendations to Council under the Program:

- Improvements to the arterial road network - Consider available options to improve operations on the arterial road network (e.g. signal timing adjustments; lane designations; etc.) prior to implementing Traffic Calming measures on minor and minor collector roadways.
- Impacts on adjacent roadways - Consider any potential negative impacts on adjacent roadways.
- Impacts on accessibility – Consider any potential negative impacts or benefits for persons with disabilities
- Access restrictions to the neighbourhood - Consider avoiding diverters, barriers and closures, where possible, as they can restrict access for people who live or work on a particular roadway and can have a significant impact on the delivery of emergency services, public transit and other municipal services.
- Impacts on cyclists and pedestrians - Consider minimizing impacts and improving conditions for other road users such as cyclists and pedestrians.
- Impacts on the delivery of emergency services, public transit and other municipal services (e.g. waste collection; winter maintenance; etc.) - Consider balancing the needs of these services with slowing traffic on minor and minor collector roadways through consultation with affected service stakeholders.

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- Public participation and community support - Consider an open, public process to ensure that residents' input and concerns are heard and appropriate solutions are recommended for implementation.
- City's Master Plans - Consider the City's Master Plans when recommending and implementing Traffic Calming measures to ensure compliance.

Locations being recommended for Traffic Calming will be prioritized based on several factors, including neighbourhood characteristics, safety, traffic conditions, land use and available budget. Traffic Engineering and Operations staff will determine the needs of each location based on the evaluation of these factors and maintain an ongoing list of potential future locations for the Program.

## PROCESS

Upon receipt of a request for Traffic Calming, Traffic Engineering and Operations Section staff will undertake the following steps:

Note: If at any stage of the process there is significant opposition from any relevant stakeholder, or new information becomes available, staff may return to a previous step and attempt to rework or abandon the location for consideration entirely. The applicable ward councillor will be advised if the location is no longer being considered for Traffic Calming.

### Initial Review and Investigation

1. Determine if the location meets the minor or minor collector roadway classification.
2. Review the location to determine if there are any improvements that can be made outside of physical measures that would address the issue.
3. Collect and review traffic volumes and operating speeds



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and/or traffic infiltration data to determine if technical criteria are met.

Development/Consultation/  
Approval

4. If the site qualifies, prioritize it on the list of Traffic Calming locations based on the data results and other factors, such as collision frequency, resident support and available budget.
5. Develop proposed Traffic Calming measures for each site that adhere to the considerations outlined in this policy, while addressing the real issues related to neighbourhood safety.
6. Consult with relevant City, Regional, Transit and emergency services and request feedback on the proposed Traffic Calming measures for each site.
7. Consult with the applicable ward councillor(s) for endorsement of the proposed Traffic Calming measures.
8. Present the proposed Traffic Calming measures for each site in a public meeting/public information forum with local residents who may be directly impacted and allow for feedback (in person and/or in writing).
9. If there is no significant opposition to a proposed Traffic Calming site plan, arrange for the detailed plan design.
10. Prepare a corporate report outlining the recommended list of locations and Traffic Calming measures for the annual Program for Council's approval.

Implementation/Monitoring/  
Acceptance

11. Once approved, procure the required measures and services for implementation and complete the plan.
12. Monitor and review the impact of the Program on the original issues related to traffic volumes and operating speeds and respond to resident feedback, if applicable.

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13. In the case of a Traffic Calming plan utilizing temporary/removable devices, arrange for removal of the devices prior to the winter maintenance season and reinstallation in the spring.

REFERENCE:

LAST REVIEW DATE:

CONTACT:

For more information, contact the Traffic Engineering and Operations Section of the Works Operations and Maintenance Division, Transportation and Works Department.

DRAFT

City of Mississauga

# Corporate Report



<p>Date: January 20, 2016</p> <p>To: Chair and Members of General Committee</p> <p>From: Martin Powell, P. Eng. Commissioner of Transportation and Works</p>	<p>Originator's files:</p> <p>MG.23.REP RT.10.Z-18</p> <hr/> <p>Meeting date:</p> <p>2016/02/03</p>
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## Subject

**All-Way Stop - Thorn Lodge Drive and Perran Drive (Ward 2)**

## Recommendation

That an all-way stop control not be implemented at the intersection of Thorn Lodge Drive and Perran Drive as the warrants have not been met.

## Background

Concerns have been identified by area residents regarding pedestrian safety at the intersection of Thorn Lodge Drive and Perran Drive.

The Ward Councillor requested that the Transportation and Works Department bring forward a corporate report regarding all-way stop warrants at the intersection of Thorn Lodge Drive and Perran Drive.

Currently, the intersection of Thorn Lodge Drive and Perran Drive is a three-leg intersection with a stop control on Perran Drive.

## Comments

An A.M. /P.M. manual turning movement count was completed at the intersection of Thorn Lodge Drive and Perran Drive on December 2, 2015 to determine if an all-way stop is warranted. The results are as follows:

Thorn Lodge Drive and Perran Drive  
Part "A": Volume for All Approaches  
Part "B": Minor Street Volume

Warrant Value  
100%  
82%

In order for an all-way stop to be warranted, both Parts “A” and “B” must equal one-hundred percent. Based on the results, an all-way stop is not warranted at the intersection of Thorn Lodge Drive and Perran Drive.

A review of the collision history at this intersection revealed two reported collisions within the past 3-years that would be considered correctable by the use of all-way stop.

For an all-way stop control to be warranted on a residential roadway, at least five (5) collisions must occur in a 12-month period, provided the collisions are of the type considered correctable by the use of all-way stops (i.e. turning movement, angle collisions).

An all-way stop would not be warranted based on the collision history.

## Financial Impact

Not Applicable

## Conclusion

Based on the manual turning movement count and the collision history, the Transportation and Works Department does not recommend the installation of an all-way stop at the intersection of Thorn Lodge Drive and Perran Drive.

## Attachments

Appendix 1: Location Map - All-Way Stop - Thorn Lodge Drive and Perran Drive (Ward 2)

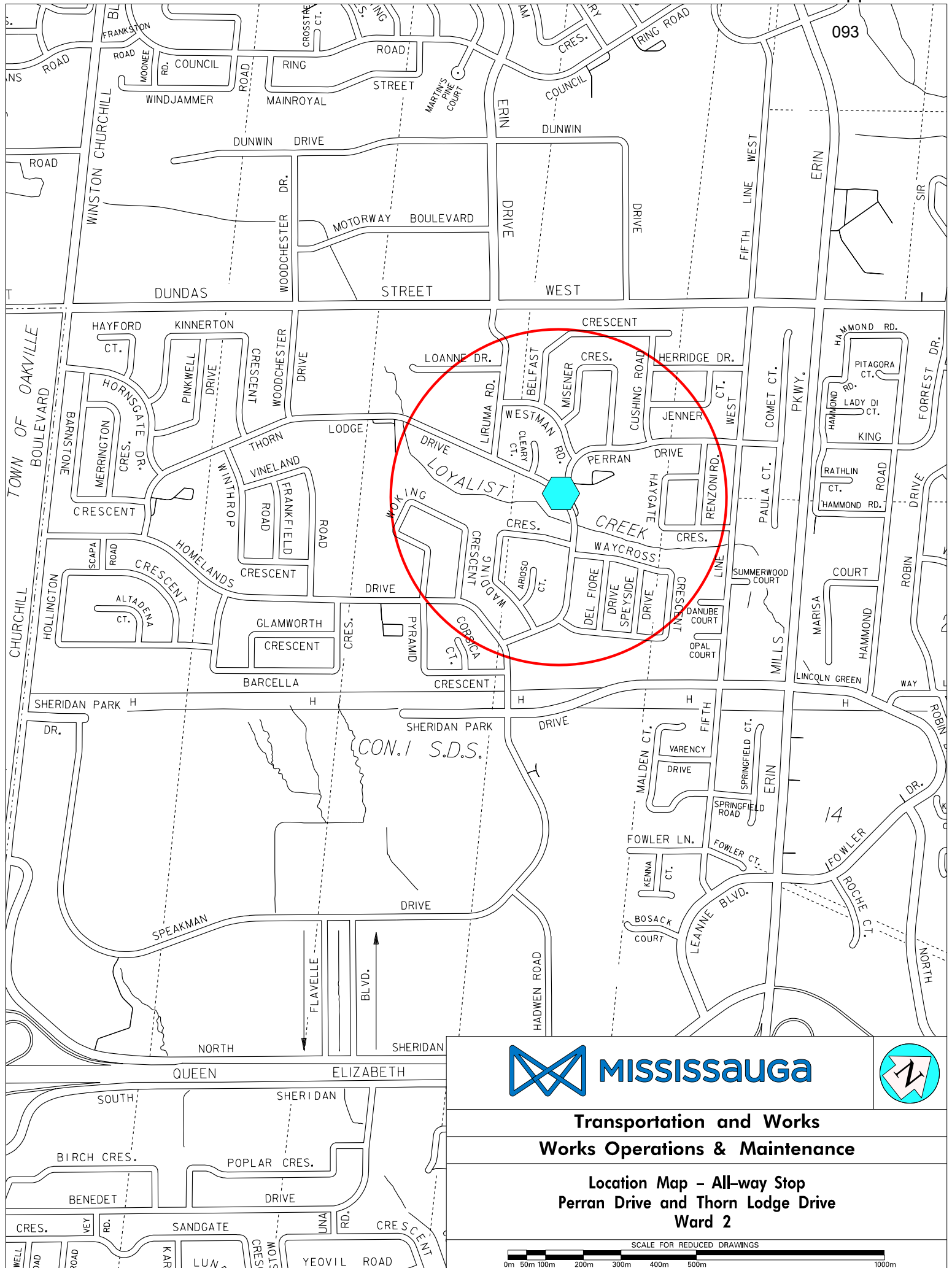


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Martin Powell, P. Eng.

Commissioner of Transportation and Works

Prepared by: Magda Kolat, Traffic Operations Technician



MISSISSAUGA



# Transportation and Works Works Operations & Maintenance

Location Map - All-way Stop  
Perran Drive and Thorn Lodge Drive  
Ward 2



# Corporate Report



<p>Date: January 20, 2016</p> <p>To: Chair and Members of General Committee</p> <p>From: Martin Powell, P. Eng. Commissioner of Transportation and Works</p>	<p>Originator's files:</p> <p>MG.23.REP RT.10.Z-21</p> <hr/> <p>Meeting date:</p> <p>2016/02/03</p>
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## Subject

**Designated Accessible Parking Space - John Street (Ward 7)**

## Recommendation

That a by-law be enacted to amend The Traffic By-law No. 555-00, as amended, to implement a designated accessible parking space, at anytime, on the south side of John Street from a point 50 metres (164 feet) east of Littlejohn Lane to a point 6.5 metres (21 feet) easterly thereof.

## Background

The Transportation and Works Department received a request from an area resident, with respect to the implementation of one designated accessible parking space on John Street to accommodate a resident with mobility issues that utilizes a wheelchair.

## Present Status

Presently parking is prohibited on the north side of John Street between Hurontario Street and the east limit of the road. 15 hour parking is permitted on the south side of John Street between 15 metres (49 feet) west of Jaguar Valley Drive and a point 42 metres (138 feet) westerly thereof, and between 15 metres (49 feet) east of Jaguar Valley Drive and a point 15 metres (49 feet) west of Littlejohn Lane, and between 15 metres (49 feet) east of Littlejohn Lane and a point 40 metres (131 feet) easterly thereof.

## Comments

Transportation and Works staff conducted a review of the area and could support providing a designated accessible parking space on John Street.

The Transportation and Works Department received no concerns from the City's Accessibility Coordinator regarding the proposed designated accessible parking space.

The Ward Councillor supports the implementation of one designated accessible parking space on John Street.

## Financial Impact

Costs for the sign installation can be accommodated in the 2016 Current Budget.

## Conclusion

The Transportation and Works Department supports the implementation of designated accessible parking space, at anytime, on the south side of John Street from a point 50 metres (164 feet) east of Little John Lane to a point 6.5 metres (21 feet) easterly thereof.

## Attachments

Appendix 1: Location Map - Proposed Designated Accessible Parking Space - John Street (Ward 7)

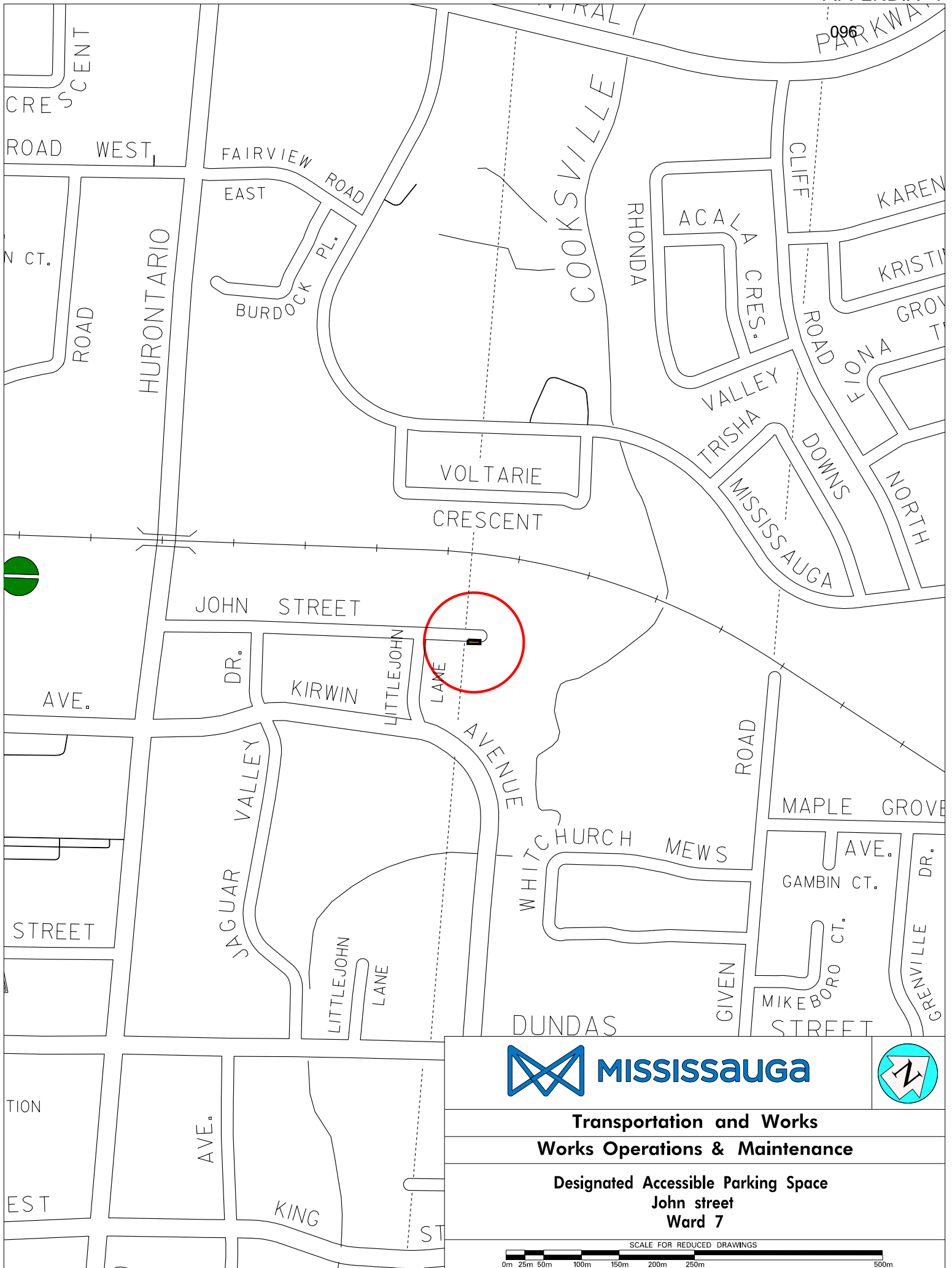


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Martin Powell, P. Eng.

Commissioner of Transportation and Works

Prepared by: Vivian Mansour, Traffic Operations Technician



**Transportation and Works**  
**Works Operations & Maintenance**

**Designated Accessible Parking Space**  
**John street**  
**Ward 7**





City of Mississauga

# Corporate Report



<p>Date: January 20, 2016</p> <p>To: Chair and Members of General Committee</p> <p>From: Martin Powell, P. Eng. Commissioner of Transportation and Works</p>	<p>Originator's files:</p> <p>MG.23.REP RT.10.Z-30</p> <hr/> <p>Meeting date:</p> <p>2016/02/03</p>
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## Subject

**Right Turn on Red Prohibition Removal - Queensbridge Drive/Wakefield Crescent at Rathburn Road West (Ward 6)**

## Recommendation

That a by-law be enacted to amend The Traffic By-law 555-00, as amended, to remove the north bound "No Right Turn on Red 7:00 a.m. - 9:00 a.m., 4:00 p.m. - 6:00 p.m." prohibition at the intersection of Queensbridge Drive/Wakefield Crescent at Rathburn Road West.

## Background

The Transportation and Works Department is in receipt of multiple requests from area residents to remove the existing north bound "No Right Turn on Red 7:00 a.m. - 9:00 a.m., 4:00 p.m. - 6:00 p.m." prohibition at the intersection of Queensbridge Drive/Wakefield Crescent at Rathburn Road West.

## Comments

The Transportation and Works Department completed a review of the intersection and it was determined that the current north bound "No Right Turn on Red 7:00 a.m. - 9:00 a.m., 4:00 p.m. - 6:00 p.m." prohibition is no longer required and that the removal will have no negative impact on the operation of the intersection. As a result, the Transportation and Works Department can support the removal of the north bound "No Right Turn on Red 7:00 a.m. - 9:00 a.m., 4:00 p.m. - 6:00 p.m." prohibition at the intersection of Queensbridge Drive/Wakefield Crescent at Rathburn Road West.

The Ward Councillor supports the recommendation.

## Financial Impact

Costs for the sign removal can be accommodated in the 2016 Current Budget.

## Conclusion

Based on a recent review, the Transportation and Works Department recommends the removal of the north bound "No Right Turn on Red 7:00 a.m. - 9:00 a.m., 4:00 p.m. - 6:00 p.m." prohibition at the intersection of Queensbridge Drive/Wakefield Crescent at Rathburn Road West.

## Attachments

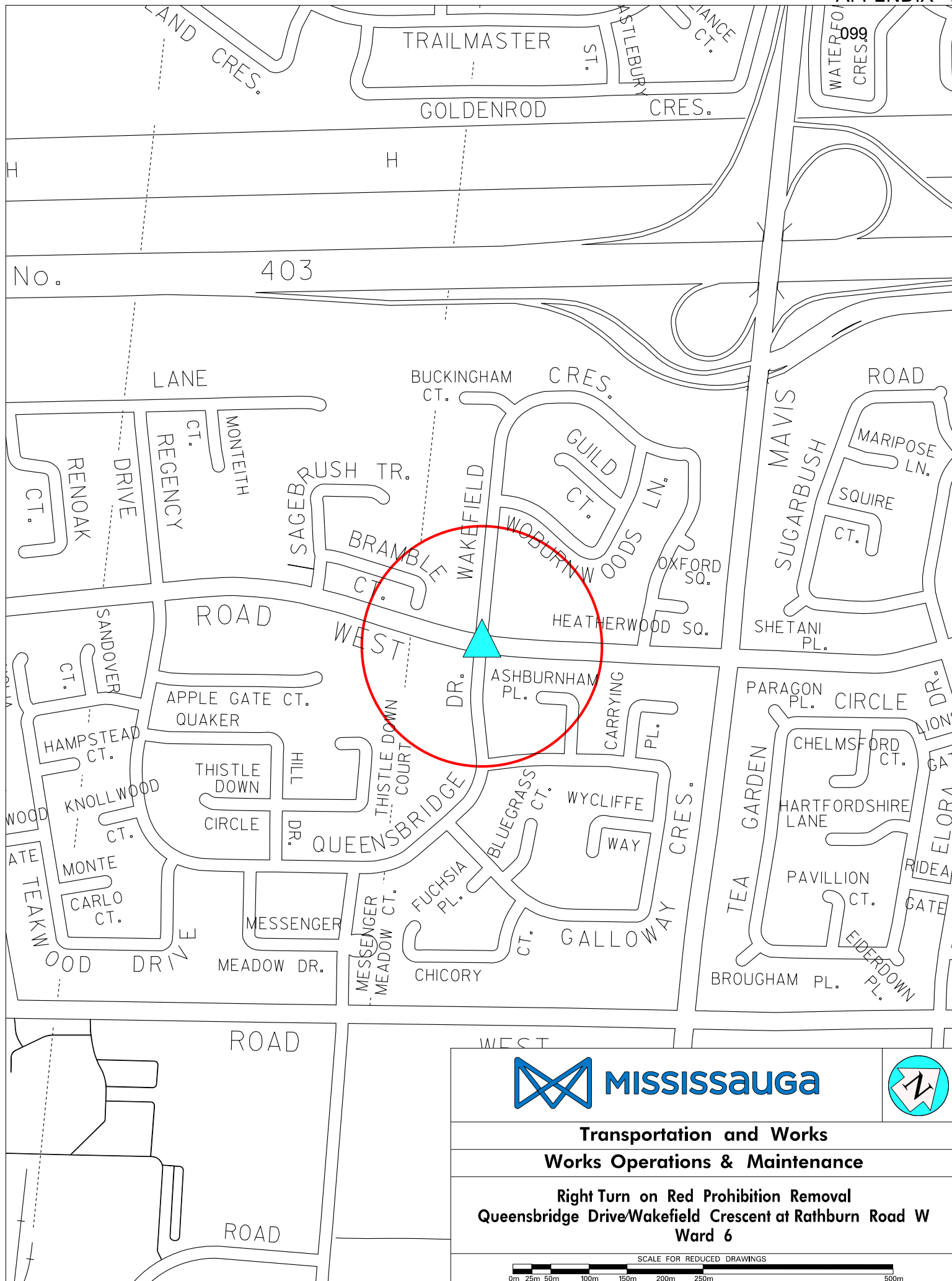
Appendix 1: Location Map - Right Turn on Red Prohibition Removal - Queensbridge Drive/Wakefield Crescent at Rathburn Road West (Ward 6)



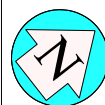
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Martin Powell, P. Eng.  
Commissioner of Transportation and Works

Prepared by: Vivian Mansour, Traffic Operations Technician



**MISSISSAUGA**



**Transportation and Works**

**Works Operations & Maintenance**

**Right Turn on Red Prohibition Removal  
Queensbridge Drive/Wakefield Crescent at Rathburn Road W  
Ward 6**

SCALE FOR REDUCED DRAWINGS



# Corporate Report



<p>Date: January 20, 2016</p> <p>To: Chair and Members of General Committee</p> <p>From: Martin Powell, P. Eng. Commissioner of Transportation and Works</p>	<p>Originator's files:</p> <p>MG.23.REP RT.10.Z29</p> <hr/> <p>Meeting date:</p> <p>2016/02/03</p>
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## Subject

**Temporary Road Closure - Square One Drive between Duke of York Boulevard and Living Arts Drive (Ward 4)**

## Recommendation

That a by-law be enacted to implement a temporary closure of Square One Drive between Duke of York Boulevard and Living Arts Drive commencing at 9:00 a.m. on Monday, February 22, 2016 and ending at 7:00 p.m. on Saturday, April 30, 2016.

## Background

The expansion of Sheridan College began in the fall of 2014, with completion slated for September 2016, and involves the construction of a new building as well as a bridge structure over Square One Drive connecting campus buildings.

## Comments

A temporary road closure of Square One Drive is required in order to safely complete the bridge structure over Square One Drive connecting the new building to the existing campus building. The right-of-way of the above mentioned roadway is narrow and consists of only one traffic lane per direction. The work requires the use of various heavy vehicles and equipment that will occupy most of the right-of-way and therefore the road closure is required. Also, it's not desirable to have construction transpiring above a roadway with live traffic and pedestrians beneath.

Square One Mall Management and Sheridan College have been advised and expressed no objections to the proposed Square One Drive temporary closure.

Upon approval, the contractor will arrange to install the appropriate detour and advance information signs to notify the public of the anticipated road closure.

General Committee

January 20, 2016

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Originators files: MG.23.REP

RT.10.Z29

The Transportation and Works Department will notify all emergency services, 311 Customer Service Centre, Student Transportation and Mississauga and GO Transit.

The area Ward Councillor has been made aware of the temporary road closure.

## Financial Impact

Not Applicable.

## Conclusion

In recognition of the need to complete the expansion of Sheridan College, the Transportation and Works Department supports the temporary road closure of Square One Drive between Duke of York Boulevard and Living Arts Drive commencing at 9:00 a.m. on Monday, February 22, 2016 and ending at 7:00 p.m. on Saturday, April 30, 2016.

## Attachments

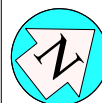
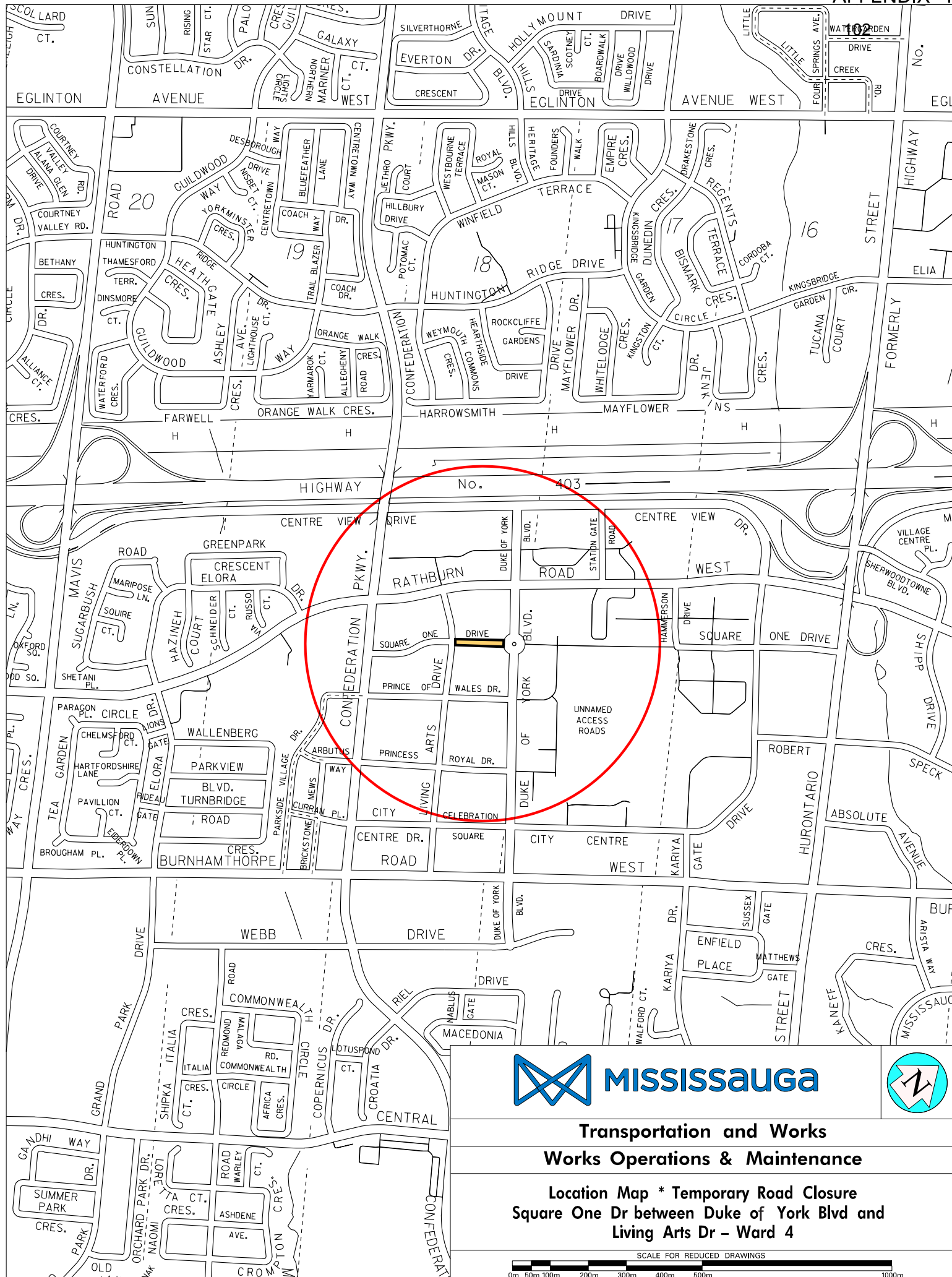
Appendix 1: Location Map - Temporary Road Closure - Square One Drive between Duke of York Boulevard and Living Arts Drive (Ward 4)



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

Prepared by: Darek Koziol, Traffic Operations Technologist



**Transportation and Works**  
**Works Operations & Maintenance**

**Location Map \* Temporary Road Closure**  
**Square One Dr between Duke of York Blvd and**  
**Living Arts Dr – Ward 4**



# City of Mississauga

## Corporate Report



Date: 2016/01/21

To: Chair and Members of General Committee

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

Originator's files:  
MG.23.REP WOLFEDALE

Meeting date:  
2016/02/03

### Subject

**By-law to Establish part of Lot 21, Concession 1, North of Dundas Street as Wolfedale Road (Ward 6)**

### Recommendation

1. That a by-law be enacted authorizing the establishment of a public highway to be known as Wolfedale Road 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 21, Concession 1, North of Dundas Street of the said Township, designated as Part 1, Plan 43R-11888 and Parts 1 and 3, Plan 43R-7963;
2. That City staff be authorized to register the by-law on title against the subject lands in the appropriate Land Registry Office.

### Background

The City acquired the lands from the owner at 3265 Wolfedale Road to achieve our ultimate right of way width and to establish them as public highway. Upon receiving the lands, they were licensed back to the owner for parking purposes; however the by-law to establish the lands as public highway was never prepared.

The license agreement has expired and it has recently come to the City's attention that the lands are encumbered by a Regional and private sewer line. The Transportation and Works Department was asked by the Region of Peel to consider establishing the lands as public highway, thereby eliminating the requirement to grant the Region an easement for their sewer line.

### Comments

The Regional and private sewer lines existed prior to the City taking transfer of the lands. To accommodate the sewers, the City can either grant an easement to both the Region and the owner or establish the lands as public highway to eliminate the need for an easement to the

Region and enter into an encroachment agreement with the owner for the private sewer line. Based on staff review, it is more desirable to establish the lands as public highway for the following reasons:

1. The City would achieve its ultimate right-of-way width and fulfill their objective to establish the lands as public highway.
2. An easement to the Region would not be required and would result in savings of staff time and resources.

It is unusual for the City to allow a private sewer line within its right-of-way. Therefore, it is recommended that the City enter into an encroachment agreement with the owner of 3265 Wolfedale Road for this utility.

## Financial Impact

Not applicable.

## Conclusion

To achieve the City's objective for the ultimate right-of-way for Wolfedale Road, it is recommended that the City pass a by-law to establish the lands as public highway.

## Attachments

Appendix 1: Sketch showing lands to be established as public highway.

A handwritten signature in black ink, appearing to read 'Martin Powell', with a large, stylized flourish underneath.

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

Prepared by: Al Jeraj, OLS, City Surveyor





Corporate Services

Transportation and Works

Appendix 1  
Sketch Showing Lands to be Established  
Ward 6, Z-23

# Corporate Report



<p>Date: January 20, 2016</p> <p>To: Chair and Members of General Committee</p>	<p>Originator's files:</p> <p>MG.23.REP RT.10.Z-52</p>
<p>From: Martin Powell, P. Eng. Commissioner of Transportation and Works</p>	<p>Meeting date:</p> <p>2016/02/03</p>

## Subject

**Heavy Vehicle Prohibition - Envoy Drive (Ward 11)**

## Recommendation

That a by-law be enacted to amend The Traffic By-law 555-00, as amended, to implement a heavy vehicle prohibition anytime on Envoy Drive between Derry Road West and Mavis Road.

## Background

The Transportation and Works Department is in receipt of a safety concern from area residents, through the local Ward Councillor, regarding non-residential through traffic on Envoy Drive. The observations conducted by staff revealed that Envoy Drive is regularly infiltrated by heavy vehicles as an alternative route between Mavis Road and Derry Road West.

## Comments

Envoy Drive is a local collector roadway with direct residential frontages on both sides of the road. A review of this location revealed that six school busses pick-up/drop-of children on Envoy Drive on a daily basis.

The presence of heavy vehicles using Envoy Drive as an alternative route between Mavis Road and Derry Road West is a potential safety concern given the number of students and pedestrians in this area. Routes for heavy vehicles are generally restricted to arterial roadways. Residential collector roadways such as Envoy Drive should not be used as truck routes. Additionally, heavy vehicle traffic in residential neighbourhoods tends to increase the noise level and negatively impacts local residents.

The Transportation and Works Department therefore recommends a heavy vehicle prohibition on Envoy Drive. This prohibition would allow for enforcement by Peel Regional Police.

The Ward Councillor supports this proposal for the heavy vehicle prohibition on Envoy Drive.

## Financial Impact

Costs for the signs installation can be accommodated in the 2016 Current Budget.

## Conclusion

The Transportation and Works Department recommends that a heavy vehicle prohibition be implemented anytime on Envoy Drive between Derry Road West and Mavis Road.

## Attachments

Appendix1: Location Map - Heavy Vehicle Prohibition - Envoy Drive (Ward 11)



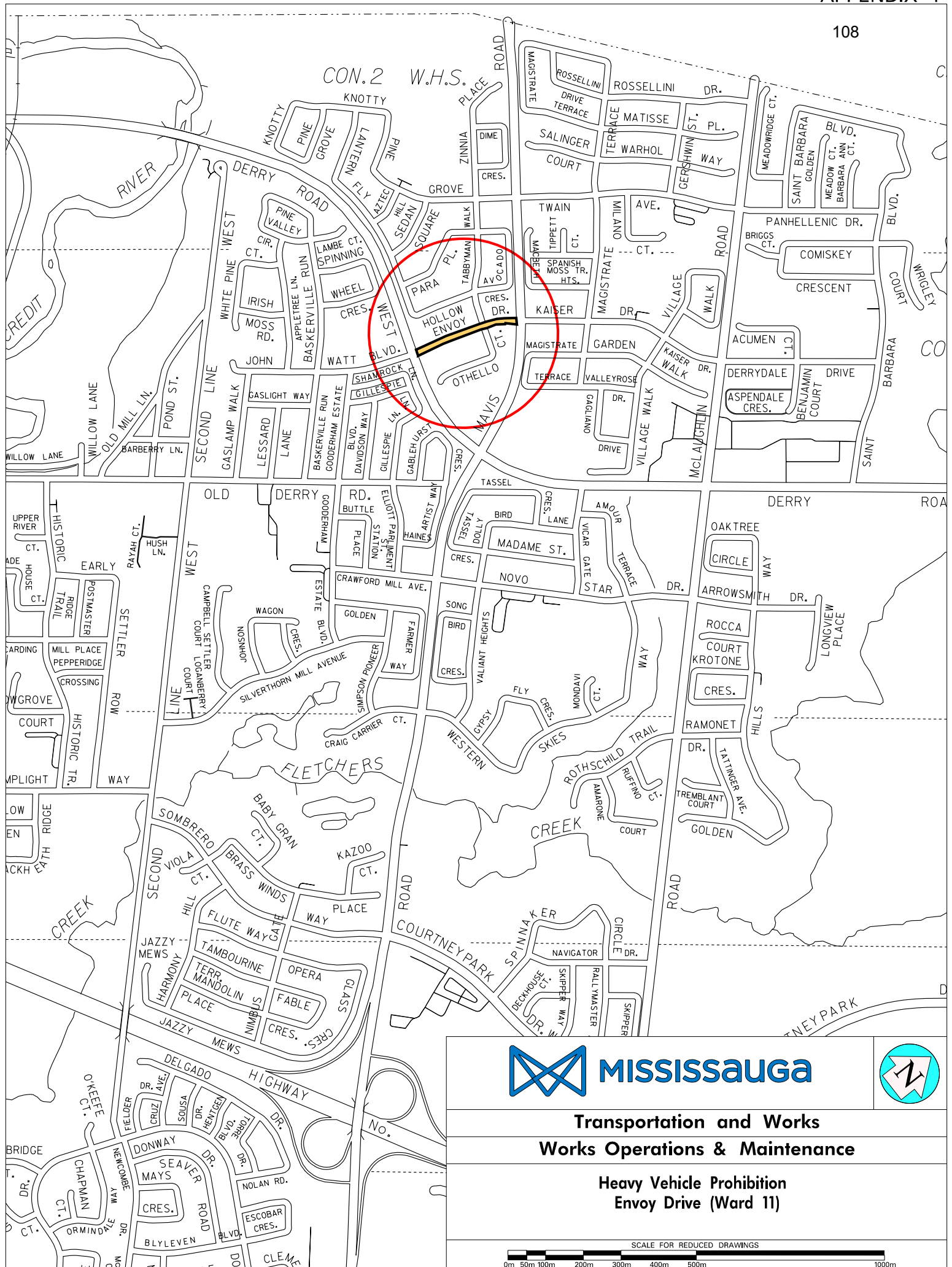

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Martin Powell, P. Eng.

Commissioner of Transportation and Works

Prepared by: Ouliana Drobychevskaia, Traffic Operations Technologist





**MISSISSAUGA**



**Transportation and Works**  
**Works Operations & Maintenance**

**Heavy Vehicle Prohibition**  
**Envoy Drive (Ward 11)**

# Corporate Report



Date: 2016/01/20

To: Chair and Members of General Committee

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

Originator's files:

MG.11.REP

Meeting date:

2016/02/03

## Subject

### Hurontario Light Rail Transit Project Update

## Recommendation

That the report "Hurontario Light Rail Transit Project Update" dated January 20, 2016 from the Commissioner of Transportation and Works be received for information.

### Report Highlights

- Metrolinx is taking the lead on the implementation of the Hurontario Light Rail Transit Project. They will be establishing a Project Office and expect to have supporting consultant advisory services in place shortly.
- Progress has been made on establishing the framework for the implementation of this project and a Memorandum of Agreement is currently under review.
- A Working Group is being established with the Mayor and Councillors from Wards that are directly impacted by the project.

## Background

On April 21, 2015, Steven Del Duca, Minister of Transportation, announced the Ontario government's funding commitment for the Hurontario-Main Light Rail Transit (HMLRT) project.

As identified in the previous report, "Hurontario-Main Light Rail Transit (HMLRT) Project Update" dated June 3, 2015 from the Commissioner of Transportation and Works to General Committee on June 17, 2015, along with the provincial funding commitment, Metrolinx intends to own, operate and maintain the Hurontario Light Rail Transit system. The City of Mississauga will be expected to subsidize operating costs that are determined to benefit local transit users, with the details of the funding formula needing to be determined and approved through a subsequent Master Agreement process.

General Committee		2016/01/20	2
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Originators files: MG.11.REP

The City Manager was authorized to negotiate and sign a Memorandum of Understanding with Metrolinx, while a more comprehensive Master Agreement is developed and brought forward to General Committee for approval. Mississauga staff has continued to meet with Metrolinx to develop the framework for moving forward on this project and have made a commitment to report back to General Committee at key project milestones.

## Comments

Metrolinx is taking the lead on the procurement and implementation of the Hurontario Light Rail Transit (LRT) project.

This project will impact municipal infrastructure and planning along the corridor in addition to the community at large. However, it represents a significant city-building opportunity while implementing this major transportation infrastructure.

Since the provincial funding commitment, progress has been made on establishing the framework for the implementation of this project:

- Brampton Council has completed their deliberation on the corridor alignment and the project scope has been revised to a \$1.4 billion provincial commitment for a 20 kilometre (12 miles), 22 stop LRT system between Port Credit in Mississauga to the Shoppers World Terminal in Brampton, with a loop in Downtown Mississauga.
- Metrolinx has proceeded to add further project staffing and has initiated a search for office space along the corridor. Metrolinx is completing the procurement process for retaining an Owners' Engineering Team to guide the overall implementation process and schedule. They have also initiated the procurement process to retain a Technical Advisory Team to address detailed issues up to and through the project implementation. City of Mississauga staff had an opportunity to review and comment on the Technical Advisory procurement and will be involved in the evaluation of bids and selection of a preferred firm. Both these consulting assignments are expected to be in place shortly. The overall project schedule remains the same with construction scheduled for 2018 and in service LRT operations by the end of 2022.
- Metrolinx has made a submission to P3 Canada for federal funding.
- Metrolinx has confirmed that they will be considering the use of Alternative Financing and Procurement models including a design/build/finance/operate and maintain model for the implementation of this project.
- Within the City of Mississauga, an internal working team was already established and has been coordinating efforts with Metrolinx along with researching best practices occurring in other similar projects. A review of anticipated municipal responsibilities has

been undertaken as has a process to identify where additional external resources may be required to provide strategic guidance and technical support in key areas. Staffing, resource plans and interim work plans have been developed to assist in negotiations with Metrolinx.

An Executive Meeting was held in December 2015 to provide an update and discuss project priorities with Metrolinx and senior management, primarily related to establishing the Memorandum of Understanding or Memorandum of Agreement (MOA) and ensuring adequate staff resourcing is being put into place.

Metrolinx has confirmed that project-related staffing costs will be covered through the project budget with preliminary approvals for up to six positions at this time as work activities begin to ramp up.

The proposed MOA is intended to facilitate the project ramp up and initial development period over the next 18 to 24 months. The MOA and the subsequent process for developing the comprehensive Master Agreement may evolve through a series of negotiated and concluded agreements developed in an incremental manner and captured as a compendium through a final Master Agreement. The formal Master Agreement between the City of Mississauga and Metrolinx will need to detail the respective roles and responsibilities through the implementation and subsequent operations phases. A draft MOA has been prepared by Metrolinx and is currently under review by City of Mississauga along with supporting Communications Protocols and staffing agreements.

It is recognized that communications and ongoing public engagement will be a critical element in measuring the success of the project implementation. While the project is being led by Metrolinx, corridor Ward Councillors will often be the recipient of public questions and concerns as this project moves forward. Based upon lessons learned from other similar projects and input received, it is important to establish a process to keep Ward Councillors most directly impacted by the LRT informed about the project progress with a focus on areas of municipal concern, local communication matters and issues management. It is proposed that the City of Mississauga establish a Hurontario LRT Ad Hoc Council Working Group composed of the Mayor and Councillors from Wards that are directly impacted by the project implementation. The intention of this working group is to keep these elected politicians advised of project developments and enable them to provide input on ward-specific public engagement and implementation issues. This working group will be administered by City of Mississauga staff, with other staff and outside experts, including Metrolinx staff or their consultant representatives, requested to participate as required.

A Terms of Reference for the Hurontario LRT Ad Hoc Council Working Group has been prepared and is attached for information as Appendix 1. It is anticipated that the Working Group will terminate after the construction has been completed and the scope will be reviewed as required to reflect the various implementation stages.

There have also been discussions with Metrolinx towards opportunities to establish local public advisory groups to address ward based public concerns.

## Financial Impact

There is no financial impact.

## Conclusion

The City of Mississauga is establishing a Hurontario LRT Ad Hoc Council Working Group composed of the Mayor and Ward Councillors that are directly impacted by the implementation of the Hurontario Light Rail Transit project. The intention of this working group is to keep the Mayor and Ward Councillors apprised of project developments and enable them to provide input on ward-specific public engagement issues.

Various activities are currently underway with progress occurring on the development of: staffing; resource; and interim work plans. Project-related activities and community outreach are expected to ramp up significantly with the impending Owner's Engineer and Technical Advisory support being retained by Metrolinx. Both senior management and staff level meetings continue to occur with Metrolinx as the framework for moving forward on this project is developed through an initial Memorandum of Agreement and subsequent related agreements.

General Committee will continue to be updated at key project milestones and for items requiring Council approval.

## Attachments

Appendix 1: Hurontario Light Rail Transit Ad hoc Council Working Group Terms of Reference




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

Prepared by: Matthew Williams, LRT Project Manager



# Hurontario Light Rail Transit (LRT) Ad hoc Council Working Group - Terms of Reference

## 1. Introduction and Background

- 1.1. After completing the Hurontario-Main Street Corridor Master Plan (2011); LRT preliminary design and environmental assessment approvals (TPAP/2014); and obtaining project funding commitment (2015), the City is now working with Metrolinx on the implementation phase of the Hurontario Light Rail Transit Project
- 1.2. This project will be focused on the implementation of LRT from Port Credit in Mississauga to Steeles in Brampton and includes a loop through the Downtown Mississauga core. Construction is scheduled to commence in 2018 and in service operations anticipated by the end of 2022
- 1.3. Metrolinx will be taking the lead on the procurement and implementation of the LRT
- 1.4. Metrolinx will be examining and considering the use of Alternative Financing and Procurement models. The use of this procurement model will create challenges when it comes to getting direct input from Council
- 1.5. Metrolinx will be developing a Memorandum of Agreement (MoA) to facilitate project ramp up and initial development over a period of 18 to 24 months. The MoA will be followed by a more comprehensive formal Master Agreement or series of agreements with the City, which will detail respective roles and responsibilities
- 1.6. The LRT Ad Hoc Council Working Group (LRT Working Group) is established to keep Corridor Councillors and the Mayor, along with their respective staffs, informed about the project during planning, design, procurement and construction stages with a focus on areas of municipal concern, local communication matters/issue management and to provide guidance to staff into the process that will lead to the LRT implementation

1.7. Key Milestones prior to LRT construction would include:

<i><b>Milestone</b></i>	<i><b>Planned Completion Date</b></i>
Metrolinx to retain Owners Engineer	2016/Q1
Metrolinx to retain Technical Advisor	2016/Q1
Establish a Memorandum of Agreement with Metrolinx	2016/Q1
Develop Reference Concept Design	2016/Q2
Issue Procurement	2016/Q3
Establish a formal agreement with Metrolinx for the implementation and ongoing operations of the project	2018/Q2
Concessionaire Selection and Construction	2018
Construction Completion (Commissioning for Operations)	2022

## 2. Working Group

2.1. Membership in the LRT Working Group shall consist of:

2.1.1. Mayor

2.1.2. Councillor, Ward 1

2.1.3. Councillor, Ward 4

2.1.4. Councillor, Ward 5

2.1.5. Councillor, Ward 7

2.2. Meetings will be chaired by the LRT Project Director, Mississauga

- 2.3. City Manager and Commissioner of Transportation and Works will be invited to attend
- 2.4. Other staff, and outside experts including Metrolinx staff or their consultant representatives shall participate as required
- 2.5. **The mandate of the LRT Working Group** is as follows:
  - 2.5.1. To receive updates from City of Mississauga project staff on the state of the LRT implementation process
  - 2.5.2. To provide advice and feedback on the elements in Section 1.6 and progress of the project implementation.
  - 2.5.3. To keep apprised and provide input on ward specific public engagement issues, scope changes or disruptions in the project implementation schedule.
- 2.6. In the interests of transparency and accountability, financial or project scope issues and recommendations must be addressed to General Committee of Council
- 2.7. The LRT Working Group will meet **approximately six times per year**, as determined by the Committee at the call of the Chair
- 2.8. The LRT Working Group responsibilities shall be as follows:
  - 2.8.1. The LRT Project Director will be responsible for:
    - 2.8.1.1. Presiding at the meetings of the LRT Working Group and keeping discussion on topic
    - 2.8.1.2. Providing leadership to the LRT Working Group to encourage its activities to remain focused on its mandate
    - 2.8.1.3. Setting the agenda for LRT Working Group meetings, in consultation with other LRT Working Group members
    - 2.8.1.4. Preparing background and discussion materials for LRT Working Group meetings

- 2.8.1.5. Ensuring that minutes of LRT Working Group meetings are kept and disseminated to the group in a timely fashion
- 2.8.2. The Commissioner of Transportation and Works will be the Mississauga Project Sponsor for the Hurontario LRT Project
  - 2.8.2.1. The Hurontario LRT project sponsor will be responsible for reviewing materials prepared for completeness, accuracy, and timeliness
- 2.8.3. **Councillor members will be responsible** for:
  - 2.8.3.1. Ensuring that the mandate of the LRT Working Group is being fulfilled
  - 2.8.3.2. Providing the Chair with agenda items
  - 2.8.3.3. When required, advising Council on matters relating to the Hurontario LRT project
  - 2.8.3.4. Attending meetings or giving advance notice that they will not attend
- 2.8.4. The issuance of an Agenda for a meeting of this LRT Working Group will be considered as notice of that meeting
- 2.9. **The LRT Working Group shall terminate** after the completion of the project construction. The Working Group scope will be reviewed as required to reflect the various different stages of the project implementation.

# City of Mississauga

## Corporate Report



Date: 2016/01/19

To: Chair and Members of General Committee

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

Originator's files:  
MG.23.REP

Meeting date:  
2016/02/03

## Subject

**Mississauga Transitway Project - Contract 2 Purchase Order Increase (Wards 3 and 5) and Utility Relocation Sole Source Purchase Order Increase for Mississauga Transitway East Segments**

## Recommendation

1. That the commitment with Dufferin Construction Company (Dufferin), Procurement No. #FA.49.315-12, for the construction of the Mississauga Transitway Contract 2, from Fieldgate Drive to Etobicoke Creek, be increased by \$3,000,000 for approved changes up to contract completion, and that the Purchasing Agent be authorized to increase the contract upset limit.
2. That the commitment for utility relocations of the Mississauga Transitway east segments, Procurement No. #FA.49.539-10, be increased by \$2,500,000 for additional utility relocation required during construction of the three east segments, and that the Purchasing Agent be authorized to increase the contract upset limit.

## Report Highlights

### Contract 2 Purchase Order Increase:

- The contract for construction of the Mississauga Transitway Project (the "Transitway") – Segment 2 was awarded to Dufferin in August 2012 (the "Contract") with an original tender price of \$64,619,566.18 plus HST.
- An increase of \$7,200,000 for advance utility work (negotiated price for this work is \$6,600,000 and \$600,000 is identified as contingency) was approved by Council in September 2013, for a revised purchase order upset limit of \$71,219,566.18 plus HST.
- A contingency of a pre-approved combined amount of \$1,600,000 was added to the purchase order in January 2016 for a revised purchase order upset limit of \$72,819,566.18.

- This increase was due to a number of approved change orders throughout the contract period, some of which are the project's initiatives and some are third party recoverable such as the Region of Peel and a separate Multi-Use Trail project.
- The Mississauga Transitway Segment 2 construction is anticipated to be substantially complete on January 29, 2016; this upset limit increase will cover all change orders under this contract.

#### **Utility Relocation Sole Source Purchase Order Increase – Transitway East Segments:**

- In March 2010, Council approved an upset amount of \$5,250,000 (including GST) for creating sole source purchase orders for utility relocations that are required to advance construction of the Mississauga Transitway project east segments.
- This upset limit amount had been exceeded; an estimated additional \$2,500,000 is required for continuous utility relocations until project completion.

#### **Required Approvals:**

- This report seeks approval to increase the contract upset limit with Dufferin in the amount of \$3,000,000 for contract change orders, and to increase the upset limit of sole source purchase order for utility relocations of the Mississauga Transitway east segments in the amount of \$2,500,000.
- Funding for both increase requests is available within the approved project Capital Budget.
- Purchasing By-law #374-06 requires Council approval if the amendment or the cumulative value of all amendments are greater than \$1,000,000.

## **Background**

The Mississauga Transitway Project will see the creation of a dedicated east-west transit corridor (busway) across Mississauga which will run along Highway 403 (combining the use of the existing bus by-pass shoulders), Eastgate Parkway and Eglinton Avenue corridors connecting Winston Churchill Boulevard in the west to Renforth Drive in the east.

The Mississauga Transitway project is a cooperative effort between the City of Mississauga, Metrolinx, the Province of Ontario and the Federal government.

The City of Mississauga is responsible for delivery of the Transitway East infrastructure (Mississauga City Centre to Commerce Boulevard) and Metrolinx is responsible for delivery of the Transitway West infrastructure (Winston Churchill Transitway Station to Erin Mills Transitway Station), and the Mississauga Transitway East at Renforth Transitway Station.

The City's portion of the Mississauga Transitway East infrastructure is being delivered through three main construction contracts:

Contract 1: Mississauga City Centre to Fieldgate Drive

Contract 2: Fieldgate Drive to Etobicoke Creek

Contract 3: Etobicoke Creek to Commerce Boulevard

### **Contract 2:**

Contract 2 of the Transitway Project covers construction between Fieldgate Drive and Etobicoke Creek and includes Tahoe and Etobicoke Creek Stations. Dufferin was awarded Contract 2 in August 2012, with an original tender price of \$64,619,566.18 plus HST.

In summer 2013, given the entire project status, it was determined beneficial to advance some of the Contract 3 utility works to Dufferin under Contract 2; thus a Change Order in the amount of \$6,600,000 was approved by Council in September, 2013, resulting in a revised contract amount of \$71,219,566.18.

When Contract 2 was awarded to Dufferin, Council approved a contingency amount of \$1,000,000, and a \$600,000 contingency for utility works resulting in a total contract contingency amount of \$1,600,000. As the contract approached its completion in January 2016, the Commissioner of Transportation and Works authorized the contingency to be added to the purchase order.

Contract 2 construction is expected to be substantially complete by January 29, 2016. Opening of Contract 2 is anticipated on February 15, 2016.

### **Sole Sourcing Utility Relocation Purchase Orders**

Prior to construction of the Mississauga Transitway east segments, Council in March 2010 approved an upset amount of \$5,250,000 (including GST) for creating sole source purchase orders for utility relocations that are required to advance construction of the Mississauga Transitway project east segments. This original upset limit amount was based on estimation at that time, and had been exceeded to date.

## **Comments**

### **Proposed Upset Limit Increase for Contract 2**

Throughout the project execution, there are a number of change orders issued. Some of the change orders are City's requests, some are due to site condition, constructability, safety, design imperfection, and some are from recoverable requests through third parties, specifically:

City's requests include but are not limited to construction of a temporary access at the end of Segment 2 in order to allow the opening of Segment 2 while Segment 3 is still under construction; and additional receptacles, cameras and amenity wall revision at MiWay's request.

Site condition, constructability, safety and others include, but are not limited to lower rock line elevation requiring additional rock excavation; poor soil condition at manhole requiring additional

shoring and effort; unforeseen underground utility conflict; temporary pedestrian accesses at Bell access road and Spectrum Way during construction; and GFRC (cladding) substitution.

Design imperfection includes, but is not limited to retaining wall thickness, extra step footing at Etobicoke Creek Station, unshrinkable backfill at stations, and Heat supply at Tahoe Station.

Third party recoverable requests include changes related to the Region of Peel's 1,200mm (4 feet) watermain and addition of a Multi-Use-Trail that is funded under a separate Capital Budget.

Change orders to date indicate an increase amount of \$3,000,000 is required to cover remaining expenses of this contract.

Out of the \$3,000,000 requested, the Region of Peel's related change order recoverable amount is \$834,048.32 and the Multi-Use-Trail recoverable amount is \$559,569.93, for a combined recovery amount of \$1,393,618.25.

### **Proposed Upset Limit Increase for Sole Sourcing Utility Relocation Purchase Orders**

The current forecast indicates the overall completion of the Transitway project will be in early 2017 and an increase amount of \$2,500,000 is deemed sufficient to cover utility relocation required to project completion.

## **Financial Impact**

Funding for both increase requests is available within the approved project Capital Budget.

## **Conclusion**

The Mississauga Transitway east infrastructure is being delivered through three construction contracts. The City awarded Contract 2 to Dufferin in August 2012. Throughout the contract execution, there are a number of change orders issued; this report is seeking approval to increase the commitment with Dufferin, Procurement #FA.49.315-12 by \$3,000,000 to cover contract expenses to completion.



General Committee

2016/01/19

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Originators files: MG.23.REP

Prior to construction of the Mississauga Transitway, Council in March 2010 approved an upset amount of \$5,250,000 (including GST) for creating sole source purchase orders for utility relocations that are required to advance construction of Mississauga Transitway east segments. This original upset limit amount was based on estimation at that time, and had been exceeded to date. This report is seeking approval to increase the commitment for utility relocation by \$2,500,000 to cover expenses to project completion.



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

Prepared by: Jerry Che, P. Eng. PMP, Capital Project Manager, Transitway Construction

# Corporate Report



<p>Date: 2016/02/03</p> <p>To: Chair and Members of General Committee</p> <p>From: Paul Mitcham, P. Eng, MBA, Commissioner of Community Services</p>	<p>Originator's files:</p> <hr/> <p>Meeting date:</p> <p>2016/02/03</p>
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## Subject

### Toronto Star Publication Distribution Partnership Agreement

## Recommendation

That a by-law be enacted to authorize the Commissioner of Community Services to approve and execute agreements, including all other documents ancillary thereto, with the Toronto Star on behalf of The Corporation of the City of Mississauga for the placement of their publication racks in City facilities, all in a form satisfactory to Legal Services.

## Report Highlights

- Toronto Star Newspapers Limited ("TSNL") has requested a renewal of the promotional agreement with The Corporation of the City of Mississauga ("City").
- Under the terms of the agreement, TSNL would receive non-exclusive access to place publication racks in City facilities including community centres, libraries and specified additional City facilities (see appendix A).
- In consideration for access at City facilities to distribute the Toronto Star newspaper daily, TSNL will provide the City with advertising space in various TSNL publications and media.
- The complementary advertising opportunities included in the TSNL agreement will be used to promote Mississauga events and programs.
- Currently, between 25 and 350 daily editions of the Toronto Star newspapers are distributed to about 30 facilities every day each week.
- City and TSNL staff have achieved an effective and operationally efficient partnership. Delivery of newspapers to facilities is timely and the number of newspaper copies available at each location has been optimized to meet demand, resulting in minimal wasted newspapers daily.

## Background

TSNL initially approached the City with a request to distribute Toronto Star newspapers at City facilities in 2009. In consideration for the opportunity to place distribution racks in facilities, TSNL provided the City with several free print advertising spaces annually in the Toronto Star newspaper. Following a one-year trial, an agreement was created between the TSNL and the City in 2010. This agreement including all renewals expired in 2015.

The partnership with TSNL has been a success. As one example, initial newspaper volumes have been increased at each renewal in response to customer demand. As another, staff have found TSNL to be responsive and attentive to City needs and requests. Staff at the City and TSNL have achieved an effective and operationally efficient partnership.

At their expense, TSNL completed a comprehensive audit during the term of the previous agreement. They employed a third-party firm to assess the success of the newspaper distribution, the distribution racks, their placement and overall use by residents. The request to renew the partnership agreement with the City is a testament to the value TSNL places on the opportunity to connect with Mississauga residents.

To ensure that obligations are being met, TSNL has provided the City with a detailed monthly distribution report, which they would continue to provide under the terms of the new agreement.

## Comments

In order to continue the free distribution of daily newspapers to Mississauga residents and visitors, staff are recommending that the City renew the publication distribution partnership agreement with TSNL for a three-year term. The terms for the agreement have been negotiated by staff in the Recreation Division in consultation with Legal Services.

The partnership would enable TSNL to continue to distribute Toronto Star newspapers for free in selected City facilities. In exchange, TSNL will continue to provide the City with free newspaper advertising space, free advertisements on thestar.com website, free advertising in the Toronto Star summer guide (subject to availability) and a preferred advertising rate.

The complementary advertising opportunities included in the agreement will be used to promote Mississauga events and programs offered by Recreation, Culture, Library and other City departments. The inclusion of digital display advertising on thestar.com is a new addition. It represents an opportunity for the City to market Mississauga programs, services and events on one of the most visited websites in the Greater Toronto Area.<sup>1</sup>

Under the terms of the agreement, TSNL would receive non-exclusive access to place publication racks in City facilities including community centres, libraries and specified additional

<sup>1</sup> Newspaper Topline Readership: Vividata 2015 Q2 (Revised). <http://vividata.ca/wp-content/uploads/2015/10/TOPLINEReadershipbyNewspaperVividata2015-Q2.pdf>

City facilities (see appendix A). TSNL will continue to own the publication distribution racks and be responsible for daily delivery of newspapers to facilities and maintenance of distribution racks in good and safe working order.

During the term of the previous agreement, the agreement was administered by the Communications Division on behalf of the Department of Corporate Services. The new agreement will be administered by Recreation Division on behalf of the Department of Community Services. The change of agreement administration will enable Recreation Division to effectively utilize the advertising opportunities in TSNL media to promote program registrations, related services and events. Communications Division has been consulted and agrees to the change of agreement administration.

## Strategic Plan

Providing residents with free access to newspapers at City facilities strengthens the reputation of Mississauga's recreation facilities and libraries as connection points within the City. In this way, granting TSNL to place publication distribution racks in facilities helps to realize the vision of vibrant, safe and connected neighbourhoods.

## Financial Impact

Consideration for placement of distribution racks in City facilities is given by TSNL in the form of complementary advertising in TSNL print and digital media. The City's benefit is in the form of no cost and discounted advertising opportunities with specified TSNL publications.

Complementary advertising placement in the print edition of the Toronto Star is valued at \$90,000 annually; the summer guide publication at \$5,000 annually; and digital advertising on thestar.com at \$27,000 annually based on 2015 advertising rates. There is no obligation on the City to purchase additional advertising to utilize the complementary advertising space provided by TSNL.

## Conclusion

The availability of free Toronto Star newspapers at City facilities is enjoyed by Mississauga residents. City facilities are an attractive distribution point for publishers like TSNL due to excellent annual attendance at these locations.

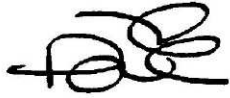
By authorizing the Commissioner of Community Services to execute an agreement with TSNL, the City will continue to provide residents with access to free daily editions of the Toronto Star newspaper.

General Committee		January 11, 2016	4
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## Attachments

Appendix 1: Toronto Star Distribution List



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

Prepared by: Kevin Carr, Manager, Marketing & Business Solutions

## List of Facilities

## Appendix 1

Community Centres	M-F	SAT	Sun	Ward
Burnhamthorpe	75	75	60	3
Carmen Corbasson	65	65	50	2
Clarkson	130	130	100	1
Erin Meadows	130	130	100	9
Huron Park	165	165	135	7
Malton	90	90	75	5
McKechnie	230	230	200	5
Mississauga Valley	180	180	150	4
Meadowvale (reopens 2016)	155	155	125	9
River Grove	180	180	150	6
South Common	180	180	150	8
<b>Arena</b>				
Iceland	90	90	75	5
Hershey Centre	65	65	50	5
Meadowvale 4-Rinks	35	35	25	9
<b>Libraries</b>				
Central	140	140	0	4
Churchill Meadows	35	35	0	10
Cookville	75 (none Mon.)	65	50	7
Courtney Park	90	90	75	5
Erin Meadows	115	100	100	9
Lakeview	35 (none Mon.)	35	0	1
Lorne Park	35	35	0	2
Meadowvale	90	90	0	9
Port Credit	90	140	50	1
Streetsville	45	45	0	11
Woodlands	65	115	50	6
<b>Golf Courses</b>				
BraeBen	35	35	25	6
Lakeview	25	25	25	1
<b>City Facilities</b>				
Civic Centre	140	0	0	4
<b>Transit Facility</b>				
City Centre Transit Term.	350	180	100	4
<b>TOTAL</b>	<b>2965</b>	<b>2840</b>	<b>1870</b>	

# City of Mississauga

# Corporate Report



Date: 2016/01/08	Originator's files:
To: Chair and Members of General Committee  From: Gary Kent, Commissioner of Corporate Services and Chief Financial Officer	Meeting date:  2016/02/03

## Subject

**2013 Ice Storm Final update**

## Recommendation

That the report entitled "2013 Ice Storm Final update" to General Committee dated January 8, 2016 from the Commissioner of Corporate Services and Chief Financial Officer be received for information.

## Report Highlights

- Mississauga and the Greater Toronto Area were subject to an extreme weather event on December 21, 2013 – the Ice Storm;
- Mississauga took prompt action to address the damage caused by the Ice Storm and had to draw on its reserves to fund the costs incurred;
- Mississauga submitted a claim including eligible costs to the Ontario Ice Storm Assistance Program on December 31, 2014 in the amount of \$9,459,837.57;
- An interim payment was received April 20, 2015 in the amount of \$3,310,943.15; A final payment was received January 06, 2016 in the amount of \$4,996,118.27; for a total reimbursement of \$8,307,061.42;
- The ineligible amount of the Mississauga claim amounted to \$1,152,776.15;
- The City is appreciative for the reimbursement of costs received through the Ice Storm Assistance program which would otherwise be burdened by City reserves.

## Background

On December 21, 2013 the City of Mississauga and other municipalities in Southwestern Ontario were subjected to an extreme ice storm. The storm impacted all areas of the City with Meadowvale, Malton and Erin Mills having the most significant damage to the tree canopy.

On February 26, 2014, the Province of Ontario announced a special one-time Ice Storm Assistance program (OISAP). The Deadline for Municipalities to submit claims was December 31, 2014.

The City submitted an OISAP claim to the Ministry of Municipal Affairs and Housing (Ministry) which totaled \$9,459,837.57 in December 2014 prior to the deadline.

To be eligible for an interim payment, the City had to meet and satisfy the “Ice Storm Program Guidelines” issued by the Ministry in a 29 page report dated September 2014. Like all other provincial government reimbursement programs, payments are subjected to rigorous accountability and audit requirements.

The City entered into a Grant Agreement with the Ministry on April 1, 2015 (By-Law #0086-2015). An interim payment of 35% or \$3,310,943.15 was received from the Ministry on April 20, 2015.

Final payment to the City was based on a rigorous review process conducted by Landlink Consulting hired by the Ministry to review the supporting documentation submitted by the City.

The Ministry determined the amount of the final Grant Funding payment based on Landlinks complete review of the City’s claim against the Program criteria. Correspondence with Landlink analysts continued for most of 2015 with final additional documentation submitted by the City to Landlink on December 02, 2015.

A Final communication by the Ministry in the form of a letter was received by the City on December 18, 2015 acknowledging the review was complete and a decision rendered.

## Present Status

All tree and debris removal on city streets and parks, as well as hazardous mitigation work for the Ice Storm recovery, was complete in 2014 to ensure public safety and City asset protection. Approximately 2,000 trees were removed and 8,000 trees were pruned to address branch damage and overall structural integrity of the trees. Ice storm replacement trees were replanted on a 1:1 basis in 2015 and will continue through 2016. The priority was to focus on replanting the streets which were most impacted by tree loss (15+ trees per street), followed by other residential streets, arterial roads, and parks. To date approximately 1,000 trees were replanted in 2015, with an additional 1,000 to be planted in 2016.



General Committee		January 8, 2016	3
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## Comments

Final payments to the City were based on the executed Grant agreements following the completion of the claim review and verification of costs.

It was determined by the Ministry through recommendations by Landlink Consulting that costs of \$1,152,776.15 or 12% were deemed ineligible according the program guidelines and criteria.

The summary of those costs are included in the financial impact section.

The City submitted claims to the Province in December 2014 with supporting documentation according to the “Ice Storm Assistance Program Guidelines”. These guidelines were issued by the Province in September 2014 with training on documentation completed November 18, 2014.

Eligible costs must be directly and demonstrably linked to the December 2013 Ice storm. Proof of payment had to be provided including cancelled checks and employee pay stubs.

Municipalities also had to provide documentation that the costs were incremental to our standard operating budget and were for emergency response only. Documentation totalled nearly 8000 pages.

## Financial Impact

Costs that were eligible for reimbursement under the Ice Storm Assistance program totalled \$8,307,061.42.

Response costs included eligible costs for activities undertaken during and immediately following the Ice Storm (typically Dec.21 – Dec.31, 2013). The initial response costs represented 11.5% or \$1,097,040 of the total eligible costs submitted.

Recovery costs included eligible costs for activities associated with making public infrastructure and public facilities safe or accessible after the disaster response phase passed (Jan.01 – June 22, 2014). Target for eligible costs was June 22, 2014 however if municipalities demonstrated that recovery work could not have been completed within the six-month time frame an extension was granted to December 31, 2014. The recovery costs represented 88.5% or \$8,362,799 of the total eligible costs submitted.

## 2013 Ice Storm Claim Detail

Claim Type	Activity	Claim submitted	Paid	Deemed Ineligible
Goods & Services	Response	\$936,689	\$930,359	\$6,330
Employee Costs	Response	\$145,315	\$105,114	\$40,201
Claimant Owned Equipment	Response	\$15,036	\$0	\$15,036
	<b>Response</b>	<b>\$1,097,040</b>	<b>\$1,035,472</b>	<b>\$61,567</b>
Goods & Services	Recovery	\$8,142,400	\$7,222,914	\$919,486
Employee Costs	Recovery	\$195,237	\$48,675	\$146,562
Claimant Owned Equipment	Recovery	\$25,162	\$0	\$25,162
	<b>Recovery</b>	<b>\$8,362,799</b>	<b>\$7,271,589</b>	<b>\$1,091,210</b>
<b>Total Net Claim</b>		<b>\$9,459,838</b>	<b>\$8,307,061</b>	<b>\$1,152,776</b>

A Summary of ineligible costs is as follows:

Stumping costs: According to the Ministry and the reviewers a decision was rendered that any invoices related to tree stumping costs were deemed ineligible. The argument was that all stumps along residential sidewalks, greenbelts and arterial roads are generally cosmetic and don't present a public safety concern. These costs were deemed ineligible for all Municipalities and totalled \$683,916 for the City.

Backlog work orders: Deemed ineligible in our submission and totalled \$235,570. The backlog work orders represented Forestry maintenance that would have been completed had City Staff resources not been deployed to Ice Storm recovery operations.

Employee/Equipment costs: Documentation required significant support and detailed supervisor approval of work performed in order to meet the eligibility criteria. The substantially detailed information provided by staff did not meet all of the criteria outlined by the Province. As noted below, \$145,315 of employee costs and \$15,036 of our equipment costs were incurred during the initial response stage (December 21 – December 31, 2013), with documentation criteria not provided to the City until September 2014. A part of these costs were deemed ineligible and totalled \$226,960.

## Ineligible Costs

Stumping related costs	\$683,916	60%
Back-log work orders	\$235,570	20%
Employee/Equipment costs	\$226,960	19%
Printing related costs	\$6,330	1%
<b>TOTAL</b>	<b>\$1,152,776</b>	<b>100%</b>

## Conclusion

The Ice Storm significantly impacted the City's tree canopy, with damage being evident for many years to come. The priority for City staff was to ensure public safety and safeguarding of City assets. Ministry guidelines and criteria lacked the appreciation that the perfection of paper work was difficult to achieve at a height of an emergency. The City did respond responsibly and tracked all the disaster related costs by segregating the information and assigning key staff to mitigate clean-up efforts and negotiate with Vendors and contractors. This ensured that our costing was favourable and our financial exposure minimal.

The City of Mississauga's claim submission to the Ontario Ice Storm assistance program totalled \$9,459,837.57. The City received a total of \$8,307,061.42 representing 88% of our total claim.

The City submitted a number of invoices to remove tree stumps which staff considered a pedestrian safety hazard. However, according to the ministry and the reviewers a decision was rendered for all municipalities that any invoices related to tree stumping costs would be deemed ineligible. This represented a total of \$683,916 or 60% of the City ineligible costs.

In conclusion, the Ice storm event occurred 25 months ago, municipalities required a great deal of time to finish debris clean up and address public safety concerns from damaged trees. The City is appreciative for the reimbursement of costs received through the Ice Storm Assistance program which would otherwise be burdened by City reserves. The challenges remain that the City and other claimants did find the program review and claims process burdensome and the documentation requirements onerous.



Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Luigi Vernace, Acting Manager CMS Finance

# Corporate Report



Date: December 16, 2015	Originator's files:
To: Chair and Members of General Committee	
From: Janice Baker, FCPA, FCA, City Manager and Chief Administrative Officer	Meeting date: 2016/02/03

## Subject

### 2015 Obsolete Policies report

## Recommendation

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

1. 01-02-05 – Probation
2. 01-09-01 – Classification of Separations
3. 01-09-03 – Termination of Employment
4. 09-03-02 - Noise Abatement Measures in Residential Subdivisions

## Report Highlights

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

## Background

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

## Comments

The policies that are being recommended for obsolescence have been identified by departmental staff as no longer being required. A rationale for rescinding each policy is provided below

### 1. 01-02-05 – Probation

The Probation policy was created in 1998 in order to formalize the standard of a six month probationary period established by the City in 1973. Human Resources' hiring practices have evolved to the point where the terms and conditions of the probationary period are documented and agreed to by the employee in their offer letter.

### 2. 01-09-01 – Classification of Separations

This policy was created in 1991, based on a personnel document dated 1978. The purpose of the policy "is to define the classifications used" (e.g. retirement, resignation, discharge, lay-off, etc.). The policy has been revised once, in 2006, to remove the mandatory retirement age of 65. The policy is not referenced by Human Resources, as it does not provide any direction. The Ontario *Employment Standards Act, 2000*, dictates separation allowances and vacation pay for employees who resign, are laid off or terminated and the City's standard procedures for processing departing employees are well documented.

### 3. 01-09-03 – Termination of Employment

The stated purpose of this policy is "to identify legal implications and requirements in matters relating to dismissal". Termination of employment is governed by the Ontario *Employment Standards Act, 2000* and the Common Law. The Human Resources Division has well-established, rigorous Termination Process Protocols in place to ensure employees are treated fairly and consistently. As written, the policy, created in 1985, provides legal advice that does not benefit the City of Mississauga. Our Corporate policies, where applicable, clearly outline the types of actions and behaviours that could result in termination. In practice, Human Resources and management staff are referencing the Termination Process Protocols and not the Termination of Employment policy for direction, rendering the policy obsolete.

### 4. 09-03-02 – Noise Abatement Measures in Residential Subdivisions

Staff in Development Engineering, Transportation & Infrastructure Planning, Transportation and Works Department, have advised that this policy has not been utilized in their subdivision reviews. In addition, their practice would not

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2015/12/16

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Originators files:eee

permit the exemption referenced in the policy (i.e. an agreement to omit air conditioning and/or ventilation requirements). Transportation and Works are recommending that the policy be rescinded.

## Strategic Plan

Not Applicable

## Financial Impact

Not Applicable

## Conclusion

For the reasons outlined in this report, the Corporate Policies and Procedures attached as Appendices 1 through 4 should be declared obsolete and removed from the Corporate Policies and Procedures manual.

## Attachments

Appendix 1: Probation 01-02-05

Appendix 2: Classification of Separations 01-09-01

Appendix 3: Termination of Employment 01-09-03

Appendix 4: Noise Abatement Measures in Residential Subdivisions 09-03-02



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

Prepared by: Pam Shanks, Corporate Policy Analyst

# Corporate Policy and Procedure



Policy No. **Appendix I** 135  
Page 01-02-05  
1 of 6  
Effective Date 1998 10 14  
Supersedes

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TAB: HUMAN RESOURCES  
SECTION: EMPLOYMENT STANDARDS  
SUBJECT: PROBATION

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**POLICY STATEMENT** The hiring of employees into permanent positions is subject to the employee's successful completion of a probationary period.

**PURPOSE** The Corporation is committed to employing and promoting only the highest quality staff possible. Completion of a probationary period prior to confirmation of an employee in a position helps to ensure that this commitment can continue to be met.

This policy establishes standard probationary periods; outlines circumstances under which exceptions can be made; and identifies responsibilities of staff in administering probationary periods.

**SCOPE** This policy applies to all employees of the Corporation of the City of Mississauga who are in permanent, non-union positions.

Temporary contract employees are subject to the terms of their individual employment contracts.

Temporary employees working without individual contracts (such as summer and co-op students, and seasonal workers) may be subject to probation, depending on the nature of the work performed and the expected duration of the employment. In such cases, the probationary period may not exceed the probationary period for permanent, non-union employees. Terms and conditions of the probationary period must be documented and agreed to by the employee.

Probationary periods for union employees are dictated by the employee's applicable collective agreement.

# Corporate Policy and Procedure



Policy No. **Appendix I** 136  
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Supersedes

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**Definition** “Probation” is a period of time during which the employer appraises the performance of a new employee, or of an employee who has been transferred into a new position.

Supervisors may require that an employee complete a period of assessment as a means of addressing unacceptable behaviour. Such assessment periods are not considered probations, and are not covered by this policy. Refer to Corporate Policy and Procedure - Standard of Behaviour.

## PROBATIONARY PERIODS

**New Hire or Re-hire** A “new hire” includes both employees who have never previously worked for the City, and employees who have been working on a temporary basis and are now being hired on a permanent basis. “Re-hired” means that a period of employment with the City ceased, and the employee was hired again, into either the same or a different position. A transfer is not a re-hire.

The standard probationary period for non-union employees newly hired or re-hired by the Corporation into permanent positions is six consecutive months. The probation must be a condition of any offer of employment.

**Transfer** A “transfer” includes promotion, lateral transfer, lower-grade transfer, redeployment, demotion, and acceptance of career development or acting positions. (Refer to Corporate Policy and Procedure - Salary Changes for definitions of each type of transfer.) All transfers are subject to probation. The standard probationary period for non-union employees who are transferred into permanent positions is six consecutive months.

**Exceptions to Standard Probationary Period** Exceptions may be made, under the following circumstances only:

- A longer probationary period may be established if the employee is not yet fully qualified to perform the full duties of the position. The probationary period in this case will not



# Corporate Policy and Procedure



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exceed nine months.

- The probationary period may be waived if the employee has been successful in performing the full duties of the position in an “acting” capacity or on a temporary basis for at least six consecutive months, provided that a satisfactory performance review to that effect is on file.

Any exceptions must be documented, with appropriate justification. To ensure appropriate documentation, supervisors should consult with the departmental Human Resources representative prior to establishing non-standard probationary periods.

## Notice to Employee

The employee must be advised of, and agree to, the terms of his or her probationary period, prior to its commencement. As a probationary period is mandatory for any new hire or re-hire, agreement to the probationary period must be a condition upon which any offer of employment is made. It must, further, be a condition of any offer of a transfer where it will be a condition of the assignment.

The departmental Human Resources representative is responsible for ensuring that the employee receives written notice of his or her probationary period, prior to its commencement.

## MONITORING PROBATIONARY PERIOD

It is the responsibility of the supervisor to monitor the employee's performance during the probationary period. Monitoring and documentation during the probationary period will ensure that decisions made at the end of the probationary period can be justified.

The supervisor must ensure that:

- his or her expectations are made clear to the employee, prior to commencing the probationary period;
- regular check-point meetings, and coaching sessions as

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necessary, are held with the employee during the probationary period;

- any concerns are documented and shared with the employee; and
- appropriate actions are taken to assist the employee to address concerns.

At any time during the probationary period, the employee may request additional check-point meetings or initiate discussions on any concerns with the supervisor and/or the departmental Human Resources representative. Any concerns raised by the employee should be documented as part of the overall record.

## COMPLETION OF PROBATIONARY PERIOD

Upon successful completion of the probationary period, the employee will be confirmed in the new position. Action taken if the employee is unsuccessful in completing the probationary period depends on whether the employee was a new hire or re-hire, or a transferred employee. In any case, the decision must be made in consultation with the departmental Human Resources representative, and documented with appropriate justification.

### New Hire/Re-Hire

If a newly hired or re-hired employee is unsuccessful in completing the probationary period, the supervisor may consider either termination of employment, or extension of the probationary period.

### Transfer

If a transferred employee is unsuccessful in completing the probationary period, the supervisor may consider extension of the probationary period; transfer; or, if the reason for the unsuccessful completion of the probationary period constitutes cause for dismissal, termination.

If the supervisor decides to transfer the employee, the following will apply:

- When the probationary position was the result of either a promotion, a lateral transfer, or a lower-grade transfer from

# Corporate Policy and Procedure



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the employee's original position:

- if the original position is vacant, the employee will be transferred back to his or her original position
  - if the employee's original position is not vacant, the City will make reasonable efforts to effect transfer of the employee to a position substantially similar to, and at the same grade level as, his or her original position;
  - if the employee's original position is not vacant and no position substantially similar thereto and at the same grade level is available, he or she will be transferred to a position at a lower grade than the original position;
  - the employee's new salary will be calculated in accordance with Corporate Policy and Procedure - Salary Changes, using as "current salary" the employee's salary in the original position, plus any performance or general wage increases which would have been realized had the employee remained in the original position.
- 
- When the probationary position was the result of a demotion from the employee's original position
    - the employee will not be returned to his or her original position;
    - the employee will not be transferred to a position at the same grade level as the original position, unless he or she applies for the position and is successful in the job competition;
    - the City will transfer the employee to a position at the same level as the probationary position, or lower;
    - the employee's new salary will be calculated in accordance with Corporate Policy and Procedure Salary Changes, using as "current salary" the employee's current salary in the probationary position.

# Corporate Policy and Procedure



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- Employees cannot be transferred into positions at higher grade levels than that previously held, unless the employee applies for the position and is successful in the job competition.

## EXTENSIONS OF PROBATION

Extension of a probationary period can be considered only if it can be demonstrated that there were unusual circumstances that would justify a longer probationary period. Probationary periods may be extended only once, and for a period of no more than six consecutive months. The employee must agree to the terms of the extended probation.

Where a newly hired or re-hired employee refuses to agree to an extension of the probationary period, termination should occur. Where a transferred employee refuses to agree to an extension of the probationary period, a transfer or demotion should occur. In the case of a transferred employee, termination of employment may be considered, if there is cause for dismissal.

REFERENCE: GC-629-98 - 1998 10 14

LAST REVIEW DATE: April, 2004

CONTACT: For more information, contact the departmental Human Resources representative.

# Corporate Policy and Procedure



Policy No. **Appendix 2** 141  
Page 01-09-01  
1 of 2  
Effective Date 2006 11 29  
Supersedes 2002 02 27

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TAB: HUMAN RESOURCES

SECTION: SEPARATIONS

SUBJECT: CLASSIFICATIONS OF SEPARATIONS

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**POLICY STATEMENT** All separations from the payroll are classified by the Human Resources Division, according to the reason for the separation, and detailed on the Employee Status Change Form.

**PURPOSE** The purpose of this policy is to define the classifications used.

## CLASSIFICATIONS

**Retirement** Normal retirement is the first day of the month coinciding with, or following, the attainment of age 65. Early retirement may be at any date after age 55.

**Resignation** Voluntary resignation of an employee from the City.

**Discharge** Separation of an employee for conduct, in the course of his/her duties, of such character that continued employment would not be in the City's best interests.

**Lay-Off** Reduction of staff level due to change or re-organization. The Human Resources Division considers laid-off employees for vacancies that exist or may potentially exist elsewhere within the City.

**Temporary Lay-Off** Short-term lay-off normally caused by budget deficiency and/or seasonal lay-off.

**Release** Final release due to performance of assigned duties, or physical or mental incapacity to perform assigned duties, or for any additional reason other than retirement, resignation, discharge, or lay-off.

**APPROVAL** Employees may not be discharged, released or laid-off without consulting with the Director, Human Resources or designate and the department head and obtaining City Manager approval.

# Corporate Policy and Procedure



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Effective Date 2006 11 29  
Supersedes 2002 02 27

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## SEPARATION ALLOWANCE

Employees who resign, or who are laid off, discharged, or released will be paid an amount which will be determined on a case-by-case basis and which will be at least in accordance with the minimum requirements of the *Employment Standards Act, 2000* (ESA).

## VACATION

Employees separated for reasons other than discharge receive all accrued vacation credits.

Discharged employees receive only the vacation allowance required by the ESA.

## REFERENCE:

Resolution 0251-2006 – 2006 11 29  
Housekeeping – amended to reflect wording of ESA – 2008 02 25

## CONTACT:

For more information, contact your departmental Human Resources Manager.

# Corporate Policy and Procedure



Policy No. **Appendix 3** 143  
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Effective Date 2012 03 08  
Supersedes 1985 07 08

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TAB: HUMAN RESOURCES  
SECTION: SEPARATIONS  
SUBJECT: TERMINATION OF EMPLOYMENT

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**POLICY STATEMENT** In accordance with the provisions of the *Employment Standards Act, 2000* (ESA), employees may be dismissed for cause, or without cause.

**PURPOSE** The purpose of this policy is to identify legal implications and requirements in matters relating to dismissal.

**SCOPE** This policy covers terminations of non-union staff. It is not intended to be exhaustive, or cover every conceivable situation. It should be used as a guide in matters relating to termination of employment. Union employees are governed by the terms of their collective agreements.

**DISMISSAL FOR CAUSE** “Cause” is defined as some form of serious misconduct on the part of the employee, e.g. dishonesty, gross insubordination, physical assault, continued poor performance, and/or attendance, or other similar causes. Occasional minor dissatisfaction with an employee's performance, a personality conflict or poor attitude normally does not constitute cause.

A well-documented record over a reasonable time period, in which the employee has been advised of unacceptable performance and warned that failure to improve could result in disciplinary action including dismissal, is normally required to demonstrate cause.

An employee guilty of wilful misconduct or disobedience or wilful neglect of duty is not entitled to notice of termination or payment in lieu.

# Corporate Policy and Procedure



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Supersedes	1985 07 08	

If there is cause for dismissal, but the cause is not sufficient to constitute wilful misconduct or disobedience or wilful neglect of duty, as defined by the ESA, the minimum requirement of the ESA is provided.

## DISMISSAL WITHOUT CAUSE

Where cause does not exist or cannot be supported through documentation, reasonable notice of termination or payment in lieu must be provided in writing, specifying the date of termination. The period of reasonable notice depends on a number of variable factors, such as:

- age;
- length of service;
- level of salary and responsibility;
- history of advancement;
- demonstrated success;
- assurances of job security;
- circumstances of hiring;
- availability of alternate employment.

## CONSTRUCTIVE DISMISSAL

Certain forms of unilateral action, such as demotion or reduction in salary, duties or responsibilities, may be considered constructive dismissal, entitling the employee to commence legal action claiming wrongful dismissal. Other forms of unilateral action such as forced transfers and changes in reporting relationships may, in some circumstances, constitute constructive dismissal. A forced resignation is tantamount to dismissal.

## LEGAL IMPLICATIONS

An employee who is dismissed without cause and without reasonable notice may sue for wrongful dismissal.

An employee who has been terminated in a harsh or callous manner may be entitled to claim additional compensation for mental stress or anxiety.



# Corporate Policy and Procedure



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In extreme cases, damages may be assessed personally against the individual responsible for the termination, as well as against the Corporation.

## MANAGEMENT RESPONSIBILITIES

Management staff must:

- ensure that areas of dissatisfaction are well documented, and that the employee has been adequately warned and given sufficient time to improve;
- ensure that a full investigation is carried out prior to taking action in cases involving single incidents, e.g. dishonesty;
- consult with the Human Resources Division before dismissing an employee or engaging in any negotiations or discussions with an employee concerning notice of termination or severance pay;
- review the case with the City Manager, or designate, prior to termination of the employee;
- not negotiate or enter into discussions with the employee's lawyer; and
- ensure that no settlement funds are paid to a terminated employee until a release in a form approved by the Human Resources Division and/or the Office of the City Solicitor has been signed by the employee.

## OPTIONS

The Human Resources Division should be consulted when terminating an employee to discuss options, which may include the following:

### Transfer or Demotion

It may be mutually beneficial to look inside the organization, before termination, to find a suitable position. Management must be aware that an employee who quits because of demotion can sue for “constructive dismissal”.

### Notice of Termination/Pay In Lieu of Notice

Notice of termination may be given instead of pay in lieu of notice; however, if performance or personality is a problem with

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the employee, termination with pay in lieu of notice is often the only answer.

In some cases, it may prove advantageous to the City, the employee or both, to explore the possibility of offering the chance to resign prior to termination of employment.

## Salary Continuation

A variation of pay in lieu of notice is through a guaranteed salary with contingent payments, e.g. employee receives 3 months salary guaranteed plus 6 extra months contingent on getting a job.

## Relocation Counselling

In some cases notice or a monetary settlement is not enough and it is necessary to offer relocation counselling in the termination proposal to assist the employee in finding a new job quickly, possibly decreasing employer liability if employment is found during the notice period. A relocation counsellor can help reduce stress suffered during this critical period, and therefore reduce the chances of employees claiming damages for mental stress.

Relocation counselling is most effective when made available immediately on termination, and there are a number of packages to choose from.

## REFERENCE:

AF-1058-85 - 1985 07 08  
2008 02 26 - Housekeeping – amended to reflect wording of ESA  
2012 03 08 - Administrative revision. Added “or designate” to City Manager for review prior to termination.

## LAST REVIEW DATE:

March, 2012

## CONTACT:

For more information, contact your Human Resources Business Partner Manager.

# Corporate Policy and Procedure



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Effective Date 1983 02 28  
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TAB: ENVIRONMENT AND CONSERVATION  
SECTION: NOISE POLLUTION AND CONTROL  
SUBJECT: NOISE ABATEMENT MEASURES IN RESIDENTIAL  
SUBDIVISIONS

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## POLICY STATEMENT

All dwelling units for which noise abatement measures are required to the satisfaction of the City of Mississauga, must provide the following:

- oversized air ducting;
- double glazed windows;
- a central air conditioning unit installed in the furnace; and
- other measures that may be deemed necessary.

## EXEMPTIONS

In subdivisions where central air conditioning or a mechanical ventilation system is required by an executed servicing agreement, the developer may be permitted to delete this requirement based on the following conditions and upon execution of a registerable agreement between the prospective homeowner and the City of Mississauga wherein the homeowner acknowledges:

- that the interior noise levels may exceed City of Mississauga and Ministry of the Environment's guideline limits when either the windows or doors are open;
- that the provision of central air conditioning or alternative is the sole responsibility of the owners; and
- that no demands are to be made of the City of Mississauga or the Region of Peel for air conditioning.

This agreement is to be registered by the City of Mississauga at the cost of the developer once the title of the concerned lot has been transferred to the prospective homeowner.

## Conditions

The following conditions must be met by the developer:

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- that the duct work in units to be located on lands immediately abutting a major noise source be of a size capable of accommodating a future installation of a central air conditioner to the approval of the Commissioner of Planning and Building;
- that clauses satisfactory to the City Solicitor be incorporated into the registered exemption agreement which would advise owners that the interior noise levels may exceed City and Ministry of the Environment's guideline limits when either the windows or doors are open;
- that the provision of central air conditioning or alternative is the sole responsibility of the owner and that no demands are to be made of the City of Mississauga or the Region of Peel for the provision of further noise attenuation works; and
- that clauses satisfactory to the City Solicitor be incorporated into the appropriate purchase and sale agreements with the prospective homeowners which would advise owners of the contents of the noise warning clauses in the development agreement registered on the title of their lands.

## PROPERTIES ABUTTING RAILROAD TRACKS

Where a City street serving residential properties abuts a railroad track in plans of subdivision registered after August 1, 1981, the developer is required to construct a noise abatement wall and post a bond to maintain same for a period of 20 years.

Where a noise abatement wall was required in a plan of subdivision prior to August 1, 1981, between a road allowance and a railway right-of-way on a residential street and the fence has subsequently deteriorated to a condition where it must be either repaired or replaced, the City of Mississauga will carry out the replacement at the City's cost.

## FRONTAGE SERVICE ROADS

Whenever residential development is proposed adjacent to major roads or freeways, the use of frontage service roads are to be considered as a means of improving noise abatement, the quality of private garden space and streetscape aesthetics.

## WARNING CLAUSE

The draft plan conditions for all developments located near a

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major noise generator must specify that the warning clause concerning noise be included in all offers of purchase and sale as well as in the development agreement registered on title.

REFERENCE: GC-765-77 - 1977 06 13  
GC-240-80 - 1980 02 25  
GC-722-81 - 1981 05 25  
GC-1238-81 - 1981 09 14  
GC-271-83 - 1981 02 28

LAST REVIEW DATE: April, 2007

CONTACT: For more information, contact Development Engineering, Transportation and Works Department.

# Corporate Report



<p>Date: January 18, 2016</p>	<p>Originator's file: CD.21.POR</p>
<p>To: Chair and Members of General Committee</p> <p>From: Edward R. Sajecki, Commissioner of Planning and Building</p>	<p>Meeting date: 2016/02/03</p>

## Subject

**Inspiration Port Credit - Business Case for a Future Marina at 1 Port Street East (Ward 1)**

## Recommendation

1. That the report dated January 18, 2016 from the Commissioner of Planning and Building, titled "Inspiration Port Credit – Business Case for a Future Marina at 1 Port Street East", be received for information.
2. That staff report back to General Committee to set out an action plan to protect for a future marina at 1 Port Street East based on the Business Case recommendations, future City Master Plan, and further discussions with Canada Lands Company Limited.

## Report Highlights

- Marina consultants, Touristics developed a business case for a future marina at 1 Port Street East based on extensive research and a review of 11 concepts evaluated against a set of criteria.
- The marina concepts require a capital investment of between \$20M to \$50M, depending on the level of redevelopment of the eastern break wall and the marina services provided.
- Touristics believe that although two of the concepts are sustainable, the related financials are not compelling enough to generate full funding through private investment.
- To protect for a future marina on this site, the City may need to be involved as a marina at this location is an economic, recreational and cultural heritage imperative and of strategic importance to Mississauga.

- The most sustainable model is a full service marina with the majority of uses on-site. A marina can work within a mixed use context.
- An action plan needs to be developed to confirm the future role of the City and needs to be based on further discussions with the site's owner, Canada Lands Company Limited (CLC).

## Background

The 1 Port Street East marina site is one of the only deep-water basins on the north shore of Lake Ontario. It is a former Canada SteamShip Lines site and was converted to a recreational marina in 1974.

The future need for a marina at 1 Port Street East is supported by the Recreational Boating Study (2015). The study concluded that the number of recreational boaters in Mississauga will continue to grow. In addition, boat sizes are increasing. Together, these trends will generate a need for an additional 770 boat slips by 2035. This site is a job generator for the marine industry with significant and unique economic spinoffs. It functionally supports one of the largest salmon fishing derbies in Canada, provides an important supply of recreational boat slips, and is home to the former Great Lakes freighter, The Ridgetown, as part of the city's cultural heritage landscape.

In order to protect for a future marina at 1 Port Street East, the City and CLC signed a Memorandum of Understanding (MOU) to complete a marina business case in November 2014 (Resolution 0201-2014). CLC will pay for this work. The City is the project lead.

Touristics was hired to lead this work along with Shoreplan (Coastal Engineering) and The Planning Partnership (Land Use Planning). Specifically, the scope of work included developing recommendations for:

- a sustainable model for a future marina including range of services required, land/water lot required;
- land use planning considerations; and
- implementation strategies including funding, and ownership model e.g. private, public or private/public partnership model.

## Comments

The Business Case for a Future Marina at 1 Port Street East is completed (See Appendix 1, Executive Summary). It involved extensive information and data collection, stakeholder

interviews and online surveys, best practices research, marina concept creation and testing through financial analyses. Based on this information, key criteria were developed to evaluate the viability of various marina concepts. These criteria are:

- total direct expenditures generated on and off-site;
- number of new jobs created on and off-site;
- disruption of on-going operation;
- net profit at the end of year 10;
- capital cost per slip;
- full service marina services;
- views and vistas;
- enhancement of the public waterfront access;
- on-site winter boat storage;
- approvability by external agencies; and
- compatibility with future development.

The fundamental conclusion of the business case is that a future marina at 1 Port Street East is an economic, recreational and cultural heritage imperative and of strategic importance to Port Credit and Mississauga.

The business case defined the most sustainable model as a full service marina with the majority of uses on-site. It also determined that a marina can work within a mixed use context.

Touristics generated 11 marina concepts for this site.

The estimated capital cost for the concepts ranges from \$20M to \$50M (Appendix 2). The difference between the various options is the extent of redevelopment of the eastern break wall and other related marina infrastructure.

Ongoing operational sustainability of a marina is dependent on high occupancy of the slips and owner/operator ability to provide key revenue producing services. These services are:

- large number of seasonal slips that accommodate larger boat sizes;
- high speed fuel pumps
- winter boat storage;
- repair services; and
- chandlery (boat supplies store).



Based on the anticipated capital and operating costs, Touristics recommend two concepts they view as sustainable. Concept A (Appendix 3) does not provide either on-site boat repair or winter storage. Concept B (Appendix 4) includes boat repair and some on-site storage. Both rely on some level of improvement to the eastern beak wall and both require some off-site boat storage.

These concepts are expected to generate a modest net revenue, after debt servicing, within 10 years. Notwithstanding this, the consultants concluded the significant capital investment required for the marina infrastructure and the subsequent rate of return on the investment is unlikely to attract private sector interest.

In order to ensure the continuation of a sustainable marina at this unique deep water harbour, Touristics believe the municipality will need to be involved. Benefits to City involvement include;

- protection of lands/water lot for future marina use;
- oversight to ensure on-going quality and sustainable infrastructure, operations and maintenance;
- control of hazard lands for public safety purposes;
- potential to work with Credit Valley Conservation to create aquatic habitat, migratory bird stopover opportunities and water quality enhancements as part of the marina infrastructure;
- control of the Ridgetown as a cultural heritage resource;
- potential for a “city-building” initiative in recognition of the significance of the waterfront, this site, marina and harbour to the city, region and province;
- access to potential federal and provincial government funding; and
- application of other funding strategies e.g. public/private partnerships.

## Public Input

On November 24, 2015 the City hosted a community meeting to share the results of the business case. Comments received spanned the following themes:

- Marina retention – continued support for retention of the marina on the site and to “think big, think legacy...”;
- Marina scope of services - most believed that the “working marina” concept is integral to the marina and site’s future. Some prefer not to have the industrial marina component (repair shop and winter storage) and relocate these uses elsewhere within the city;
- Location of marina facilities within site – most supported using lakefill to expand the eastern breakwall to support marina uses and public access to the water;

- Public access to water –continued desire for public access to the water's edge; some concern about the interface with the marina operations;
- Parking – the need for convenient parking for marina users was emphasized;
- Views and vistas – most supported protecting views and vistas within the site and from outside the site to the water;
- Cost for the future marina – some felt that the future development of the site should pay for the new marina facilities and infrastructure, but there was recognition of a need for creative funding opportunities.

Public feedback indicates there is some desire to create a transformative public realm on the waterfront and to make this a landmark site for the city. This involves a full expansion of the eastern breakwater to allow for a variety of features, including an extensive public promenade out to the end of the break wall with viewing platforms. Winter boat storage may also be included. This type of expansion could be phased, subject to investigations into potential funding sources, operational models and approvals.

### **Next Steps**

The ultimate marina layout including dock configurations, breakwall expansion, ownership and operational model will be determined through future discussions with CLC with respect to land and waterlot ownership; determination of City role with the marina and/or lands/waterlot; available funding for marina and harbour infrastructure. City staff will report back to City Council on these matters after completion of the master plan for the site.

## **Strategic Plan**

This project addresses the visionary action of the Prosper pillar to create a model sustainable community on the waterfront.

## **Financial Impact**

There is no financial impact at this time. No monies have been allotted in the City's business plan for additional marina facilities or harbour infrastructure beyond what the City currently owns and operates. Any required funding for implementation will be identified in future business plans.

## **Conclusion**

The Marina Business Case concludes that a future marina at 1 Port Street East is an economic, recreational and cultural heritage imperative and of strategic importance to Port Credit and the city. A marina provides both direct and indirect jobs, fosters tourism, and can add to the vibrancy of the area. Public input is supportive of maintaining a marina at this location.

The business case defined the most sustainable model as a full service marina with the majority of uses on-site. It also determined that a marina can work within a mixed use context.

Of the 11 concepts developed, two are viewed as sustainable but are considered unlikely to be attractive to a private investor. Consequently, it is expected that the City would need to be involved.

The ultimate marina layout, ownership and operational model will be determined through future discussions with CLC with respect to land and waterlot ownership; determination of the City role with the marina and/or lands/waterlot; available funding for marina and harbour infrastructure. City staff will report back to City Council on these matters.

## Attachments

Appendix 1: Executive Summary, Mississauga Marina Business Case Study, December 2015

Appendix 2: Range of Marina Concepts

Appendix 3: Marina Concept A

Appendix 4: Marina Concept B



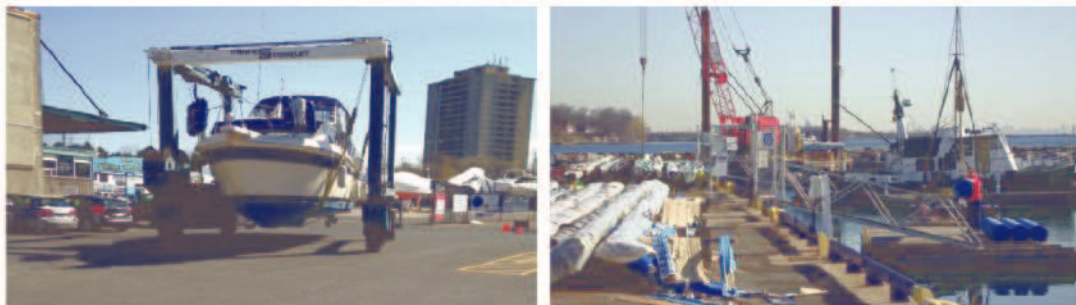
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Edward R. Sajecki, Commissioner of Planning and Building

Prepared by: Ruth M. Marland, MCIP, RPP, Strategic Leader



## Mississauga Marina Business Case Study



## EXECUTIVE SUMMARY

### Study Objectives

**TOURISTICS**, Shoreplan Engineering Limited and the Planning Partnership were retained by the City of Mississauga to undertake a business case study to determine the viability of operating a full service marina at 1 Port Street East within the context of mixed-use development, focusing on but not limited to, the water lot and the eastern portion of the site.

The business case addresses the scope, nature, location, operation and ownership options regarding a future marina on the 1 Port Street East site. The business case study provides input to the master plan, and a future land use policy framework and implementation plan for the re-development and operation of a future marina on the site. More specifically the business case study will identify those components necessary for a sustainable marina including capital investment and on-going operating costs while addressing the following objectives:

- Develop a recommended plan for the development and operation of a future marina on the site;
- Establish a framework for a sustainable marina having considered the social/cultural, environmental and economic factors;
- Identify the appropriate uses/services that consider the existing and/or future related uses that support a sustainable marina, contribute to the site's viability and integrated function as part of a □complete□ community (live, work, make and play) in conjunction with the neighbouring Port Credit businesses and services, contribute to the concept of a □Marina Marketplace□ destination and provide the opportunity to increase or at least maintain the current level of employment on the site;
- Provide a functional marina layout integrated with public access at and to the waterfront and the future proposed mixed use on the site;
- Establish a marina model and layout that accommodates appropriate public access to the waterfront, having regard for a continuous public Waterfront Trail, public open space and parklands and green connections to the adjacent waterfront park system; and,
- Provide an implementation strategy for the marina development and operations that includes a preferred operational model that will integrate with the long term re-development of the site.

### 1 Port Street East

The One Port Street East site has a total area of approximately 27.6 hectares (67.3 acres), including a land area of 7.4 hectares (18.2 acres) and a water lot comprising 20.2 hectares (49 acres). The site has a frontage of approximately 295 metres (970 feet) and a depth of approximately 400 metres (1,300 feet) on land. The total depth on land and water, measured from the north property limit at Port Street to the south end of the water lot, is approximately 800 metres or 2,650 feet. Measured on land at the dockside walls the site has a shoreline of approximately 700 metres (2,300 feet). The City of Mississauga owns the Elizabeth Street right-of-way extending through the site along with the land adjoining the site to the immediate west on the eastside of the Credit River which includes J.J. Plaus Park and the Credit Village Marina.

Centre City Capital Limited a private company operates the Port Credit Harbour Marina (PCHM) through a head lease with Canada Land Company the owners of the property. Centre City Capital Limited currently sub-leases space to ten businesses complimentary to marine use including a complete marine repair service, chandlery, canvas works, sign works, and yacht brokers/boats sales.



### 1 Port Street East Site

Port Credit Harbour Marina is one of the largest privately operated full service marinas on the Greater Toronto Area's (GTA) Lake Ontario shoreline. The depth of water in the marina basin (minimum 18 feet), is one of the deepest on the north shore. The marina caters to seasonal and transient boaters, charter fishing boats, and liveaboards.

### Background

#### *Boating Facilities in Mississauga, Northern North America and Northern Europe*

As background examples, a number of public, private and public/private marinas within northern North America and Northern Europe were analyzed. Particular attention was paid to marina facilities that were situated on developed urban waterfront (e.g. Kingston, Charlottetown, Boston, and Chicago, in northern North America; and Helsinki, Finland, Gothenburg, Sweden, Oslo, Norway, Aalborg, Denmark, and Kuhlungsborn, Germany in northern Europe). The following table shows a comparison of these facilities. The marinas appear to be designed to service the market needs of the area. They are clearly subject to the same winter conditions experienced on Lake Ontario. Some are dominantly seasonal serving the local market while others are dominantly transient focusing on attracting boating tourists into the area. All provide basic services, including washrooms, showers, fuel and pump out, and restaurants at or near the marina. A number of facilities, but not all, offer full boat services shops, including engine repairs.

Length of Slips	Northern North America	Mississauga	Port Credit Harbour Marina
Less than 30 feet	29.5%	49.7%	75.8%
30 feet to less than 36 feet	30.4%	20.9	13.4
36 feet to less than 46 feet	29.8%	23.1	10.8
46 feet and over	10.3%	6.3	
Transient slips as a percentage of total slips	6.8%	4.1	0
Fuel Dock	84.2%	25.0%	100%
Launch Ramp	73.7%	75.0%	100%
Marine Supplies (Chandlery)	89.5%	25.0%	100%
Own rather than rent haulout equipment	78.9%	50.0%	100%
Some Repairs	63.2%	25.0%	100%
On-site Food Service	73.7%	75.0%	Restaurant space vacant
Laundry Facilities	78.9%	100%	100%
Percentage of Docks with 30 amp power	47.2%	84.9%	90.6%
Percentage of Docks with 50 amp power	43.8%	10.1%	9.4%
Pump out	94.7%	75.0%	100%
Boat/Motor Sales	36.8%	25.0%	100%
Parking Spaces/Slip	0.56	1.3	1.8
Dryland Summer Storage Space/Slip	70.5 sq. metres	NA	98.6 sq. metres
Percentage of Seasonal Boats Stored on-site in Winter	59.1%	80.2%	79.1%
Percentage of Marinas with Charter Fishing/Tour/Water Taxi Boats	57.9%	25.0%	100%

### *Development of Alternative Concepts*

The City of Mississauga generated three conceptual marina options referred to as "Possibilities" 1, 2 and 3 which formed the basis of the evaluation of a preferred alternative which would lead to a viable and sustainable marina on the 1 Port Street East site.

- Marina "Possibility" 1 □ Marina buildings and outdoor boat storage are on east breakwater, slips are attached to east breakwater.
- Marina "Possibility" 2 □ Marina buildings are at the northeast corner of the site and the outdoor boat storage is on the east breakwater, slips are attached to east breakwater.
- Marina "Possibility" 3 □ Marina buildings are at the northeast corner of the site and outdoor boat storage is provided in-water or at an alternative site, slips are attached to west wharf.

The marina at 1 Port Street East has been a primary focus throughout the Inspiration Port Credit process culminating in the following vision statement for the site:

*Build a vibrant waterfront community and destination at this unique site with a "Marina Marketplace" □ extend the urban waterfront village fabric linking the marine and cultural histories together at the marina, and draw people to the water's edge to live, work and play.*

Throughout the marina business case study process the focus was on developing alternative concepts which would retain the current marine related jobs on-site and possibly expand upon them; meet the needs of current and future seasonal and transient boaters; and be financially viable while operating within a mixed use context.

### *On-site Facilities and Services for the Alternative Concepts*

Based on a review of the on-site facilities and services provided at other marinas operating within a mixed-use context on Lake Ontario, in Northern North America and Northern Europe and the in-put



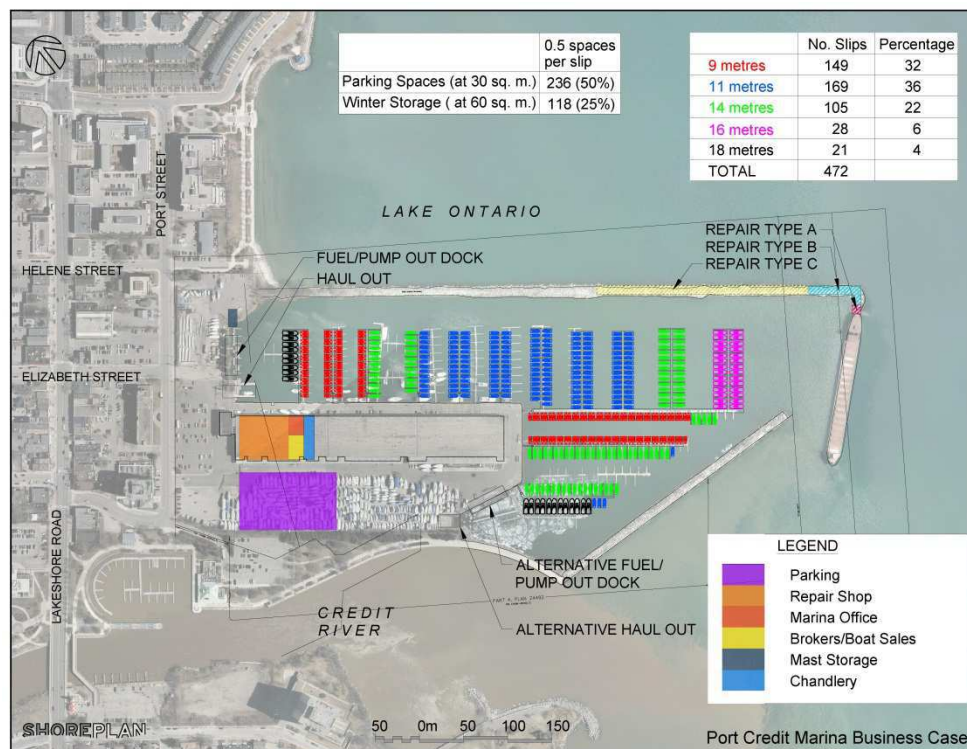
provided through contact with each of the current PCHM tenants, charter fishing boat operators, and boaters and residents through an on-line survey on the City of Mississauga's web-site a number of components and spatial areas were considered in developing the alternative concepts for the 1 Port Street East site.

### Alternative Concepts

A number of alternative concepts for a marina development within the existing basin have been developed. The concepts started with the three □possibility□ options developed by the City of Mississauga.

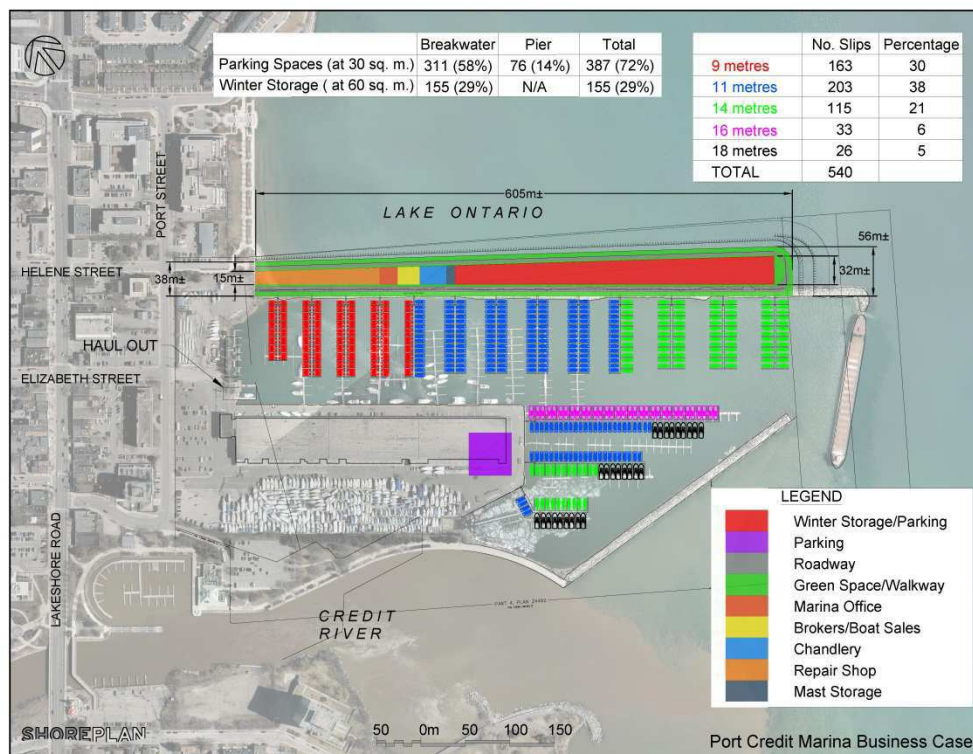
These options were first modified and refined to create alternative concepts that accommodated both recreational craft and tour boats. After further investigation, cruise ships/tour boats and water taxis were dropped from further consideration and the alternative concepts were further refined to create four initial alternative concepts identified as Alternative Concepts 1 to 4. These initial alternative concepts were reviewed with City staff and subsequently Alternative Concept 1 was refined to create Alternative Concept 1a and new alternative concepts 5 to 8 were developed and assessed. Alternative Concepts 5 and 8 were further refined and are presented as Alternative Concepts 5a and 8a. In total eleven alternative concepts were developed, three exclusively tied to the West Wharf (as in the current operation) and eight involving use of the East Breakwater and a portion of the West Wharf. The following two Figures provide an example of both.

The critical differences between the first set of alternative concepts, 1 to 4 and the second set, 1a and 5 to 8, is the reduction of fill quantity along the east breakwater, the reduction or elimination of the winter storage at this site and the reduction or elimination of repair capabilities at this location.



**Potential West Wharf Alternative Concept**





**Potential East Breakwater Alternative Concept**

### Seasonal and Transient Boater Demand

Based on the growth in size and number of boats and boaters within the market area of the proposed 1 Port Street East marina, projected use levels were derived for each of the eleven potential alternative concepts.

Each of the eleven alternative concepts includes seasonal and transient slips and a mix of 9, 11, 14, 16 and 18 metre long slips roughly proportional to the mix of boats within the market area expected to use the marina. (i.e. 30%, 9 metres; 40%, 11 metres; 20%, 14 metres; 5% 16 metres; and 5%, 18 metres). The number of slips in each size category varies slightly due to the design consideration required for the marina basin in each concept.

#### *Demand for Seasonal Slips*

Demand for seasonal slips will come from existing marina slip holders, trade up from existing marinas as this will be the newest full-service marina in the market area with much sought after 11 to 18 metre slips, Charter Fishing Operators, and latent demand existing because of the short-fall of seasonal slips within the market area of the proposed marina site. A breakdown of the size of slips likely to be occupied at the marina under the eleven alternative concepts is provided for the first 10 years of operation. This breakdown reflects the projected size mix of boats expected within the market area of the proposed marina.

This projection is premised on the fact that the seasonal slips at Credit Village Marina, Lakefront Promenade Marina and Port Credit Yacht Club are 98.4 percent occupied, exceeding maximum practical capacity of 95 percent, and at least 95 percent of the existing seasonal slips holders will wish to keep their boats in the re-developed Port Credit Harbour Marina. Based on industry averages it is assumed that 3 percent of the 1,015 boaters at area marinas will be interested in trading up or changing marinas.

All 15 of the Charter Fishing Operators indicated they would return to the re-developed marina. Latent or unsatisfied demand will account for the remaining source of users at the marina.

### *Summary of Seasonal Slip Demand*

Based on the level of demand in the marketplace it is projected that 153 nine metre slips could be occupied in Year 1, meaning all 11 alternative concepts are projected to fully occupy their 9 metre slips in Year 1. 191 eleven metre slips could be occupied in Year 1, as a result all 11 concepts are also projected to fully occupy their available 11 metre slips in Year 1. The expansion to 200 eleven metre slips in Phase 2 will require three years to reach full occupancy. It is further projected that 95 fourteen metre slips will be fully occupied in Year 1. Alternative Concept 1 with 98, Alternative Concept 2 with 111, and Alternative Concepts 3 and 4 with 108 fourteen metre slips will not be fully occupied in this category until Year 6, Year 8, and Year 8 respectively. The projections with the 16 metre slips indicate that 23 will be occupied in Year 1. It is projected that the 26 sixteen metre slips with Alternative Concept 1 will be fully occupied in Year 2, and the 31 with Alternative Concepts 2, 3 and 4 by Year 4. Demand for 18 metre slips indicates a maximum of 17 will be occupied in Year 1 and 22 in Year 2. The 24 eighteen metre slips with Alternative Concepts 2, 3, and 4, will be at 100 percent occupancy by Year 4, and the 26 in Phase 2 of Alternative Concept 6 by Year 8.

### *Demand for Transient Slips*

The boating season in the Mississauga area is approximately 138 days (beginning in the latter half of May and concluding at the end of September). Historically, holidays and weekends, in particular special event weekends are the most important source of boater demand for transient slips. Within Port Credit Harbour marina's 138 day boating season there are approximately 16 holiday weekend days, 14 normal weekend days, and 92 normal week days (i.e. Monday through Friday). Port Credit currently plays host to at least five weekend events that would be of interest to transient boaters (i.e. Port Credit In-water Boat Shows, Mississauga Waterfront Festival, Port Credit Outdoor Art Show, Port Credit Busker Festival, Southside Shuffle Blues and Jazz Festival) that contribute another 10 weekend days to the boating season. It is possible and desirable to organize three new special event weekends around the new marina and the other marine-oriented activities that may be part of the desired further development of the 1 Port Street East site. All of the current events take place on-site or in Memorial Park, a short walk from the site. The existing and proposed special events would therefore attract additional transient boaters and contribute to the vitality of the local businesses at the same time.

Within the eleven proposed alternative concepts for the development of the Port Credit Harbour marina, it is recommended that Alternative Concepts 3 and 4 have 33 dedicated transient slips, and the other concepts 30 dedicated transient slips. In arriving at the projections for the number of transient boaters attracted to the marina it is assumed that 18 seasonal slips will be available at any one time for transient boater use in Alternative Concepts 1, 1a, 5, 6, 7, 8, 8a and 5a; 20 with Alternative Concept 2, and 22 with Alternative Concepts 3, and 4. This follows the policy among many marinas to allow transient use of seasonal slips when those slips are known to be vacant for a minimum of 24 hours and with the permission of the seasonal lessee.

## **Potential Operational Approaches**

### *Public Marina Operational Model*

In order for this option to work the City would have to either own the land and waterlot or lease the land and waterlot. The City would develop the marina with 100 percent of the cost carried by the City. The City could then operate the marina themselves, or contract the marina out to a private operator (as the case with the recently developed Trent Port Marina in Quinte West). The advantage is that the City receives 100 percent of the profit and has complete control over how the marina is operated. Municipalities can usually borrow money at a better rate than a private developer. Economic spin-off would accrue to the City as the marina staff would be the first point of contact for visitors and they could be encouraged to stay longer and partake in activities away from the marina itself. The major

disadvantages would be that the City would be responsible for financing the development and 100 percent of any losses would be the City's responsibility.

#### *Private Marina Operational Model*

A private developer would either own the land and waterlot or lease the the land and waterlot. The private developer would build the marina with 100 percent of the cost carried by the private developer. The advantage of this approach would be that there would be a marina on the City's waterfront with no financing cost to the City and 100 percent of any losses would be the private developer's responsibility. The disadvantage would be that the City would have little control over how the marina was operated and maintained, and the private operator would be more interested in ensuring that visitor expenditures remained within the marina property and not in the downtown area.

#### *Public/Private Marina Operational Model*

For this option to work the City would have to either own the land and waterlot (as the case with Toronto Island Marina and Ashbridge's Bay Marina), or lease the land and waterlot and then turn around and arrange a lease with a private operator (as is the case of Port Dalhousie Pier Marina). The City would likely have to bear a portion of the construction cost. The advantage would be that the City would not be responsible for the total capital cost of development, the City would not be responsible for the operating costs and 100 percent of any losses would be the private developer's responsibility. The disadvantage of this approach is that the City would receive a smaller portion of any profit and the private partner could walk away if the losses grew too large. In addition, private operators tend to defer major maintenance tasks to the end of the lease agreement which may mean the City would likely incur some of the maintenance costs. While public/private partnerships or P3's are a possibility, we are unaware of any marina constructed in Ontario with this approach.

### **Financial Projections**

Detailed financial projections of revenues and disbursements are provided for the first ten operating years of the eleven alternative concepts assuming operation as a publically owned and operated marina and a privately owned and operated marina under a series of scenarios which include on-site winter storage only; on and off-site winter storage; no tenants (i.e. repair service, chandlery, boat brokers/boat sales); and reduced repair service space with reduced on-site winter storage.

The difference between the publically operated marina and privately operated marina is reflected in the disbursements, as the revenues will remain the same.

### **Capital Cost Financing**

#### *Public Sector Operator*

If the City is to build and operate the marina it is expected that the entire capital cost required for construction of the marina and its land-based amenities will be financed through municipal debentures. Although no federal or provincial infrastructure grants were identified that apply to marinas, it is recommended that the Municipality continue an approach with the federal and provincial governments regarding the possibility of obtaining some form of infrastructure grants.

Since the major facilities in the marina (i.e. marina building(s), docks, and breakwaters) have an expected life that exceeds 25 years it will be possible to obtain municipal debentures with either a 20 or 25 year amortization period to cover the projected total capital cost of constructing the marina. A 25 year amortization period with an interest rate of 3.34 percent per annum has been used for each of the alternative concepts.

### *Private Sector Operator*

A private developer building and operating the marina would be faced with higher financing costs than the City. Although the revenue generated by the operating marina would be the same, a private operator would face higher annual disbursements in the form of higher insurance cost, property taxes, property rent and assuming off-site winter storage was included the cost of leasing the space for the winter months. A 25 year amortization period with an interest rate of 5.5 percent per annum has been used for each of the alternative concepts.

Without another revenue source to off-set the debt service, we do not believe that any of the marina alternative concepts included in this analysis would be attractive to a private developer/operator.

### **Economic Impacts**

While we have considered only those impacts associated with the people using the marina and marina building during the operating period; visitors attracted to the waterfront as a result of "boater activity" can also be an important source of revenue and economic spinoffs.

The re-developed Port Credit harbour Marina will be an income producing asset, with the potential to generate thousands of dollars in annual revenue to the benefit of the City of Mississauga. It will increase public access to the waterfront; enhance the physical appearance of the City's waterfront; raise real estate property values on the waterfront and in nearby neighbourhoods; act as a catalyst for new commercial and residential development, and in doing so increase the tax base; and create an improved aquatic habitat

The economic impacts calculated for each of the eleven alternative concepts are measured in terms of direct, indirect and induced Gross Domestic Product (GDP) expenditures; labour income; direct, indirect and induced jobs; and federal, provincial and municipal tax revenues.

#### *Economic Impacts from Construction of Marina*

Economic impacts were derived for each of the years the re-developed marina will be under construction. The industry sectors impacted the most by the construction of the marina will be construction; finance, insurance, rental & leasing; professional, scientific and technical services; manufacturing; retail; and wholesale trade.

#### *Economic Impacts Due to Operation of Marina*

Economic impacts were derived for each of the first ten years of operation of the marina for each of the eleven alternative concepts. The expenditures used to determine the economic impact resulting from the operation of the marina come from four sources.

- Total seasonal boater, transient boater, and non-boater resident and visitor expenditures at the marina;
- Total revenues from tenant operations (i.e. chandlery, repair service, yacht brokers and boat sales, and charter fishing boat operators);
- Total seasonal boater expenditures away from the marina but within the City of Mississauga; and,
- Total transient boater expenditures away from the marina but within the City of Mississauga.

The industry sectors in Mississauga impacted the most by the operation of the marina will be retail trade; culture, entertainment and recreation; food & beverage services; finance, insurance, rental & leasing; fuel and transportation; wholesale trade, and manufacturing.

## Implementation Plan

### *Fill Placement and Other Improvements*

Several of the alternative concepts presented include the creation of additional land along the east side of the east breakwater. Lakefill projects would be subject to a number of approvals and specific filling procedures. The filling practices are outlined in the Ontario Fill Quality Guide and the Good Management Practices for Shore-infilling in Ontario (MOE/MNR 2011).

Given the exposed nature of the site and to meet the guidelines set out in the guide, the potential filling operations are expected to consist of creating a berm along the outside of the fill area, protecting that berm with appropriate coastal protection and then filling the interior □cavity□ with suitable fill material. The exterior berm would need to be constructed of material meeting the □unconfined fill□ standard and the material used to fill the cavity between the new berm and the existing east breakwater could be filled with □unconfined fill□.

### *Phasing and Implementation*

The alternative concepts allow for phased implementation. The existing marina operation can continue while the approval process is in progress, while improvements to the outer part of the marina are taking place, and while lake filling, if it becomes a part of the project, is undertaken. The removal of the existing docks and the installation of the new docks, can be achieved between boating seasons.

## Parking Strategy and Planning Policy Framework

The concept of a new marina in the Basin at One Port Street is an excellent opportunity to provide needed marina facilities within the City and to continue the important connection between the historic land and water-based functions of Port Credit. The new marina facility at 1 Port Street East is expected to generate economic opportunities for the City, be highly integrated with both the redevelopment of the Pier, and with the rest of the Port Credit Area and to be considered a significant community benefit for the residents of Mississauga.

### *The Marina Parking Strategy*

Parking for marina facilities is an important consideration at this stage of the planning process. Parking issues in an evolving urban, mixed use area are complex. Given that the marina component of the 1 Port Street East is expected to occur in a much more urban and mixed-use context, in proximity to places to live, places to work, places to shop and major transit facilities, there are enhanced opportunities to consider an alternative approach to parking, including a reduced parking standard, and strategies for 'shared' parking within the broader Port Credit Area.

As such, the majority of the required marina parking for 1 Port Street East should be accommodated as part of the recommended 'shared' parking strategy promoted in the *Port Credit Parking Strategy - 2014*. The recommended 'shared' parking strategy will enable the appropriate accommodation of parking demands related to an evolving, mixed-use, urban district that will be well served by transit. The 'shared' parking supply will provide a common pool of parking that can be utilized by different users at different times of the day, the week or the year.

### *Funding Opportunities to Achieve a Public Marina*

The achievement of a new marina facility at 1 Port Street East is a function of establishing the City's objectives for its evolution and development, and working with the current landowner, who can assist the City in delivering the facility. A new marina may be considered to be part of the public realm, but the City will need to creatively use its legislative authority and negotiating skills to secure the Basin and associated Shore land that are necessary components of the marina development. In this unique circumstance, the marina and its ongoing improvement and maintenance is fundamental to the functional

'quality of place', and the associated and resultant 'quality of life' within the Port Credit Area. The marina may also provide significant marketing and value-added opportunities for the adjacent development of the wharf.

### *Planning Policy Framework*

The entire Port Credit Area is subject to numerous planning policies in the Official Plan and within the Port Credit Local Area Plan which requires that a master plan be completed for the site.

- In terms of moving forward with the planning for the entire 1 Port Street East Site, it is recommended that the City consider the site comprehensively through the required Master Plan, but that the breakwater, basin and shore lands associated with the proposed marina facility use become a separate, but related designation within the Port Credit Local Area Plan. The new designation will be generally within the framework of the broader Greenlands designation and the Desirable Urban Form policies of the Official Plan, and the specific policies of the Port Credit Local Area Plan. This designation shall provide more specific policy direction that articulates permitted uses, height and built form, potential adverse affects, parking facilities, and funding opportunities, while recognizing the existing policy context.

Overall, the City will ensure to the greatest extent possible that all funds generated through the Planning Act for site plan, parking, parkland dedication and bonusing, and the policy framework of the Development Charges By-law, shall be applied within the 1 Port Street East Site, including, where appropriate, the marina facility and its associated facilities.

### **Assessment of Alternative Concepts**

The eleven alternative concepts were analyzed assuming a publically owned and operated marina and a privately owned and operated marina under a series of scenarios which included on-site winter storage only, on and off-site winter storage, no tenants (i.e. repair service, chandlery, boat brokers/boat sales), and reduced repair service space with reduced on-site winter storage.

The following eleven factors were considered in assessing each of the alternative concepts:

- total direct expenditures generated on and off-site
- number of new jobs created on and off-site
- disruption of on-going operation
- net profit generated by end of Year 10
- capital cost per slip
- full service marina facilities
- views and vistas
- enhancement of public waterfront
- on-site winter boat storage
- approvability by external agencies
- compatibility with planned development

Each of the eleven alternative concepts were assessed on each factor according to a rating of most preferred, intermediate or neutrally preferred, and not preferred. All factors were considered equal when applying them to the alternative concepts.

Based on the assessment of these factors, Alternative Concepts 8 and 8a were most preferred, Alternative Concepts 1a, 5, 6, and 7 were not preferred, and Alternative Concepts 1, 2, 3, 4, and 5a were intermediately preferred.

**Preferred Alternative Concepts for Marina at 1 Port Street East Site**

	Total Capital Cost	Total Direct Expenditures (Economic Impact)	Number of Jobs	Full Service Marina Facilities	Net Profit at end of Year 10	Capital Cost per Slip	Approvability (External Agencies)	Disruption of On-going Operation	Views and Vistas	Compatibility with Planned Development	Enhancement of Public Waterfront Access	On-Site Winter Boat Storage	Score	Preferred
Concept 1	\$24,743,570	\$158,591,690	153		\$6,571,920	\$37,000						118	7 1 3	
Concept 2	\$49,806,500	\$162,365,860	158		(\$7,009,690)	\$74,000						155	7 1 3	
Concept 3	\$49,769,500	\$164,599,280	160		(\$6,190,360)	\$68,000						155	7 1 3	
Concept 4	\$50,091,200	\$167,730,780	163		(\$3,657,790)	\$68,000						220	6 2 3	
Concept 1a	\$20,280,380	\$116,425,180	115		\$6,463,330	\$31,000						0	5 0 6	
Concept 5	\$22,423,420	\$116,624,010	116		\$5,276,040	\$34,000						0	3 3 5	
Concept 5a	\$24,499,510	\$116,624,010	116		\$4,038,140	\$38,000						0	5 2 4	
Concept 6	\$21,898,300	\$114,122,190	116		\$4,669,670	\$33,000						0	4 2 5	
Concept 7	\$22,323,540	\$117,536,090	117		\$5,730,520	\$33,000						0	5 0 6	
Concept 8	\$31,671,900	\$144,233,420	142		\$5,247,200	\$48,000						100	1 10 0	
Concept 8a	\$33,748,000	\$144,233,420	142		\$4,009,300	\$50,000						100	3 8 0	

	163	Most Preferred
	142	Intermediate Preferred
	115	Not Preferred



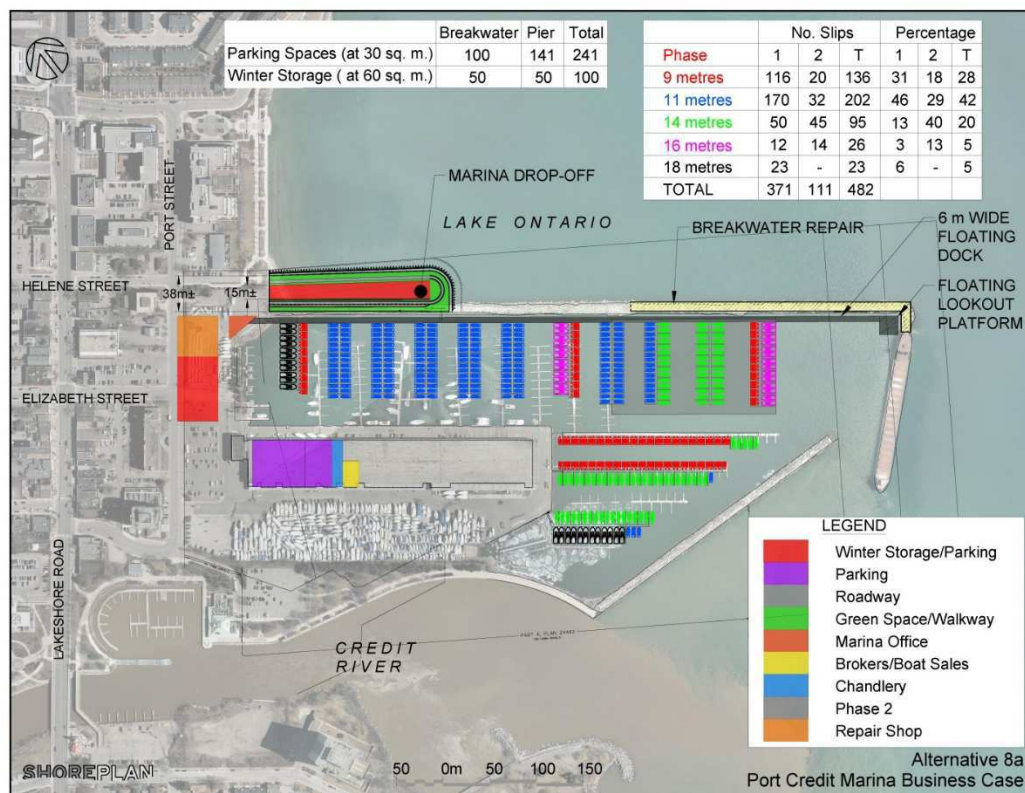
## Preferred Alternative Concepts

The fundamental difference between Alternative Concept 8a (rated as preferred) and 5a (rated as intermediate preferred) is the exclusion of the reduced repair service and requisite winter storage area in the latter. One of the important factors in selecting the alternative concepts was the provision of public access along the east breakwater. Alternative Concepts 2, 3, and 4 provide that, but at a much higher overall cost and cost per slip to a point that makes the marina investment less attractive. The height of the expanded east breakwater with Alternative Concepts 2, 3, and 4 creates issues with views and vistas that are not present with Alternative Concept 5a. As a result, Alternative Concept 5a was given a higher preference rating than 2, 3, or 4.

### Alternative Concept 8a

In Alternative Concept 8a most of the docks are connected to a wide floating dock that parallels the east breakwater. The rest of the docks are connected to the south side of the pier in a configuration similar to the present marina operations. The proposed floating dock along the marina basin side of the east breakwater is 6 metres wide and public access is provided to it. The floating dock is lengthened beyond the boat slips and a floating lookout platform is provided at the south end near the Ridgetown. The repair shop is reduced to approximately 85 percent of the size of the existing shop.

The parking is provided on the expanded breakwater and the pier to accommodate the two dock locations. Parking on the expanded breakwater is proposed to be used for winter storage. A public walkway and a landscape buffer are provided along the outside of the breakwater. The parking and winter storage are provided on the interior of the breakwater. This minimizes the exposure of the stored boats to the elements in the winter. The parking area is expected to be paved. A drop off area would be incorporated at the south end of the expanded breakwater.



### Alternative Concept 8a

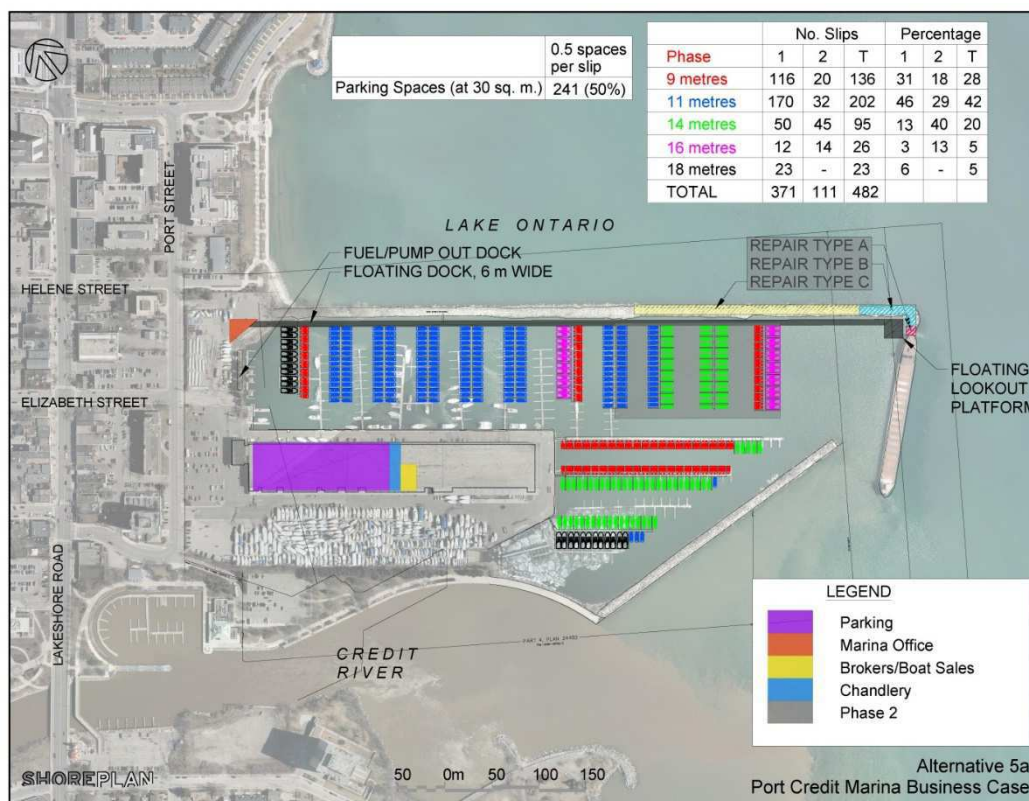


The width of the breakwater was selected to completely fill but to stay within the limits of the existing water lot associated with the Canada Lands Company site. The top of the expanded east breakwater is estimated to be approximately 38 metres wide at the shore and approximately 45 metres wide at the south end. The breakwater is expected to be constructed of stone core with exterior protection of rip rap and armour stone. The highest point of the breakwater is expected to be the south end. Applying standard design and construction criteria, the crest of the breakwater is expected to be near elevation 78.0 metres and gradually reduce to match the existing land elevation at the shore. The west side of the breakwater would remain at approximately the same level as the existing breakwater.

The placement of docks within the entire boat basin requires modifications to the outer 300 metres of the east breakwater and connection of the stone breakwater to the hull of the Ridgetown. Therefore, the dock installation is proposed to be completed in two phases. Phase 1 docks would be located in the north half of the basin and would not require any improvements of the east breakwater. Phase 2 docks would be implemented only after the improvements to the south part of the east breakwater are completed. This approach delays the substantial expenditure associated with the breakwater work.

Public access is provided along the shore of the existing pier, along the perimeter of the expanded section of the east breakwater and along the main floating access pier west of the east breakwater. The marina development does not specifically provide aquatic or bird habitat improvements, but such work can be carried out as part of the overall redevelopment. Opportunities specifically exist with the proposed expansion of the east breakwater. The development of this alternative will not impact coastal processes, local or regional. The existing breakwater structures extend further offshore than the proposed expansion of the east breakwater and remain the controlling structures with respect to sediment transport.

The construction cost of this alternative concept is estimated to be \$20,007,990 and \$4,528,930 for Phase 1 and Phase 2 respectively for a total of \$24,536,920. These amounts do not include any contingencies, allowances or taxes. A minimum 30 percent allowance for design and construction allowance is recommended. The cost does not include any improvements to the existing steel sheet pile wall of the pier. Any required improvements are cosmetic rather than structural and are assumed to be included as part of the site residential/mix use development, not the marina development. The total capital cost for Alternative Concept 8a including site approval costs, a 30 percent contingency allowance and the new equipment required for operation is estimated at \$33,478,000.

*Alternative Concept 5a***Alternative Concept 5a**

The basin layout, number and configuration of slips for Alternative Concept 5a is the same as Alternative Concept 8a. This alternative concept provides no on site winter storage and no repair facilities.

The construction cost of this alternative concept is estimated to be \$13,432,240 and \$4,528,920 for Phase 1 and Phase 2 respectively for a total of \$17,961,160. These amounts do not include any contingencies, allowances or taxes. A minimum 30 percent allowance for design and construction contingency is recommended. As with Alternative Concept 8a, this cost does not include any improvements to the existing steel sheet pile wall of the pier and any required improvements are cosmetic rather than structural and are assumed to be included as part of the site residential/mix use development, not the marina development. The total capital cost for Alternative Concept 5a including site approval costs, a 30 percent contingency allowance and the new equipment required for operation is estimated at \$24,499,510.

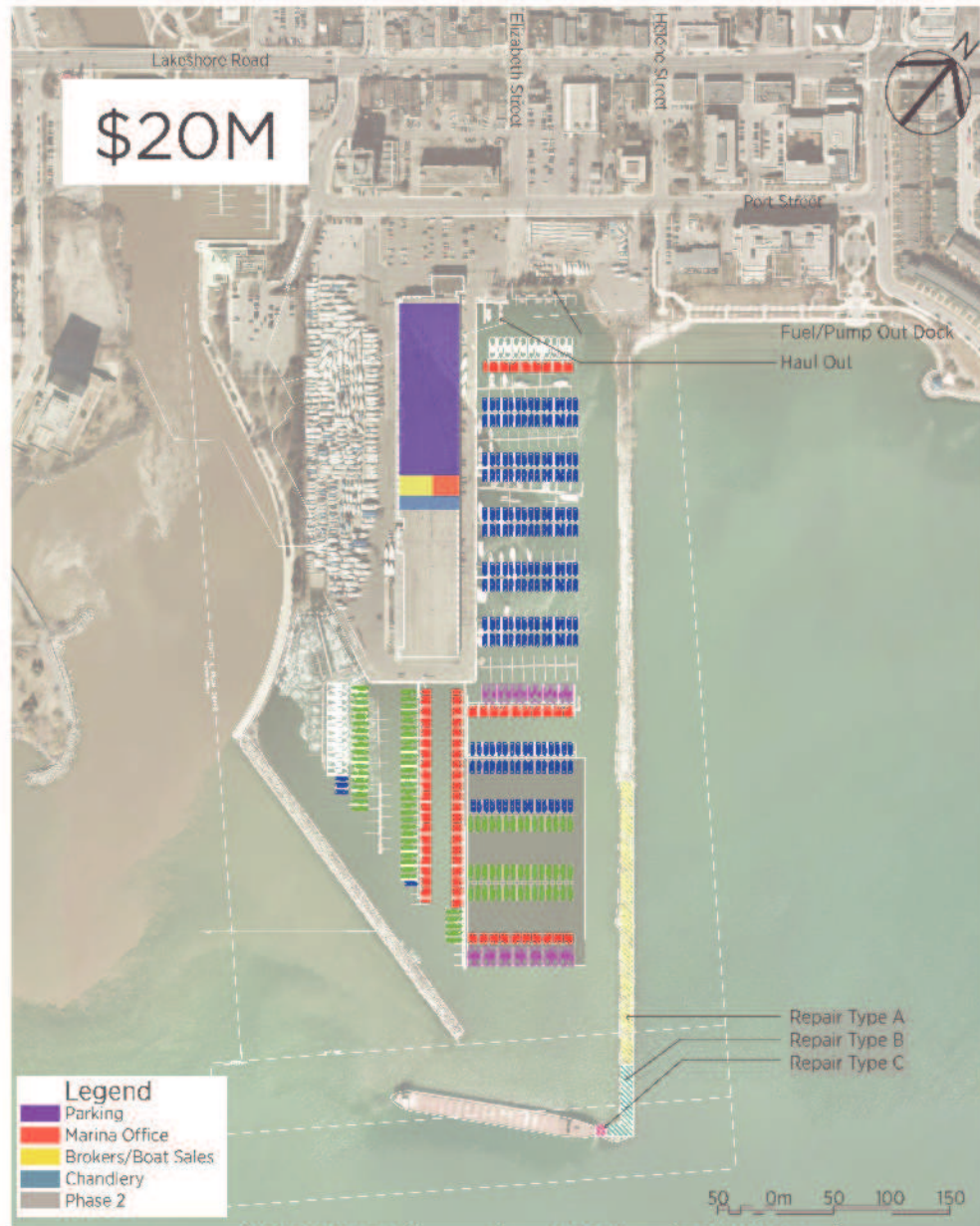
## Summary of Conclusions

The information and data collected as part of this study process, interviews with marina owners and operators, tenants and sub-tenants of 1 Port Street East, Charter Fishing/Tour Boat Operators and seasonal boaters and residents of Mississauga provide a clear indication that:

- There is a strong desire for the continued operation of a full service marina on the Port Credit waterfront;
- A business case can be made for the successful operation of a full service marina on the Port Credit waterfront;
- A future marina at 1 Port Street East is an economic, recreational, and cultural, heritage imperative, and of strategic importance to Port Credit and the City;
- Marinas require heavy investment and have high fixed costs;
- Ongoing high occupancy and revenue producing components are crucial to financial success. Key revenue producing components are:
  - Large number of seasonal slips
  - Winter storage on and off-site
  - Fuel dock with high speed pumps
  - Supportive revenue components include repair services and chandlery (boat supplies store)
- The existing marina operation can continue while the approval process is in progress, while improvements to the outer part of the marina basin are taking place, and while lake filling, if it becomes a part of the project, is undertaken. The removal of the existing docks and the installation of new docks can be achieved between boating seasons;
- A phased approach to the re-development of the marina is possible without negatively impacting the marina's viability;
- The marina can be designed to allow public access at and to the waterfront at 1 Port Street East and function within the future proposed mix use on the site as shown in a number of the alternative concepts presented in the business case;
- Without another revenue source to off-set the debt service none of the alternative concepts for the marina would be attractive to a private developer/operator; and,
- To protect the future of a marina on the 1 Port Street East site as a stand-alone operation in the future, it is expected that the municipality would need to be involved through ownership and/or operation



A range of Concepts were developed...



	0.5 Spaces per slip							
Parking Spaces (at 30 sq.m.)	242 (50%)	No. Slips			Percentage			
		Phase	1	2	T	1	2	T
		9 metres	118	20	138	32	18	28
		11 metres	170	32	202	45	29	42
		14 metres	50	45	95	13	40	20
		16 metres	12	14	26	3	13	5
		18 metres	23	-	23	6	-	5
		Total	373	111	484			100



	Breakwater	Pier	Total		No. Slips	Percentage (%)
Parking Spaces (at 30 sq.m.)	441 (82%)	76 (14%)	517 (96%)	9 metres	163	30
Winter Storage (at 60 sq.m.)	220 (41%)	N/A	220 (41%)	11 metres	203	38
				14 metres	115	21
				16 metres	33	6
				18 metres	26	5
				Total	540	100





# Concept A

- Public access along 6m wide floating dock inside the basin
- Viewing platform at south end of floating access dock
- Improvements to the outer part of east breakwater
- Service dock along north shore
- Marina Office at northern base of main access dock
- No on-site winter boat storage

	0.5 Spaces per slip		No. Slips			Percentage		
Parking Spaces (at 30 sq.m.)	241 (50%)	Phase	1	2	T	1	2	T
		9 metres	116	20	136	31	18	28
		11 metres	170	32	202	46	29	42
		14 metres	50	45	95	13	40	20
		16 metres	12	14	26	3	13	5
		18 metres	23	-	23	6	-	5
		Total	371	111	482			100





	Breakwater	Pier	Total		No. Slips			Percentage		
Parking Spaces (at 30 sq.m.)	100	141	241	Phase	1	2	T	1	2	T
				9 metres	116	20	136	31	18	28
Winter Storage (at 60 sq.m.)	50	50	100	11 metres	170	32	202	46	29	42
				14 metres	50	45	95	13	40	20
				16 metres	12	14	26	3	13	5
				18 metres	23	-	23	6	-	5
				Total	371	111	482			100

## Concept B

- Expanded base of existing east breakwater for approximately 200m
- Public access along 6m wide floating dock inside the basin and expanded breakwater
- Viewing platform at south end of floating access dock
- Improvements to the outer part of east breakwater
- Service dock and haul out along north shore
- Marina Office at northern base of main access dock
- On-site boat storage on expanded breakwater along north shore
- Repair shop along north shore
- On-site boat storage limited to 100 boats in support of repair shop

City of Mississauga  
**Corporate Report**



Date: 2016/01/14

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:  
 2016/02/03

## Subject

**2016 Pre-Budget Submission to the Federal Government**

## Recommendation

1. That the report entitled "2016 Pre-Budget Submission to the Federal Government," including Appendix 1, from the City Manager and Chief Administrative Officer be approved for submission to the Ministry of Finance, Federal Government for the Federal 2016 Budget deliberations.
2. That the Mayor be directed to forward this report to the Federal Minister of Finance, the local MPPs and MPs, Ontario's Big City Mayors (LUMCO) and the Association of Municipalities of Ontario (AMO).

## Background

The federal government has embarked on an intensive cross-Canada conversation with Canadians to shape their first and future budgets. Contributors are encouraged to provide written submissions or complete an online questionnaire regarding the upcoming Federal 2016 Budget. No deadline has been identified, but contributions are encouraged to be submitted as soon as possible.

The City of Mississauga has forwarded similar pre-budget submissions to the provincial government. During General Committee deliberations on January 13, 2016, the Committee recommended that a similar submission be prepared for the federal government.

## Comments

The federal government is looking for public input regarding how best to help families struggling to make ends meet and how to make our communities thrive. The federal government has identified the following questions:

- In your opinion, how can we better support our middle class?
- What infrastructure needs can best help grow the economy, protect our environment, and meet your priorities locally?
- How can we create economic growth, protect the environment, and meet local priorities while ensuring that the most vulnerable don't get left behind?
- Is the implementation of these new priorities and initiatives realistic? Will it help us grow our economy?

The City of Mississauga's pre-budget submission, attached as Appendix 1, includes items of importance that are part of Council-approved plans or initiatives.

## Financial Impact

There would be a positive financial impact for the City of Mississauga if any items outlined in Appendix 1 were to be included in the 2016/2017 federal budget.

## Conclusion

The City of Mississauga appreciates the opportunity to provide the Ministry of Finance with information and suggestions for the upcoming federal 2016 Budget. All of the items outlined in the attached submission are of importance to the City and would have a positive impact on funding vital infrastructure, creating local jobs, and stimulating the economy.

## Attachments

Appendix 1: 2016 Federal Pre-Budget Submission




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

Prepared by: Elizabeth McGee, Manager, Financial Policy and Initiatives



## CITY OF MISSISSAUGA

### **Federal 2016 Budget: Pre-Budget Submission**

Department of Finance Canada



MISSISSAUGA

## Introduction

The City of Mississauga supports the federal government in programs that grow the local economy, protect our environment and address the needs of the vulnerable. **We are requesting support for our top priorities from the upcoming Federal 2016 Budget.**

To stimulate the local economy, we need:

**Strategic Transit Investments**

**Sustainable Infrastructure Funding**

**Job Creation and Partnerships**

The City of Mississauga recognizes the funding it has received from the federal government. We benefitted greatly from the past Infrastructure Stimulus Funding and look forward to a continued partnership.

# I. Strategic Transit Investments

## Background:

- The City of Mississauga desires a safe, reliable, efficient inter-regional transit system
- Our priorities include the Hurontario LRT, Mississauga Transitway and Regional Express Rail
- Mississauga encourages the establishment of a bypass rail line adjacent to Hwy 407 (the “missing link”)

The Hurontario LRT Project remains the City of Mississauga’s top priority, and we very much appreciate the Province’s announcement of funding for the light rail transit line. Recognizing that rapid transit needs to play a key role in supporting future growth in Mississauga and within the Greater Toronto and Hamilton Area, we continue to plan and look for opportunities to expand the regional transportation network within Mississauga. In order to ensure that an expanded regional transportation network becomes a reality, ongoing, dedicated federal funding is required, both for the City of Mississauga and through support to Metrolinx in their application for P3 Canada funding.

Currently, the City of Mississauga is looking for federal investment in the following higher-order transit initiatives:

## Downtown Mississauga Transitway

A Council-adopted November 2014 report identified our next priority as the further funding and completion of the Downtown Mississauga Transitway segment. This is to provide for a continuous system and to maximize the potential benefits and success of previous investments.

This investment would support continued growth and intensification in our downtown core, and provide links to key destinations such as Toronto Pearson International Airport and the adjacent employment lands. Elements of this work could be advanced in conjunction with LRT work to ensure maximum coordination and integration. Other Transitway segments completed or still under construction have been supported by federal funding contributions.

[MORE INFO](#)



The vital transit link in our downtown core remains unfunded at this time.

## Regional Express Rail (RER)

Regional Express Rail (RER) will provide all-day, two-way GO Train service every 15 minutes with reduced travel times. The plan applies to all lines and corridors in the GO Transit network.

### Our city has three GO Train rail corridors:

- Lakeshore West Line: currently has all-day, two-way, 30-minute service
- Milton Line: operates peak period, single direction train service
- Kitchener Line: operates peak period, single direction train service

### Providing the Milton and Kitchener lines with two-way, all-day service will:

- get commuters out of their cars and reduce gridlock
- allow our regional mobility hubs to operate and flourish
- provide connections to major economic centres in all directions - Toronto, Hamilton, Burlington, Niagara Region, Kitchener-Waterloo Region, etc.

[METROLINX INFO](#)

[CITY OF MISSISSAUGA CORPORATE REPORT](#)

RER will provide commuters with effective, reliable rail transit to help them get to work and to access services.

## Building the “Missing Link”

The City of Mississauga - together with Toronto, Milton and Cambridge - encourages the relocation of heavy rail freight traffic from the Milton and Kitchener GO Rail lines, to a proposed bypass rail line adjacent to Highway 407 (the “missing link”).

This proposed bypass rail line would link the CN bypass line at Bramalea with the CP line through-route near the Milton-Mississauga border. The bypass would have three major benefits:

- provide an alternative to the challenge of widening the Milton and Kitchener GO rail corridors
- remove heavy freight from the Milton and Kitchener GO rail corridors
- free up inner parts of the Milton and Kitchener GO rail corridors for RER service

[MORE INFO](#)

The “missing link” would have far-reaching benefits at the local, national and international levels.

We are looking for federal investment in all of our higher-order transit initiatives.

## II. Sustainable Infrastructure Funding

### Background:

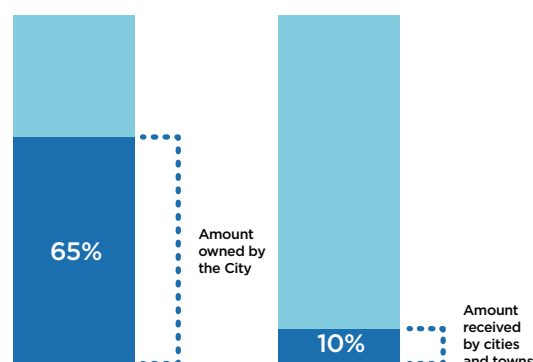
- Cities and towns own the majority of infrastructure (65%) but receive the smallest share of tax dollars (10%)
- The City looks forward to starting new construction projects when the federal and provincial governments finalize the New Building Canada Fund

### Sustainable Infrastructure Funding

Sustainable infrastructure funding also remains a top priority. Mississauga owns \$8.3 billion worth of infrastructure assets. We cannot support our infrastructure on the local tax bill.

#### [MORE INFO](#)

Investment in infrastructure to handle more frequent weather events and upstream development is becoming increasingly important. Recent large and unpredictable events such as the storm of July 2013 and the ice storm of December 2013 were devastating to our city. We predict more such events will occur.



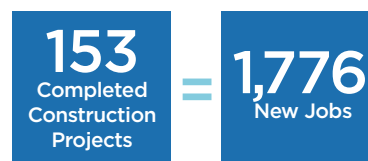
The City owns the majority of infrastructure within its boundaries (65%), but local governments receive the smallest share (10%) of all tax dollars collected

The City needs a sustainable infrastructure funding strategy involving the federal and provincial governments.

## Support for Infrastructure Projects

Through funding programs like the Infrastructure Stimulus Fund (ISF) and Recreational Infrastructure Canada (RIInC), municipalities were important to the federal and provincial governments' recovery efforts after the 2008 economic downturn. We proved ourselves by completing 153 construction projects on time and on budget, which created an estimated 1,776 jobs.

Mississauga is ready to do our part. We welcome the continued federal support for the Canada 150 Community Infrastructure Program. We are poised to begin projects as soon as we receive an executed contribution agreement.



**Council has approved specific projects that are ready to proceed with the Canada 150 Community Infrastructure Program.**

The New Building Canada Fund will support key infrastructure and construction priorities in Mississauga. We applaud all efforts to make the approval process clearer and quicker. We have a list of important infrastructure capital projects ready to submit for funding, including:

- road rehabilitation
- stormwater management pond/flood storage facility
- emergency shelter provisions/back-up generators
- public transit projects, including the Downtown Transitway Connection and Meadowvale Transit Terminal

**We eagerly anticipate the finalization of the New Building Canada Fund agreement and program details by the federal and provincial governments.**

## Port Credit Harbour Marina

Protecting for the future of this former federal harbour at the confluence of the Credit River and Lake Ontario is an economic, recreational and cultural heritage imperative. Built by the federal government in the 1950s for national defence purposes, and subsequently home to the Canadian Steamship Lines before its evolution into a recreational marina in 1974, this marina and its deep-water basin generate jobs for the marine industry, with significant and unique economic spinoffs. The marina functionally supports one of the largest salmon fishing derbies in Canada, provides an important supply of recreational boat slips for the city and region, and is a cultural heritage link to the Great Lakes. The "Ridgetown," a former Great Lakes freighter, forms one of the critical harbour breakwaters.

This marina basin requires infrastructure reinvestment as the breakwaters are at the end of their lifecycle. If this reinvestment does not occur, this valuable asset unique to the north shore of Lake Ontario could be lost.

[MORE INFO](#)



**We need to reinvest in our harbour to maintain this valuable asset.**

### III. Job Creation and Partnerships

#### Background:

- All levels of government in the GTA must work together on regional business attraction
- The federal government must be included in our strategies to stimulate the economy

#### Support for new GTA Regional Foreign Direct Investment (FDI) Attraction Agency “NewCo”

City Council has endorsed the funding of a new GTA regional FDI attraction agency. This will help make the GTA a destination choice for foreign direct investment. The Province has provided transitional funding to help establish this agency.

Ongoing multi-year funding from the federal and provincial governments and GTA partners will help the GTA be more competitive.

#### Partnerships with the Federal Government

The City of Mississauga is a partner with both the federal and provincial governments. We are willing to add our support directly and through the Federation of Canadian Municipalities (FCM) to foster stronger partnerships between all three levels of government.

We support lobbying the federal government for:

- a National Housing Strategy
- a Sustainable Infrastructure Funding Strategy
- a National Transit Strategy

We also look forward to working collaboratively with our federal and provincial partners to fight the impact of climate change.

We believe that these collective strategies will bring better discussion, long-range planning and sustainable funding tools to implement the core municipal services that help grow and strengthen our urban economies.

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## **REPORT 1 - 2016**

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Heritage Advisory Committee presents its first for 2016 and recommends:

### HAC-0001-2016

1. That the heritage designation of the property located at 1130-40 Clarkson Road North be deferred for a period of ninety (90) days in order to provide the Owner the time to obtain clarity on land uses with the proviso that during this period there will not be any changes made to the above property.
2. That Heritage Staff be part of all future discussions in regard to the above property.
3. That the Deputation from Glen Broll, Glen Schnarr & Associates, be received.  
(HAC-0001-2016)

### HAC-0002-2016

That the property at 49 Queen Street South, which is listed on the City's Heritage Register, is not worthy of heritage designation, and consequently, that the owner's request to demolish proceed through the applicable process.  
(HAC-0002-2016)

### HAC-0003-2016

That the Corporate Report dated December 17, 2015, from the Commissioner of Community Services entitled "*Heritage Advisory Committee and Related Staff Milestones: 2015 Year in Review*", be received for information.  
(HAC-0003-2016)

### HAC-0004-2016

That the Report dated January 5, 2016 from the Meadowvale Village Heritage Conservation District Advisory Sub-Committee Meeting, be adopted.  
(HAC-0004-2016)

### HAC-0005-2016

That the General Committee be requested to defer the name change of Holcim Waterfront Estate until the Heritage Advisory Committee has had an opportunity to review name changes of heritage designated properties.  
(HAC-0005-2016)



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**REPORT 1 □ 2016**

TO: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Traffic Safety Council presents its First Report for 2016 and recommends:

TSC-0001-2016

That the PowerPoint Presentation regard Pingstreet Application as presented by Ivana Di Millo, Director, Communications, Shawn Slack, Director, IT, and Wendy McClymont, Manager, 311 Citizen Contact Centre, be received for information

(TSC-0001-2016)

TSC-0002-2016

That the Site Inspection Report for the safety review conducted on December 8, 2015 at the bridge in Camilla Park over the Cooksville Creek for the students attending Munden Park Public School, be received for information.

(Ward 7)

(TSC-0002-2015)

TSC-0003-2016

1. That Transportation and Works be requested to review the signage in the St. Basil Catholic School area as follows:
  - a. Changing □No Parking□signs at the school entrance and exit driveway to □No Stopping□signs;
  - b. Adding more □No U Turn□signs to create No U Turn zones;
  - c. Replace □No Stopping□signs opposite the school with □No Stopping□Monday to Friday between 8:00 a.m. to 4:00 p.m. September to June; and
  - d. Add more □No Stopping□signs for better visibility.
2. That Parking Enforcement be requested to enforce all parking and stopping prohibitions from 8:20 a.m. to 8:45 a.m., and 3:05 p.m. to 3:30 p.m., once signage is in place for the students attending St. Basil Catholic School.
3. That Peel Regional Police be requested to enforce □No U Turn□violations from 8:20 a.m. to 8:45 a.m. and 3:05 p.m. to 3:30 p.m., for the students attending St. Basil Catholic School.
4. That the Student Transportation of Peel Region be requested to relocate the school bus stops currently located at the south leg of Greybrook Crescent and the entrance driveway to St. Basil Catholic School.
5. That the Dufferin-Peel Catholic District School Board consider reviewing staffing and operation of the Kiss & Ride area at St. Basil Catholic School.

(Ward 3)

(TSC-0003-2016)

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TSC-0004-2016

1. That Parking Enforcement be requested to enforce parking prohibitions between 3:10 p.m. and 3:45 p.m. on Havenwood Drive, for the students attending Brian W. Fleming Public School
2. That the Transportation and Works Department be requested to review signage in the area for students attending Brian W. Fleming Public School.
3. That the Peel District School Board consider reviewing the staffing and operation of the Kiss & Ride area at Brian W. Fleming Public School.

(Ward 3)

(TSC-0004-2016)

## TSC-0005-2016

1. That the request for a crossing guard at the intersection of Clarkson Road and Birchwood Drive, for the students attending St. Christopher Catholic School and Whiteoaks Public School, be denied as the warrants are not met.
2. That the City of Mississauga, Ward 2 -Councillor be requested to consider conducting a survey of area residents living on the east side of Clarkson Road to determine if they are in favour of a sidewalk being constructed on the east side of Clarkson Road, for students attending St. Christopher Catholic School, Hillcrest Middle School, Whiteoaks Public School and Lorne Park Secondary School.
3. That the Transportation and Works Department be requested to conduct a speed study on Clarkson Road in the area of Birchwood Drive in order to determine if traffic calming measures should be recommended, for the students attending St. Christopher Catholic School, Hillcrest Middle School, Whiteoaks Public School and Lorne Park Secondary School.

(Ward 2)

(TSC-0005-2016)

## TSC-0006-2016

1. That the request for a crossing guard at the east leg of Duke of York Boulevard and Webb Drive, for students attending Fairview Public School, be denied as the warrants are not met.
2. That the Traffic Safety Council be requested to re-inspect existing crossing at the west leg of Duke of York Boulevard and Webb Drive to determine if the warrants continue to be met.

(TSC-0006-2016)

## TSC-0007-2016

That the request for a crossing guard at the intersection of Brandon Gate Drive and Sigsbee Drive, north leg, for the students attending Corliss Public School, be denied as the warrants are not met.

(Ward 5)

(TSC-0007-2016)

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TSC-0008-2016

That the email dated January 7, 2016 from Anna Gentile, from Student Transportation of Peel Region requesting a safety review at the intersection of Mavis Road and Crawford Mill Avenue/Novo Star Drive, and, at the intersections of McLaughlin Road and Novo Star Drive/Arrowsmith Drive from 8:00 a.m. to 8:40 a.m. and from 2:10 p.m. to 3:30 p.m. be received and referred to the Traffic Safety Council Site Inspection Subcommittee for a report back to Traffic Safety Council

(Ward 11)

(TSC-0008-2016)

TSC-0009-2016

That the report from the Manager of Parking Enforcement with respect to parking enforcement in school zones for November and December 2015 be received for information.

(TSC-0009-2016)

TSC-0010-2016

That the Action Items List from the Transportation and Works Department for the month of November 2015 be received for information.

(TSC-0010-2016)

TSC-0011-2016

That the Minutes of the Walk to School Subcommittee meeting on January 13, 2016, be received.

(TSC-0011-2016)

TSC-0012-2016

That the amount of up to \$1,500 be approved to cover the costs of printing materials used for the Walk to School Program.

(TSC-0012-2016)

TSC-0013-2016

That the Minutes of the Public Information Subcommittee meeting on January 22, 2016, be received.

(TSC-0013-2016)

TSC-0014-2016

That the Judy Richards, Principal of Oscar Peterson Public School, be named the recipient of the 2015 Dr. Arthur Wood Safety Award.

(TSC-0014-2016)

**MISSISSAUGA CYCLING  
ADVISORY COMMITTEE****December 8, 2015**

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**REPORT 11- 2015****TO: CHAIR AND MEMBERS OF GENERAL COMMITTEE**

The Mississauga Cycling Advisory Committee presents its eleventh report for 2015 and recommends:

**MCAC-0060-2015**

That the deputation and associated PowerPoint presentation by Glenn Gumulka, Executive Director, SustainMobility with respect to SustainMobility Overview and Tour de Mississauga opportunity, be received.

(MCAC-0060-2015)

**MCAC-0055-2015**

That the deputation and associated PowerPoint presentation by Erica Duque, TDM Analyst, Region of Peel, with respect to Community Based Social Marketing Program in Mississauga, be received.

(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)

**MISSISSAUGA CYCLING  
ADVISORY COMMITTEE**

**January 12, 2016**

**REPORT 1- 2016**

TO: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Mississauga Cycling Advisory Committee presents its first report for 2016 and recommends:

**MCAC-0001-2016**

That the PowerPoint Presentation regard Pingstreet Application as presented by Ivana Di Millo, Director, Communications, Shawn Slack, Director, IT, and Wendy McClymont, Manager, 311 Citizen Contact Centre, be received for information  
(MCAC-0001-2016)

**MCAC-0002-2016**

That the Proposed 2016 Cycling Network Program Memorandum dated January 8, 2016 prepared by Jacqueline Hunter, Active Transportation Coordinator, be received for information.  
(MCAC-0002-2016)

**MCAC-0003-2016**

That the 2015 Cycling Count Summary Memorandum dated January 8, 2016 prepared by Jacqueline Hunter, Active Transportation Coordinator, be received for information.  
(MCAC-0003-2016)

**MCAC-0004-2016**

1. That the letter dated December 18, 2015 from Glenn Gumulka, Executive Director, SustainMobility, regarding the management of the Tour de Mississauga, be received for information.
  2. That the Members of the Mississauga Cycling Advisory Committee support the transfer of the management of the Tour de Mississauga to SustainMobility.
  3. That the Tour de Mississauga Subcommittee of the Mississauga Cycling Advisory Committee continue to work with SustainMobility on the Terms and Conditions relating to the transfer of the management of the Tour de Mississauga to SustainMobility.
- (MCAC-0004-2016)

**MCAC-0005-2016**

That the amount of up to \$300.00 be approved for the costs associated with the attendance of a Member of the Mississauga Cycling Advisory Committee to the Cycle Tourism Conference on March 4, 2016, in Toronto, Ontario.  
(MCAC-0005-2016)