
Budget Committee

Date: June 24, 2020
Time: 1:30PM (Please note that the meeting will not begin prior to 1:30PM and is subject to the completion of the Council meeting)
Location: Online Video Conference

Members

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

Due to efforts to contain the spread of COVID-19 and to protect all individuals, the Council Chamber will not be open to the public to attend Council and Committee meetings until further notice.

Deputations and Public Comments: Any member of the public interested in speaking to an item listed on the agenda may register at dayna.obaseki@mississauga.ca by Monday, June 22, 2020 before 4:00 PM. Comments submitted will be considered as public information and entered into public record.

Contact

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

Find it Online

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

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1. **CALL TO ORDER**

2. **APPROVAL OF AGENDA**

3. **DECLARATION OF CONFLICT OF INTEREST**

4. **DEPUTATIONS**

4.1 Nikki Hayes and Martin Field, Residents to speak on the potential Tax Savings associated with creating a Animal Care Committee

4.2 Gary Kent, Commissioner of Corporate Services and Chief Financial Officer and Jeff Jackson, Director of Finance and Treasurer to present the COVID-19: Financial Recovery Pillar, 2020 Financial Update and the Preliminary 2021 Operating Budget.

(Item 6.1 and 6.2)

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

You may pre-register to present your question to Budget Committee on a matter on the agenda via WebEx during the Public Question Period, at dayna.obaseki@mississauga.ca by Monday, June 22, 2020 before 4:00 PM.

6. **MATTERS TO BE CONSIDERED**

6.1 COVID-19: Financial Recovery Pillar

6.2 Update on the Financial Impacts of COVID-19

6.3 Works in Progress Report as at May 31, 2020

6.4 2021 through 2029 Winter Maintenance Contract

6.5 Park Development – Use of Consultants

7. **CLOSED SESSION - Nil.**

8. **ADJOURNMENT**

Financial Recovery Pillar, 2020 Financial Update & Preliminary 2021 Operating Budget

Presentation to Budget Committee
June 24, 2020

Presentation Outline

COVID-19 Pandemic

- Financial Recovery Pillar
- Financial Projections
- Offsetting the 2020 Operating Deficit
- Liquidity Update

2021 Budget

- Economic Outlook
- Forecasted Budget Summary
- Operating and Capital Impacts
- Budget Timelines
- Budget Engagement

COVID-19: Financial Recovery Pillar

Financial Conversation #3

COVID-19 Pandemic

COVID-19 Recovery Framework

Fundamental Principles

Protect the Health and Safety of the Public and Employees

Phased Approach

Mental Wellness & Psychosocial Support

Building Back Better

Whole Community Approach

Pillars of Recovery

Community

Economic

Financial

Corporate

COVID-19 Pandemic

Council Actions Taken to Support Residents and Businesses

- Deferred tax and stormwater payment due dates by 90 days
- Deferred the water and wastewater rate increase by 90 days
- Suspended parking enforcement
- Deferred rent payments for tenants in City-owned facilities
- Deferred collection of the Municipal Accommodation Tax
- Temporarily suspended fines, penalties and late fees
- Temporarily suspended payment on MiWay buses (resuming July 2nd)
- Confirmed retention of Culture and Community grant funding for 2020
- Created a COVID-19 Business Relief Portal

COVID-19 Pandemic

Financial Recovery Principles

- 1 Public health is the first priority
- 2 Preserve long-term strength of property tax base
- 3 Comply with legislation
- 4 Allow other levels of government time to fulfill their mandates
- 5 Use reserves appropriately
- 6 Deviation from financial plan should not be permanent
- 7 Assess approved and future budgets and business plans

COVID-19 Pandemic Financial Projections (\$M)

Assume Mississauga Indoor Facilities Open On:	Jun. 30	Sept. 30	Dec. 31
By Major Expenditure/Revenue Category	Surplus/ (Shortfall)	Surplus/ (Shortfall)	Surplus/ (Shortfall)
MiWay - loss of revenue/reduced costs	(44.8)	(44.2)	(43.6)
Recreation - loss of revenue	(20.7)	(28.5)	(38.3)
Various other COVID-related revenue reductions	(7.6)	(10.0)	(11.5)
Loss of tax penalty and interest	(5.8)	(5.8)	(5.8)
Provincial Offences Act - loss of revenue due to reduced operations	(5.4)	(5.4)	(5.4)
Parking enforcement losses	(5.0)	(5.7)	(6.4)
Lower returns on investments (lower cash/lower interest)	(3.1)	(3.1)	(3.1)
Emergency management costs (communications, PPE, etc.)	(1.4)	(1.9)	(2.3)
Various other COVID-related expenditures	(1.6)	(2.8)	(4.0)
DIRECT COVID PRESSURES	(95.4)	(107.4)	(120.4)

COVID-19 Pandemic

Offsetting the 2020 Operating Deficit(\$M)

Assume Mississauga Indoor Facilities Open On:	Jun. 30	Sept. 30	Dec. 31
By Major Expenditure/Revenue Category	Surplus/ (Shortfall)	Surplus/ (Shortfall)	Surplus/ (Shortfall)
Savings related to temporary staffing reductions	7.3	13.5	19.7
Hiring freeze	7.0	7.4	7.9
Discretionary expenditure review, including Emerald Ash Borer	6.7	6.7	6.7
Recreation - program expenditure savings	3.7	5.9	8.0
Various other COVID-related expenditures	2.9	3.4	3.9
Utility savings (closed facilities)	1.3	2.2	3.1
MITIGATING ACTIONS	28.9	39.1	49.3

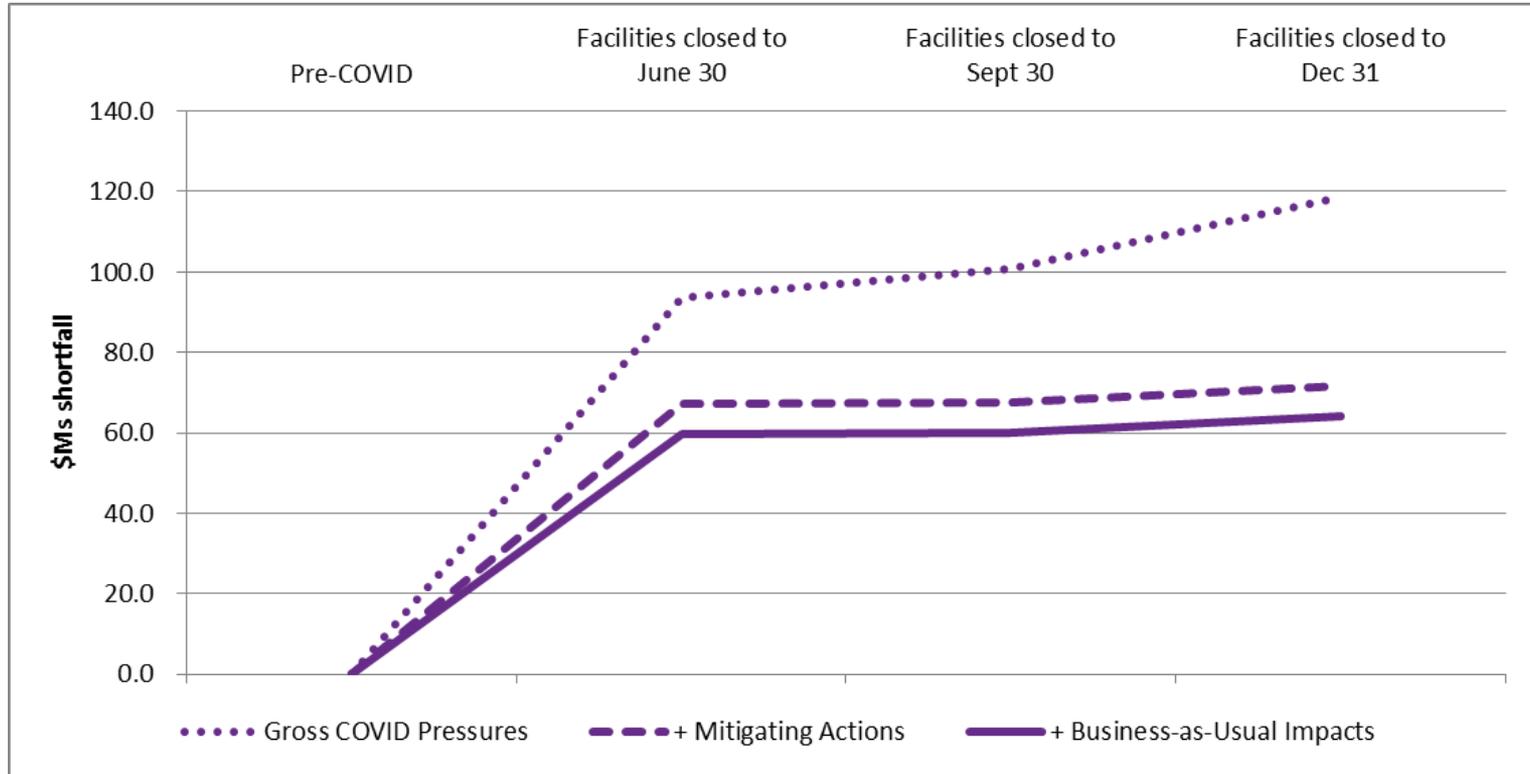
COVID-19 Pandemic

Projected Deficit (\$M)

Assume Mississauga Indoor Facilities Open On:	Jun. 30	Sept. 30	Dec. 31
By Major Expenditure/Revenue Category	Surplus/ (Shortfall)	Surplus/ (Shortfall)	Surplus/ (Shortfall)
Baseline gapping savings	8.3	8.3	8.3
Street-sweeping contract	0.4	0.4	0.4
Insurance Renewal (premium increase)	(1.0)	(1.0)	(1.0)
BUSINESS-AS-USUAL CHANGES	7.6	7.6	7.6
DIRECT COVID PRESSURES	(95.4)	(107.4)	(120.4)
MITIGATING ACTIONS	28.9	39.1	49.3
NET SURPLUS/(DEFICIT) - 2020 BUDGET	(58.9)	(60.7)	(63.4)

COVID-19 Pandemic

Financial Projections – Mitigating Actions



COVID-19 Pandemic

Echo Impact on Future Years 2021- 2023 (\$M)

	2021 Pressures	2022 Pressures	2023 Pressures
By Major Expenditure / Revenue Category	Surplus / (Shortfall)	Surplus / (Shortfall)	Surplus / (Shortfall)
COVID-related residual gapping	3.5	0.0	0.0
Transit revenues - ramping back to normal	(29.2)	(14.6)	0.0
Recreation (revenue loss net of expenditure savings)	(1.2)	0.0	0.0
Utility impact	(1.4)	0.0	0.0
Investment income - potential loss	(2.0)	(1.0)	0.0
Impact on GTAA PILT revenue	0.0	(18.4)	(17.8)
Annualized impact	(30.3)	(34.0)	(17.8)
Incremental (year-over-year) increase		(3.7)	(16.2)

COVID-19 Pandemic

Financial Recovery Actions

- Return to normal fee schedule and collection as soon as feasible
- No material financial investment in master plan advancement in 2021
- No new material service level changes in 2021
- Reduce discretionary spending
- Critical assessment of capital expenditures
- Use of reserves
- Continued collaboration with other municipalities to seek assistance from higher levels of Government
- Increase Taxes and User Fees
- Aggressive, timely monitoring of financial position
- Explore and recommend options to fund the deficit years

COVID-19 Pandemic

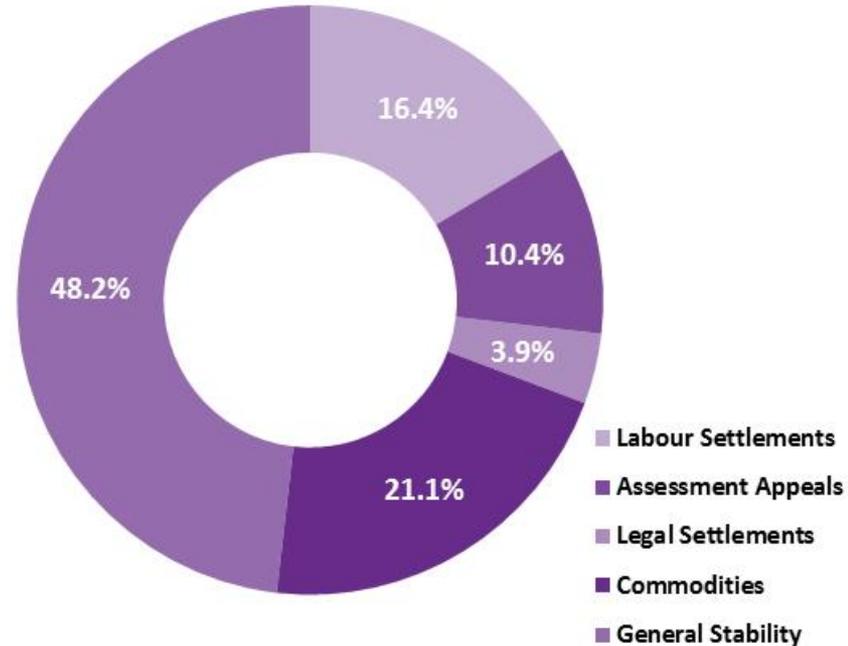
Update on Reserve and Reserve Funds (\$M)

Category	Reserves & Reserve Funds	Balance May 31 2020
Stabilization Reserves	Arts	1.8
	Building Permit*	18.2
	Elections	3.0
	Fiscal Stability*	53.1
	Winter Maintenance*	11.3
	Stormwater (Accrual Management)	5.4
Other Reserves Established by Council	Tax Reserve Funds	219.5
	Operating Reserve Funds	83.8
	Stormwater Reserve Funds	45.4
Statutory Reserves	DC & Other Development-related Funds	211.3
	Gas Tax and Transit Reserve Funds	77.9
	Stormwater Development Charge Reserve Funds	32.4
	Other Reserve Funds	21.2

*stabilization reserves assisting with in-year pressures

COVID-19 Pandemic Fiscal Stability Reserve

Fiscal Stability Reserve	Balance May 31/20 \$000s
Labour Settlements	8,730
Assessment Appeals	5,513
Legal Settlements	2,046
Commodities	11,226
General Stability	25,576



COVID-19 Pandemic

Strengthening Our Liquidity

- Projected sufficient cash balances to the end of the year
- Negotiated increased Line of Credit from \$100M to \$250M with CIBC
- Deferral of levy payments to the Region and education tax remittances to the School Boards
- Deferral of some capital projects and the issue of the 2020 debenture
- Federal Government accelerated 2020/21 allocation of the Federal Gas Tax

COVID-19 Pandemic

Other Risks

Financial Risks	Fundamental Shift in Urban Life?
Development Charges	Transit Ridership
Municipal Accommodation Tax	Post Secondary Education Impacts
Cash-in-Lieu	Housing Demand
GTAA PILT	Working from Home
Alectra Dividend	Social Inclusion
Delay Claims	
Bill 108	
Regression of Tax Base	

COVID-19 Pandemic

Options to Fund the Deficit Years

The solution will be a combination of:

- Assistance from the Federal and Provincial Governments
- Depletion of reserves necessary to maintain a healthy fiscal corporation
- Service Level adjustments
- Future Property Tax Increases
- Increased user fees
- Continued innovation

COVID-19 Pandemic

Assistance Required from Federal & Provincial Governments

- Operating grant to help municipalities fund COVID-19 financial impacts
- Acceleration of ICIP project application approvals
- Establish a new infrastructure stimulus fund by increasing the gas tax
- Elimination of PILT 5 % cap

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4.2



2021 Budget

Economic Outlook

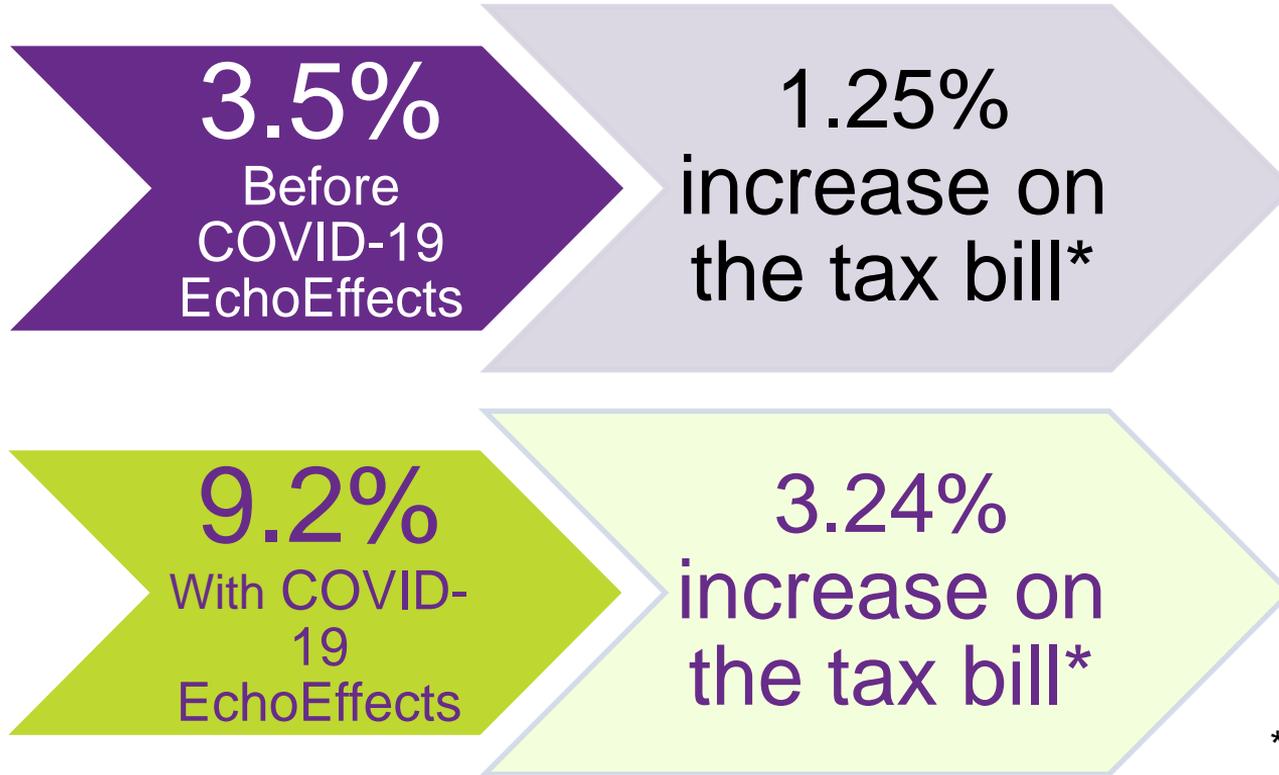
- Deficits estimated at \$900 billion federally and \$41 billion provincially
- Unemployment Rate: Canada 13.0%, Ontario 11.3%
- Mississauga 2020 10-year borrowing rates are expected to average between 1.75% and 2.10%
 - Pre-pandemic: Mississauga 2020 borrowing rates were expected to average between 2.25% and 2.75%

Consumer Price Index, Including Energy				Consumer Price Index, Excluding Energy			
Period	Canada	Ontario	Toronto	Period	Canada	Ontario	Toronto
YTD	1.3%	1.2%	0.8%	YTD	1.9%	1.6%	N/A
Jan.	2.4%	2.1%	1.6%	Jan.	2.0%	1.6%	N/A
Feb.	2.2%	2.0%	1.4%	Feb.	2.0%	1.6%	N/A
Mar.	0.9%	0.7%	0.4%	Mar.	1.7%	1.5%	N/A
Apr.	(0.2%)	(0.1%)	0.0%	Apr.	1.6%	1.6%	N/A

Forecasted 2021 Operating Budget

Normal Operations	1.9%
New Initiatives	(0.0)%
Public Safety Fire Reserve Contrib.	0.0%
Infrastructure Levy	2.0%
Assessment Growth	(0.4%)
Forecasted 2021 Budget Impact Before COVID-19 Echo	3.5%
Estimated COVID-19 Echo Effects	5.7%
Total Forecasted 2021 Budget Impact After COVID-19 Echo	9.2%

Forecasted 2021 Budget Summary



*City's portion of residential bill

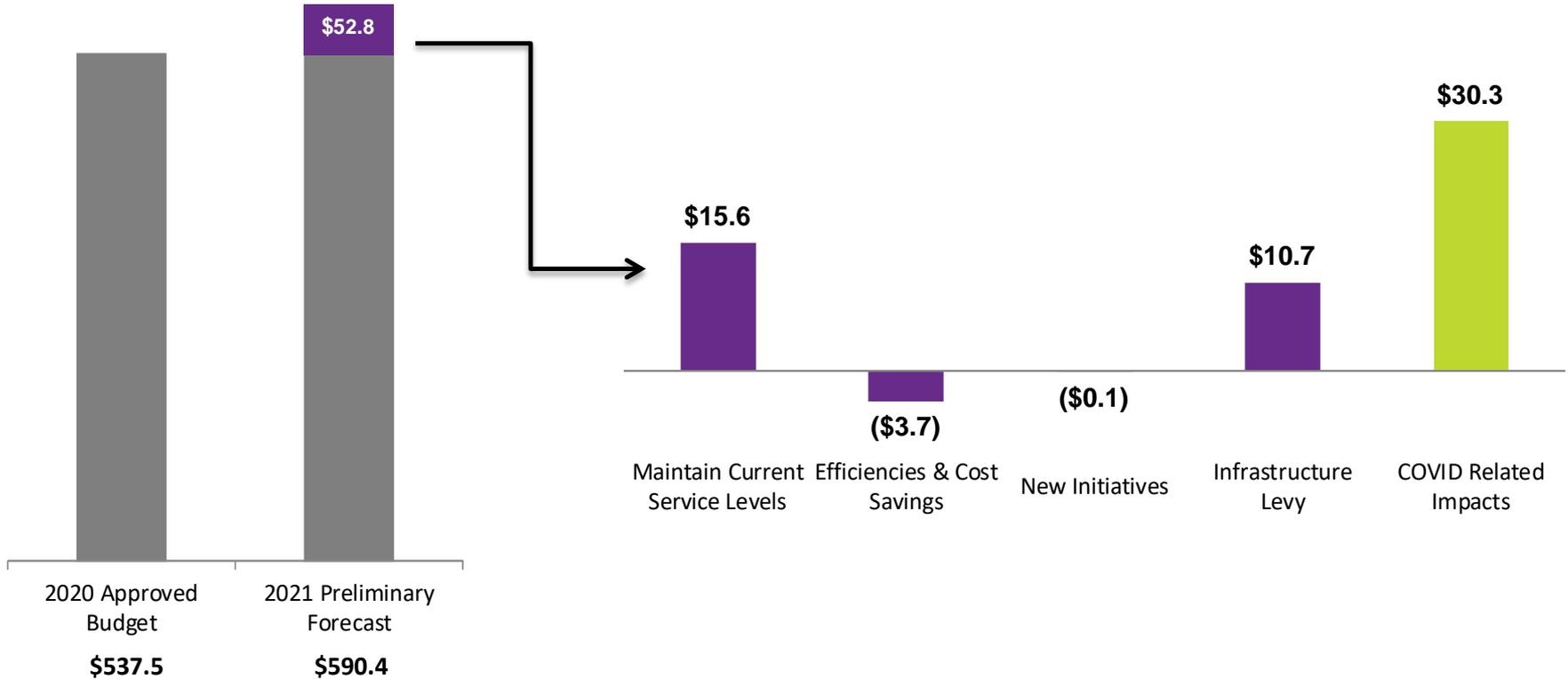
Ongoing Uncertainties

Municipal budgeting challenges on top of COVID-19

- Infrastructure gap for state of good repair
- Aging infrastructure
- City Building pressures
- Bill 108 and its impact on DC and CIL funding
- General economy, pace of development and impact on DC revenues
- Potential for Provincial downloading

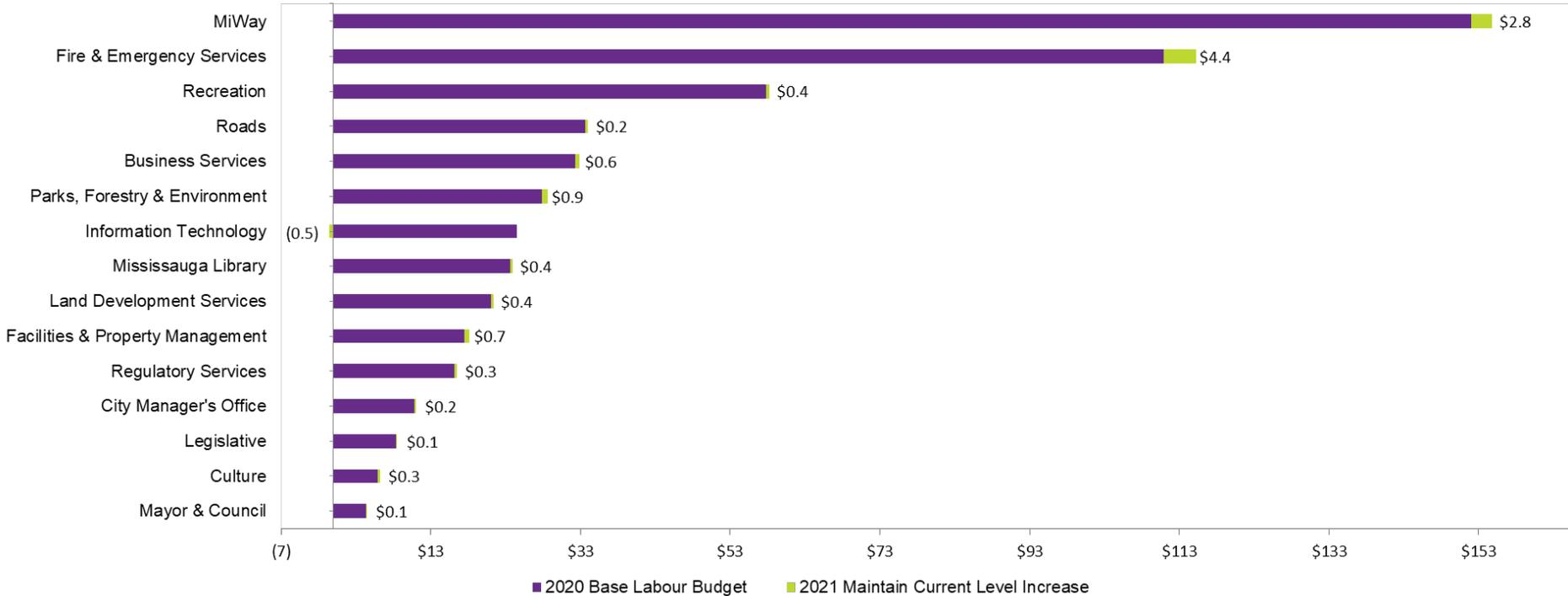
2021 Preliminary Operating Budget

Forecast **\$22.5M** + **\$30.3M** = **\$52.8M**



2021 Normal Operations

Labour & Benefits \$12.5M



4 Year Operating Budget Impact – Preliminary Forecast

	2021	2022	2023	2024
Budget Impact before COVID	3.5%	6.5%	5.4%	5.2%
COVID Echo Effects	5.7%	(2.5%)	(2.5%)	-
GTAA PILT		3.1%	(0.1%)	(0.1%)
TOTAL	9.2%	7.1%	2.8%	5.1%

Scenario B	2021	2022	2023	2024
GTAA PILT (no ceiling)		3.1%	(1.5%)	(1.6%)
TOTAL	9.2%	7.1%	1.4%	3.6%

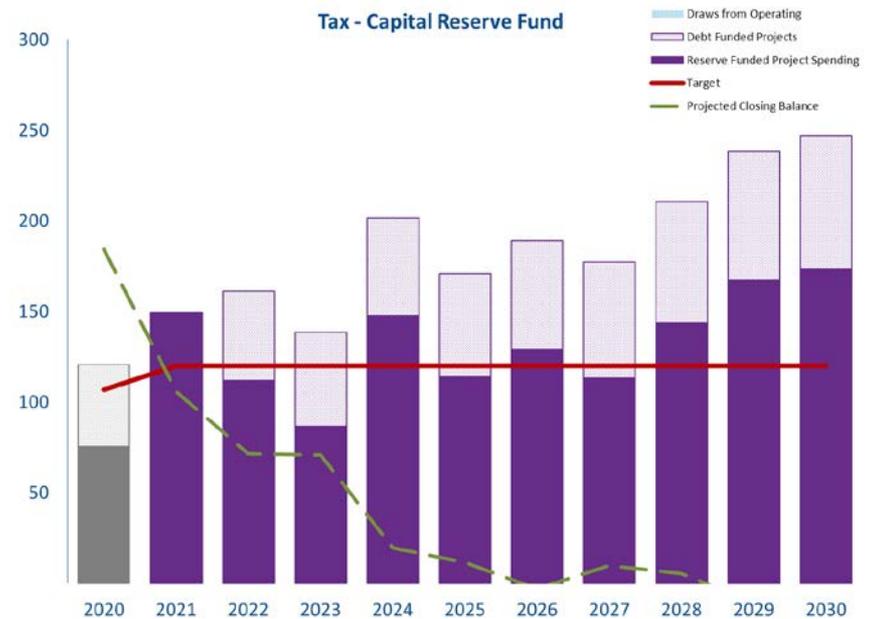
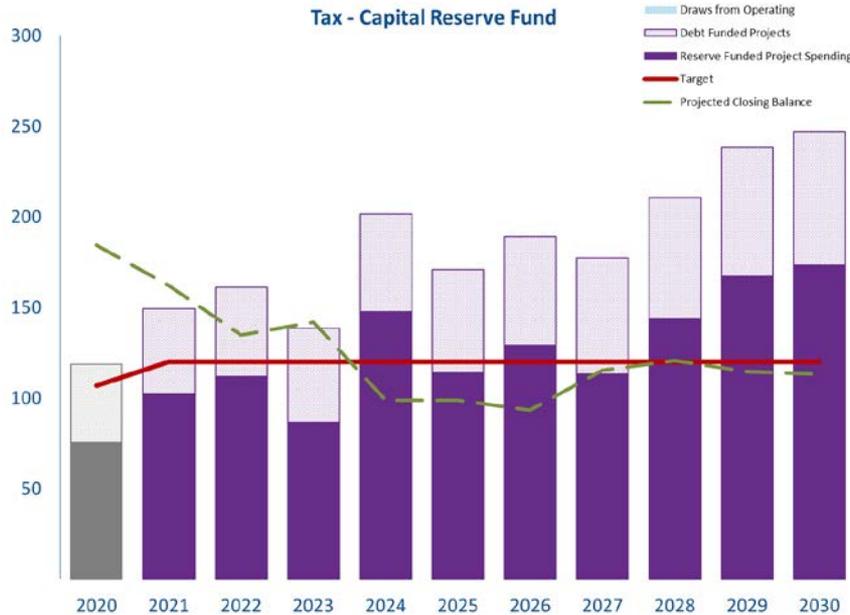
Maintaining the Capital Infrastructure & Debt Repayment Levy

- Keeps our foundation strong
- Affords the opportunity to balance infrastructure improvement, replacement and affordability
- Ensures Tax Capital Reserve Fund at or about target
- Investment in infrastructure makes Mississauga a great place to live

Impact of One Year Loss of Capital Infrastructure & Debt Repayment Levy

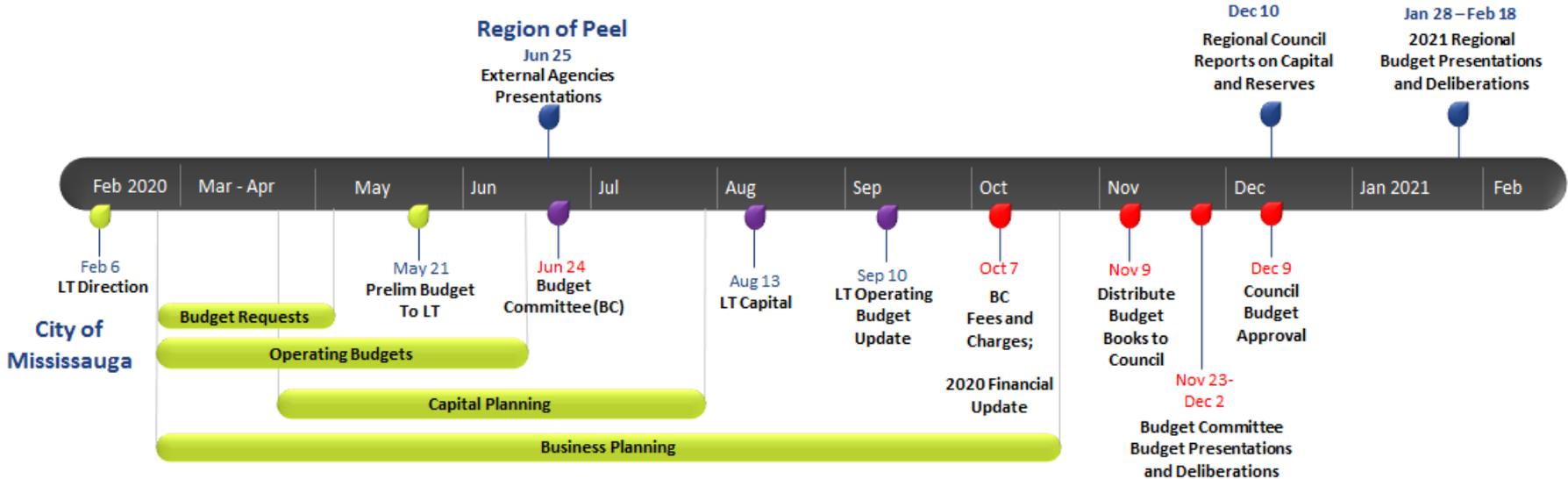
With 2.0% Levy

Without 2.0% Levy



- Foregoing the levy contribution for one year makes the existing capital program unaffordable (\$90M cumulative loss compared to current plan).

2021 Budget Timelines



2021 Budget Engagement

Preliminary Overview Engagement Planning (June to August)

- Pre-campaign/Preliminary Overview:
 - Updated Budget Website, i.e., “2021 Budget Process Begins”
- Engagement preparations
 - Website + Budget Tool
 - Creative Assets
 - Videos
 - Telephone Budget Sessions
 - Social Media
 - Media Relations

Citizen Engagement (September to October)

- Conduct engagement outreach – encourage discussion and obtain public feedback (virtually)
 - Website + Budget Tool
 - Creative Assets
 - Videos
 - Telephone Budget Sessions
 - Social Media
 - Media Relations

Budget Deliberations Approval (November to December)

- Share engagement results
- Publish 2021 Budget Book & Business Plan
- Inform public regarding Budget Committee meetings, process and discussions
- Advise on Council approval
 - Final decision and outcomes

Planning/Pre-Engagement
Preparations for engagement

Consult and Involve
Community outreach and education

Approval
Final decisions and outcomes

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Thank you

Date: June 17, 2020

To: Chair and Members of Budget Committee

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

Originator's files:

Meeting date:
June 24, 2020

Subject

COVID-19: Financial Recovery Pillar

Recommendation

That the report of the Commissioner of Corporate Service and Chief Financial Officer dated June 17, 2020 and titled "COVID-19: Financial Recovery Pillar" be received for information.

Background

On May 13th 2020, Council received a report from the Commissioner of Community Services titled "COVID 19 Recovery Framework" which provides a framework for recovery operations in the City of Mississauga. Today's report is one of four complementary reports providing more detailed measures in the areas of Community, Economic, Financial and Corporate.

Comments

The attached report identifies a number of financial recovery actions that staff are pursuing and will be brought forward to Budget Committee on October 7, 2020 for consideration. These actions will assist in eliminating the 2020 deficit and reducing the "echo" effect of COVID-19 on the 2021 and subsequent year's budgets.

These actions include:

1. Return to normal fee schedule and collection as soon as feasible
2. No material financial investment in master plan advancement in 2021
3. No new material service level changes in 2021
4. Reduce discretionary spending
5. Critical assessment of capital expenditures
6. Use of reserves

7. Continued collaboration with other municipalities to seek assistance from higher levels of Government
8. Increase taxes and user fees
9. Aggressive, timely monitoring of financial position
10. Explore and recommend options to fund the deficit years

Financial Impact

As a municipality, service levels must be maintained and cannot be easily adjusted to match revenues. A deficit of approximately \$60 million by year end is expected as a result of revenue losses and new costs due to COVID-19. A further impact is expected in 2021 as service usage is expected to slowly return to 2019 levels. In 2022 an \$18 million reduction in GTAA PILT is anticipated as a result of reduced air travel in 2020. The attached report identifies actions that Council may consider when staff report back on October 7, 2020 with a plan to eliminate the 2020 deficit and reduce the impact on the 2021 and subsequent year's budgets.

Conclusion

The attached report expands upon the Recovery Framework adopted by Council in May by establishing seven financial principles which can be used to assess measures that can be taken to eliminate the 2020 deficit and reduce the echo effect in 2021 and to offset the impact of the reduction in PILT revenue in 2022 and beyond. A number of funding and cost cutting options presented in this report will be analyzed by staff over the summer and discussed with Budget Committee on October 7.

Attachments

Appendix 1: Financial Recovery Plan



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

Prepared by: Jeffrey J. Jackson, MBA, CPA, CA, Director of Finance and Treasurer

COVID-19: Financial Recovery Pillar

June 24, 2020

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Executive Summary

This report on the financial recovery pillar is based upon a recovery framework adopted by Council in May 2020 which established five overarching recovery principles to be used in development of four subsidiary reports encompassing community, economic, financial and corporate pillars to be used to implement recovery within the City.

The Pandemic is not a typical emergency limited to a geographic area. It has affected stakeholders around the world all at once both from a health perspective and financially. This report considers the financial impact of the emergency upon the City.

Loss of revenue and increased costs are creating a 2020 negative variance to budget of between \$95.4 and \$120.3 million. This is offset by cost reduction efforts such as staff layoffs, a temporary hiring freeze, reductions in discretionary costs, deferral of capital projects and deferral of debenture issue until 2021. With these positive adjustments the overall deficit by year end is expected to be between \$58.9 and \$63.4 million. There will also be an echo effect from COVID-19 which will affect the 2021 budget and a loss of revenue from the Greater Toronto Airports Authority (GTAA) payment in lieu of taxes (PILT) in 2022 that will negatively impact the City for many years to come.

The City's cash position is strong and not at risk. While programs introduced by Council to reduce the impact on our taxpayers, residents and businesses have deferred cash flow, the deferral of Regional and Education property tax payments and early receipt of the Federal Gas Tax have helped to maintain a strong cash position.

While other recovery reports will focus on the community, the economy and the Corporation more broadly, this report outlines the strategy and actions required to allow the Corporation to financially recover effectively over the next few years, outlining actions already implemented by the City and other levels of government to provide financial relief to residents and businesses within the City of Mississauga and next steps including the need for higher order levels of government to partner in the financial recovery as this crisis continues.

A graphic with a yellow border and a teal background featuring a city skyline. The text reads: COVID-19 Update Recovery Framework.

COVID-19 Update
Recovery
Framework

This report identifies seven financial principles which may be used as Council considers how to eliminate the 2020 deficit and reduce the echo effect in 2021 and beyond.

Financial principles to guide recovery:

- Public Health is the first priority
- Preserve the long-term strength of the property tax base
- Comply with legislation
- Allow other levels of Government time to fulfill their mandates
- Use reserves appropriately to manage financial challenges
- Deviation from our financial plan should not be permanent
- Assess approved and future budgets and business plans to reconfirm priorities including service levels

Actions to be considered by Council to assist in financial recovery will include:

- Return to normal fee schedule and collection as soon as feasible
- No material financial investment in master plan advancement in 2021
- No new material service level changes in 2021
- Reduce discretionary spending
- Critical assessment of capital expenditures
- Use of reserves
- Continued collaboration with other municipalities to seek assistance from higher levels of Government
- Increase taxes and user fees
- Aggressive, timely monitoring of financial position
- Explore and recommend options to fund the deficit years

There is much work yet to be done before COVID-19 has run its course. Staff will continue to innovate with Council and the public being engaged fully along the way.

Introduction

The COVID-19 Pandemic presents the greatest financial challenge that families, businesses, communities and municipalities have seen in generations. While

Mississauga has managed its finances well and has provided for emergencies such as floods, ice storms and other weather related events, these have been limited in duration and been targeted to specific geographies or stakeholders, making financial recovery more straightforward.

This report draws upon the May 13, 2020 report titled “COVID19 Recovery Framework” which provides a framework for recovery operations in the City of Mississauga. These are detailed in the report and consist of:

- Protect the Health and Safety of the Public and Employees
- Phased Approach
- Mental Wellness & Psychosocial Support
- Building Back Better
- Whole Community Approach

The report identified four pillars of recovery, each to be detailed in a separate report. These pillars are:

1. Community
2. Economic
3. Financial
4. Corporate

This report discusses the financial pillar and outlines the strategy and actions required to allow the Corporation to financially recover effectively over the next few years.

Background

In mid-March the Province of Ontario, the Region of Peel and City of Mississauga declared states of emergency to control the spread of COVID-19. Chief Medical Officers from the Province and the Region are responsible for rules and regulations aimed at limiting the spread. The City of Mississauga as a municipal service provider is responsible for ensuring that its services comply with these pronouncements.

Council recognized the financial impact on residents and businesses due to physical distancing and has taken actions to reduce their severity, including rear-door only boarding on MiWay buses, closure of City facilities, work from home directive for non-essential City staff, cancellation of all events and spring programs, virtual Council meetings, deferral of courthouse hearings and enforcement of physical distancing in parks and at private establishments and residences.

To assist the public financially, Council deferred tax and stormwater due dates by 90 days, suspended parking enforcement, deferred rent payments from tenants in City facilities, deferred collection of the Municipal Accommodation Tax, and temporarily suspended fines, penalties and late fees.

These actions significantly reduced the City’s revenues resulting in a forecasted deficit in 2020.



The Scale of the Problem: Cash Flow and Budget

Forecast Difficulties

Unlike a geographic or weather emergency, it is difficult to predict the course of a pandemic and the actions necessary to reduce transmission. A casual reading of the daily news since the beginning of the emergency shows the actions taken have varied between countries and regions. Further, as this was a novel coronavirus, direction from medical officers of health has been constantly evolving. Originally it was thought that physical distancing measures would remain in place for a finite period of time, and would then end and the economy would return to pre-COVID levels. We now know that recovery will take place in stages and will occur over a longer timeframe. Changing information makes forecasting difficult and forecasts can be short-lived. The forecast provided in this report is based upon information known on June 16, 2020 and a series of assumptions based upon this knowledge.

Updated 2020 Budget Financial Analysis

Modelling the impact of COVID-19 on City finances has matured since Council received its first financial update on April 8, 2020. That report identified scenarios assuming physical distancing ended at the end of April, May, June, and so on until the end of the year. We now know there is no one date for the end of physical distancing. Ontario has announced its framework for reopening. At date of writing of this report, the Province has authorized Stage 1 reopening across the Province, with most regions moving into Stage 2. The Region of Peel continues to be at Stage 1.

As a result, scenarios have now been developed based on assumptions of when Mississauga indoor facilities will open. In each scenario, it is assumed there would be a staggered return to full services. Table 1 provides estimates assuming Mississauga indoor facilities begin to open at the end of June, the end of September or the end of December. For clarity, the numbers reflect not just the impact to the month indicated, but the full-year impact.

Table 1 identifies the direct impact of COVID-19, such as loss of revenues due to closing of recreation facilities; the mitigating actions taken by City staff to reduce the impacts of COVID-19; and, business-as-usual surpluses and deficits that further affect the City's bottom line.

Table 1. Year-End Projections for COVID-19 Crisis (\$'000s)			
Assume Mississauga Indoor Facilities Open On:	Jun. 30	Sept. 30	Dec. 31
By Major Expenditure/Revenue Category	Surplus/ (Shortfall)	Surplus/ (Shortfall)	Surplus/ (Shortfall)
MiWay - loss of revenue/reduced costs	(44,841.4)	(44,220.0)	(43,598.5)
Recreation - loss of revenue	(20,731.1)	(28,537.9)	(38,279.3)
Various other COVID-related revenue reductions	(7,598.4)	(9,998.1)	(11,415.6)
Loss of tax penalty and interest	(5,790.0)	(5,790.0)	(5,790.0)
Provincial Offences Act - loss of revenue due to reduced operations	(5,390.3)	(5,390.3)	(5,390.3)
Parking enforcement losses	(4,956.0)	(5,690.1)	(6,424.3)
Lower returns on investments (lower cash/lower interest)	(3,100.0)	(3,100.0)	(3,100.0)
Emergency management costs (communications, PPE, etc.)	(1,400.0)	(1,850.0)	(2,300.0)
Various other COVID-related expenditures	(1,615.0)	(2,816.0)	(4,017.0)
DIRECT COVID PRESSURES	(95,422.2)	(107,392.3)	(120,315.0)
Savings related to temporary staffing reductions	7,295.7	13,483.2	19,716.7
Hiring freeze	7,039.2	7,428.8	7,852.2
Discretionary expenditure review, including Emerald Ash Borer	6,694.8	6,694.8	6,694.8
Recreation - program expenditure savings	3,747.0	5,902.4	8,012.6
Various other COVID-related expenditures	2,871.9	3,351.8	3,899.5
Utility savings (closed facilities)	1,250.3	2,192.2	3,134.1
MITIGATING ACTIONS	28,899.0	39,053.1	49,310.0
NET SURPLUS/(DEFICIT) RELATED TO COVID	(66,523.2)	(68,339.2)	(71,005.1)
BUSINESS-AS-USUAL CHANGES	7,637.4	7,637.4	7,637.4
NET SURPLUS/(DEFICIT) - 2020 BUDGET	(58,885.8)	(60,701.8)	(63,367.6)

No revenues were collected by MiWay from mid-March to July 2nd due to rear-door only boarding on buses. Recreation programs were cancelled, along with events at Paramount Fine Foods Centre and the Living Arts Centre. Council took actions to assist the public which further affected revenues. New costs were incurred for enhanced cleaning, public communications, and additional technology requirements.

Council took mitigating actions to offset these costs including staff layoffs, hiring freeze and reduction in discretionary costs. Some additional costs and savings occurred in the normal course of business and are not COVID-19 related.

The Echo Impact on Future Year Budgets (2021-2023)

The COVID-19 crisis is anticipated to “echo” for several years to come. Table 2 outlines the anticipated impacts over the next three years.

Table 2. COVID-19 Impact on Future Years (\$000s)			
	2021	2022	2023
	Pressures	Pressures	Pressures
By Major Expenditure / Revenue Category	Surplus / (Shortfall)	Surplus / (Shortfall)	Surplus / (Shortfall)
COVID-related residual gapping	3,519.6	0.0	0.0
Transit revenues - ramping back to normal	(29,186.5)	(14,593.3)	0.0
Recreation (revenue loss net of expenditure savings)	(1,232.1)	0.0	0.0
Utility impact	(1,400.0)	0.0	0.0
Investment income - potential loss	(2,000.0)	(1,000.0)	0.0
Impact on GTAA PILT revenue	0.0	(18,428.8)	(17,814.5)
Annualized impact	(30,299.0)	(34,022.0)	(17,814.5)
Incremental (year-over-year) increase		(3,723.0)	16,207.6

Some of the revenue streams will be slow to return as physical distancing remains in place and the public avoids perceived areas of risk. By 2023 we assume that these impacts will be gone. However, the City receives a PILT from the GTAA based on passenger counts which is delayed by two years. The 2020 reduction in air travel will reduce this revenue starting in 2022. The revenue will recover over a generation due to a provincially legislated five per cent annual cap limiting increases.

Reserves and Reserve Funds

R&RFs are established by Council to assist with long-term financial stability and financial planning in the City. R&RFs assist the City in managing unexpected in-year fluctuations. While some Reserve Funds are earmarked for specific purposes, others are in place to assist in times of unexpected events. Staff are closely monitoring Council-established reserves as one of the tools to mitigate the 2020 deficit and will report to Council in the future.

The following table summarizes the balances in the Reserves and Reserve Funds at May 31, 2020.

Category	Reserves & Reserve Funds	Balance May 31 2020
Stabilization Reserves	Arts	1.8
	Building Permit*	18.2
	Elections	3.0
	Fiscal Stability*	53.1
	Winter Maintenance*	11.3
	Stormwater (Accrual Management)	5.4
Other Reserves Established by Council	Tax Reserve Funds	219.5
	Operating Reserve Funds	83.8
	Stormwater Reserve Funds	45.4
Statutory Reserves	DC & Other Development-related Funds	211.3
	Gas Tax and Transit Reserve Funds	77.9
	Stormwater Development Charge Reserve Funds	32.4
	Other Reserve Funds	21.2

*stabilization reserves assisting with in-year pressures

Strengthening Our Liquidity

The City continues to have positive cash balances through proactive measures taken such as deferral of some 2020 capital projects, deferral of payments to the Region and School Boards and a reduction in payroll costs. Additionally, the Province deferred the June 30 and September 30 education property tax due dates by 90 days, and the Federal government advanced the Federal Gas Tax payment. These items have helped to offset cash flow restraints from the property tax and stormwater charge deferrals, reduced Municipal Accommodation Tax and reduction in other revenue receipts.

Development Charges and Cash in Lieu Revenues

Planned development appears to be continuing across the City. It is expected that the budget will be met in 2020 for these revenue sources. However, a review of results after the 2008 recession show a lag of 18 months between the onset of the recession and the reduction in building projects. It is too early to gauge if a similar lag will occur again in late 2021 and 2022. Staff continue to monitor development trends.

Financial Recovery Principles

The financial recovery pillar contains seven principles that align with the overall recovery framework principles.

1. Public Health is the first priority

- Services should be adjusted to respond to and support our community and employee health as a first priority. Financial goals are secondary to following direction and advice from Public Health to protect the health of our citizens.

2. Preserve the long-term strength of the property tax base

- Taxes provide 58 per cent of the revenues that fund City services. Any loss in taxes in response to the COVID-19 crisis will require a reduction in services or a disproportionate increase in taxes in the future.
- Tax deferrals provide short-term relief to taxpayers while ensuring sufficient funding to maintain services. Cancellation of fees is a cost that will need to be borne by the taxpayers in another way in a later year.
- Staff are assessing approved and forecasted resources and will report to Council on an urgent basis with recommendations to assist with the financial challenge as we look to the Provincial and Federal Governments for assistance.

3. Comply with legislation

- The City is provided with legislative obligations and authority and spheres of influence by the *Municipal Act*, the *Planning Act* and other legislation.
- For example, the City needs to be aware of the bonusing provisions of the *Municipal Act* and ensure that it provides equality of treatment for any programs it provides to its residents and businesses.

4. Allow other levels of Government time to fulfill their mandates

- Other levels of government have different jurisdiction, rights and obligations. Each level has a different financial capacity, which drives that level's ability to provide assistance and undertake programs.
- The City should only consider support in areas in which it has jurisdiction and which it can provide cost effectively.
- The City should leave larger programs to those levels of government which have the financial capacity to undertake them and avoid the risk of duplicate programs with other levels of government.

5. Use reserves appropriately to manage financial challenges

- The City has limited reserves to manage some of the financial unpredictability resulting from the COVID-19 crisis. These reserves should be used for the purposes for which they were set aside.
- Reserves are established for a number of purposes and are a key mechanism to smooth out unforeseen pressures and the tax rate from year to year. Some Reserves are discretionary and some are restricted.
- Some Reserves provide for unknowns (Winter Maintenance, Fiscal Stability Reserve) or for future liabilities (Insurance). Others provide for future spending (Tax-Capital Reserve Fund) or are required by law (Development Charges, Cash in Lieu, Federal and Provincial Gas Tax).

6. Deviation from our financial plan should not be permanent

- Any assistance to the public and businesses should be one time or have a defined end date if approved by Council. Similarly new programs or relaxation of existing programs should be reconsidered by Council after the crisis is over with an appropriate Corporate Report and empirical evidence of need and affordability.

7. Assess approved and future budgets and business plans to reconfirm priorities including service levels

- The Corporation will run a significant deficit in 2020 and it is unclear what, if any, assistance will be provided by higher levels of government.
- Council has several master plans and strategies in place, based on public engagement. These plans need to be reviewed to understand if different timelines and service levels are required to align with our changed financial circumstances.
- A temporary hiring freeze is in place alongside temporary layoffs. Labour costs will be reflective of the service levels approved by Council on an annual basis.
- The approved budget for 2020 will be reassessed and the 2021 budget used as an opportunity for engagement and “resetting” to meet the financial capacity of the Corporation.

These principles will provide guidance to staff in evaluating options for assistance to residents and businesses, making adjustments to 2020 operations to deal with the deficit and evaluating business plans and budget proposals for 2021 and beyond.

Financial Recovery Actions

Utilizing the financial principles, this section identifies areas that Council will need to consider to offset the 2020 deficit and to minimize the echo effect on the 2021 budget. Staff expect that a combination of actions will reduce the need for future large tax increases.

1. Return to normal fee schedule and collection as soon as feasible

The City has two main revenue sources to fund operations: property taxation and user fees. These were deferred or reduced to provide relief to the public or because of inability to collect. The longer the situation remains, the higher the deficit. As soon as feasible, the City should return to its normal fee schedule and resume collection activities. For transit revenue, this has been determined to be by July 2. For property taxes, it will be January 1, 2021. Recommendations for other revenues will be brought forward to Council over the next few months. Community circumstances will determine the appropriate timing to do this.

2. No material financial investment in master plan advancement in 2021

Master plans including Parks, Recreation, Fire, Transportation, Parking and Transit provide future direction for capital construction projects and the build out of the City as well as appropriate service levels. In the absence of any new Provincial or Federal assistance, it will be necessary to pause the rollout of the master plans to reduce pressure on the tax rate. This means that 2021 will be a year to reassess and complete the investments already made rather than funding new ones.

3. No new material service level changes in 2021

Surveys have shown that quality of life in Mississauga is rated very high by its residents, in part because of its services, amenities and programs. The focus should be to protect those service levels before considering investment in higher or new ones. Only if these relate to public safety should they be considered; given the need for spending restraint there would need to be a corresponding reduction in other services.

It may also be necessary to review existing service levels and reprioritize spending if the deficit cannot be overcome with other measures due to its magnitude.

4. Reduce discretionary spending

Cost control will be critical to maintaining public services. Council has already taken action to control costs by invoking a temporary hiring freeze and layoff of temporary staff related to services which are not considered essential and consequently have been cancelled. Staff have reviewed discretionary spending such as courses, supplies and other items to provide savings.

It will be important to continue our culture in the organization by investing in people and ensuring that we can remain a learning culture. However, with travel restrictions currently in place and with some discretion on expenditures, each line item of the budget needs to be reviewed to contribute to offsetting the projected deficits.

5. Critical assessment of capital expenditures

The capital budget provides for maintaining assets in a state of good repair as well as providing for new facilities and facility growth. Seventy per cent of the City's capital expenditure is for state of good repair as it is appropriate to maintain what is already owned before building new infrastructure. Capital budgets need to be assessed for project timing and need given the financial pressures being faced by the City.

Traditional economic recovery programs from senior levels of government which provide infrastructure funding often require a City contribution to secure the funding. A review of the capital budget will consider the appropriateness of deferring or cancelling projects to free up funding to offset the deficit, or to avoid new operating costs or participate in recovery programs. The City already has a list of \$900 million in unfunded capital projects for the next ten years.

6. Use of reserves

Staff will be assessing the balances in the various reserves to determine where it makes sense to use reserves to fund the deficit in part. In a typical emergency with a much shorter timeframe, discretionary reserve balances such as the fiscal stability reserve would be adequate. The impact of COVID-19 exceeds the balance in these reserves. This would result in a future tax impact as the reserves would need to be replenished to ensure availability of funds for future emergencies. Another option would be to cancel infrastructure projects and use the freed-up funds from the tax capital reserve to offset the current year's deficit. Of course, this would mean a delay in implementation of the master plans.

Reserves are best used to mitigate one-time revenue shortfalls or cost overruns. For ongoing deficits, continuing measures such as review of service levels or ongoing cost cutting are necessary.

7. Continued collaboration with other municipalities to seek assistance from higher levels of Government

The Federation of Canadian Municipalities (FCM) has estimated that municipalities across Canada will need an infusion of \$10 to \$15 billion between May and October of this year. Neither the Province of Ontario nor the Federal Government has committed to providing funding to municipalities as requested. Council passed a motion in April calling for an operating grant, acceleration of approvals for the Investing in Canada Infrastructure Program (ICIP) and a new capital stimulus program to help the economy. So far there has been no response.

Also noted will be the continued request to the Province of Ontario to remove the five per cent cap on the PILT from the GTAA which has been sought for decades to avoid the type of dramatic fall in PILTS that is currently happening. While the City understands and accepts its role to share in the difficult times, the five per cent per annum cap on any increases prevents the City from rebounding in the same way the GTAA will.

8. Increase taxes and user fees

Council will need to consider increasing property taxes or user fees. This is not desirable in times when the economy is poor but may be necessary once all other options to eliminate the deficit have been used.

9. Aggressive, timely monitoring of financial position

Since the start of the crisis, staff have aggressively monitored financial performance and put in place additional requirements. With so many assumptions in play it will be critical to stay on top of these and report out to senior management and Council on a timely basis. Critically important will be the assumptions made over the summer regarding the economy and the impact of Development Charges and Cash In Lieu revenues.

10. Explore and recommend options to fund the deficit years

There are many unknowns including when City facilities and services will reopen and what financial assistance will be provided by senior levels of government to the City. This makes it difficult to determine the magnitude of the 2020 deficit gap. Public acceptance of the reopening measures is difficult to assess. Take up of City programs and use of public transit are not known although assumptions were made in preparing the financial analyses for 2020 and future years.

As determined by the *Municipal Act*, the City cannot budget for a deficit. The City can run a deficit, but it must either be made up through revenue increases, cost reductions or transfers from reserves in the current year, or funded in the subsequent year through a tax increase. A \$60 million deficit would require a tax increase of approximately 11 per cent. Staff expect that a combination of actions will reduce the need for a tax increase.

As noted earlier, the impact on the 2021 budget and future years could result in a tax increase independent of any tax increase resulting from inflation, service level changes and the infrastructure levy. An increase of approximately 5.7 per cent related to COVID-19 has been projected. Staff will be working through these budget issues throughout the summer.

Staff will report out and engage with Budget Committee in the Fall on the range of options available to Council.

The solution will be a combination of:

- Assistance from the Federal and Provincial governments
- Depletion of reserves necessary to maintain a healthy fiscal corporation
- Service level adjustments
- Future property tax Increases.
- Increased user fees
- Continued innovation

Committee will also be provided with an update on the 2021 budget at that time. The financial recovery principles listed in this report will form the basis on which recommendations to Committee can be built. However, Council will need to consider limiting service growth in 2021 and deferring master plans implementation, new facilities and infrastructure until the cost of COVID-19 is paid for and the economy improves.

It makes sense that staff use the budget process to continue to engage Budget Committee and Council in the financial recovery.

Staff propose that the 2021 Budget deliberations remain scheduled for November 23, 24, 30, December 1 and 2 with budget approval by Council on December 9, 2020 if appropriate. This would allow the City Budget to proceed ahead of the Region of Peel budget where deliberations commence on December 10, 2020 with anticipated Council approval on February 18, 2021. The Federal government has announced that it will provide an economic update on July 8, 2020 which will provide additional information that can be incorporated into the budget if necessary.



Conclusion

COVID-19 has put extraordinary pressures on the world, Canada, Ontario and Mississauga, both as a health disaster and an economic disaster as the economy shut down due to social distancing. The City as a municipal service provider has had limited ability to scale down in services in response to declining revenues. Additionally, it was necessary to support residents and businesses in other ways that have had a negative financial impact. These pressures have led to a projected deficit in 2020 of approximately \$60 million which must be made up as the City cannot have a deficit or must increase taxes by an equivalent amount in the subsequent year. An echo effect is expected in 2021 which if cost cutting or other measures are not taken will result in a 5.7 per cent pressure on the budget in addition to any increase required due to inflation or increased service levels. The City is anticipating a reduction in the GTAA PILT in 2022 due to reduced air passenger counts in 2020. It will take many years before the PILT returns to 2020 levels as long as provincial legislation caps growth in the PILT at five per cent per year.

This report expands upon the Recovery Framework adopted by Council in May by establishing seven financial principles which can be used to assess measures that can be taken to eliminate the 2020 deficit and reduce the echo effect in 2021 and to offset the impact of the reduction in PILT revenue in 2022 and beyond. A number of funding and cost cutting options presented in this report will be analyzed by staff over the summer and discussed with Budget Committee on October 7.

There is much work yet to be done before COVID-19 has run its course. Staff will continue to innovate with Council and the public being engaged fully along the way.

Date: June 12, 2020	Originator's files:
To: Chair and Members of Budget Committee	
From: Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer	Meeting date: June 24, 2020

Subject

Update on the Financial Impacts of COVID-19

Recommendation

1. That the report of the Commissioner of Corporate Services and Chief Financial Officer dated June 12, 2020 entitled "Update on the Financial Impacts of COVID-19" be received for information.
2. That staff report at the October 7, 2020 Budget Committee meeting on additional steps the City can take to fund the 2020 deficit.
3. That the 2021 budget deliberations remain as scheduled to begin on November 23, 2020 with approval if appropriate at Council on December 9, 2020.
4. That the Province be requested to eliminate the legislated 5 per cent cap specific in O.Reg 282/98 section 45.1(9) on the GTAA Payment in lieu of taxes.

Report Highlights

- The City of Mississauga is facing significant financial impacts in 2020 as a result of COVID-19. Year end deficit projections currently range from \$59 million to \$63 million. This deficit is caused by the reduction of revenues, primarily in MiWay and Recreation as well as additional costs.
- Seven Financial Recovery Principles are in place to provide guidance in making financial decisions throughout this emergency: Public Health is the first priority; preserve the long-term strength of the property tax base; comply with legislation; allow other levels of government time to fulfill their mandates; use reserves appropriately to manage financial challenges; deviation from our financial plan should not be permanent; assess approved and future budgets and business plans to reconfirm priorities including service levels.

- City staff have implemented measures to mitigate the financial impact of COVID-19 where possible, including temporary staff layoffs, hiring freeze and cuts to discretionary spending.
- Proactive measures such as deferral of some 2020 capital projects, reduction of payroll costs, and deferral of payments to the Region and School Boards have ensured that the City continues to have positive cash balances.
- Action has been taken to reduce the 2021 projected budget increase from 6.4 per cent to 3.5 percent. Further COVID-19 impacts are expected in 2021 which may result in an additional 5.7 per cent budget increase. Staff are continuing to compile the budget over the summer to offset these cost pressures.
- Staff are using the seven financial principles to assess costs, both in 2020 and 2021 to ensure that appropriate recommendations are made to Council on eliminating the deficit in 2020 and minimizing the potential for tax increase in 2021.
- Council will need to consider limiting service growth in 2021, deferral of master plans and new facilities and infrastructure until the cost of COVID-19 is paid for and the economy improves.
- Staff will report to Budget Committee on October 7th with further efforts to balance the 2020 budget, as well as providing an update on the 2021 Budget. Budget deliberations are expected to commence on November 23, 2020.

Background

This report forms part of a staff commitment to provide updated financial information to Council on a regular basis. This will ensure Council and the Public are aware of the financial challenges the City is facing as a result of COVID-19, and will assist Council in making decisions that may have an impact upon the City's finances and its ongoing ability to maintain services and capital construction.

Financial Principles

On April 8, 2020, Council received a report "Managing the Financial Impact of COVID-19" from the Commissioner of Corporate Services and Chief Financial Officer dated April 6, 2020. The report established six financial planning principles to which an additional principle was added on May 13, 2020 through a report entitled "COVID-19 Recovery Framework" from the then-Commissioner of Community Services and dated May 5, 2020.

The seven financial recovery principles have been commented on in greater detail in a complementary report on this Budget Committee agenda entitled Financial Recovery Plan and won't be reiterated her. They are:

1. Public Health is the first priority
2. Preserve the long-term strength of the property tax base
3. Comply with legislation
4. Allow other levels of Government time to fulfill their mandates
5. Use reserves appropriately to manage financial challenges
6. Deviation from our financial plan should not be permanent
7. Assess approved and future budgets and business plans to reconfirm priorities including service levels

These principles provide guidance to staff in evaluating options for assistance to residents and businesses, make adjustments to 2020 operations to deal with the deficit and evaluate business plans and budget proposals for 2021 and beyond.

Deficit Projected

The April 8, 2020 report provided a financial analysis which projected a \$51.9 million deficit at year end if isolation restrictions ended by June 30, 2020 and up to \$100 million if the restrictions were to continue for significantly longer. The analysis identified revenue shortfalls in recreation (facility closures), MiWay (centre boarding with resulting inability to collect fares), parking revenues (limited places to drive to), Provincial Offences fines (closure of the courthouse), interest revenue (property tax deferrals, reduced interest rates) and new costs related to the emergency (enhanced cleaning and personal protective equipment (PPE), communication with the public, technology). The City took some initial steps to reduce costs including the layoff of part-time staff and a slowdown in the permanent hiring process. Subsequent to the April 8, 2020 report, the City deferred storm water billings, municipal accommodation tax remittances, final property tax payments, and suspended all fines, penalties and late fees for business licenses and pet licensing. In addition, all events, festivals, permits and bookings at City facilities through to September 7th and the spring session of programs have been cancelled. Grant recipients will retain their 2020 funding.

Strengthening our Liquidity

It was noted in the April 8, 2020 report that the City's liquidity was strong and that sufficient cash balances were expected through to the end of the year. Action was taken to increase the City's line of credit with the CIBC from \$100 million to \$250 million or alternatively to issue Banker's Acceptances through the CIBC at a preferable rate as a result of a Federal program to add liquidity to the economy. The Province deferred the June 30 and September 30 education property tax due dates by 90 days. Although Regional Council approved the deferral of the Region levy through a new payment schedule, the July 1 payment to the Region was made on June 9 to assist the Region with its liquidity concerns. The City received payments from some taxpayers in April and May notwithstanding the property tax deferral and passed these on to the Region on June 9.

Comments

Forecast Difficulties

The City's financial impacts as a result of COVID-19 are due to the restrictions designed to reduce the transmission of this virus. These restrictions have resulted in closures of City facilities, reductions in transit usage and other revenue losses. As a municipality, we are limited in the ways we can adjust our costs in line with revenues. Most of our services are essential and must be maintained. Staff have been able to take some action including temporary hiring freezes to increase labour gapping, the cutting of discretionary expenses, the deferral of some 2020 capital projects and the resulting deferral of 2020 debt to 2021 issuance.

The economy is opening up and we have been permitted to open some services such as golf and marinas, with many more to come, such as libraries, outdoor splash pads and pools and small social gatherings such as weddings. It is difficult to predict the pace at which the City will be able to return to some degree of normalcy. Consequently, it is hard to project the City's operating position at year end. At date of writing of this report, there has been no announcement from either the Federal or Provincial governments as to assistance for municipalities although both levels of government have indicated they are considering such assistance. We appreciate the gesture by the Federal government to speed up the 2020/21 allocation of the Federal Gas Tax. This is not new money, but will help to maintain positive cash flow throughout the year.

Updated 2020 Financial Analysis

Modelling the impact of COVID-19 on City finances has matured since April 8, 2020. The April 8, 2020 report identified scenarios assuming physical distancing ended at the end of April, May, June, and so on until the end of the year. We now know there is no one date for the end of physical distancing. Ontario has announced its framework for reopening. At date of writing of this report, the Province has authorized Stage 1 reopening across the Province, with Stage 2 in some regions. The GTA region continues to be at Stage 1.

As a result, scenarios have now been developed based on assumptions of when Mississauga indoor facilities will open. In each scenario, it is assumed there would be a staggered return to full services. Table 1 provides estimates assuming Mississauga indoor facilities begin to open at the end of June, the end of September or the end of December. For clarity, the numbers reflect not just the impact to the month indicated, but the full-year impact.

Table 1 identifies the direct impact of COVID-19, such as loss of revenues due to closing of recreation facilities; the mitigating actions taken by City staff to reduce the impacts of COVID-19; and, business-as-usual surpluses and deficits that further affect the City's bottom line. A discussion on each variance line item is provided below Table 1 (paragraph numbers align with the numbers in the table).

Table 1. Year-End Projections for COVID-19 Crisis				
Assume Mississauga indoor facilities open on:		June 30	Sept 30	Dec 31
By Major Expenditure / Revenue Category		Surplus / (Shortfall)	Surplus / (Shortfall)	Surplus / (Shortfall)
1	MiWay (loss of revenue / reduced costs)	(44,841.4)	(44,220.0)	(43,598.5)
2	Recreation - loss of revenues	(20,731.1)	(28,537.9)	(38,279.3)
3	Various other COVID-related revenue reductions	(7,598.4)	(9,998.1)	(11,415.6)
4	Loss of tax penalty and interest	(5,790.0)	(5,790.0)	(5,790.0)
5	POA - loss of revenue due to reduced operations	(5,390.3)	(5,390.3)	(5,390.3)
6	Parking enforcement losses	(4,956.0)	(5,690.1)	(6,424.3)
7	Lower returns on investments (lower cash / lower interest)	(3,100.0)	(3,100.0)	(3,100.0)
8	Emergency management costs (communication, PPE, etc)	(1,400.0)	(1,850.0)	(2,300.0)
9	Various other COVID-related expenditures	(1,615.0)	(2,816.0)	(4,017.0)
DIRECT COVID PRESSURES		(95,422.2)	(107,392.3)	(120,315.0)
10	Savings related to temporary staffing reductions	7,295.7	13,483.2	19,716.7
11	Hiring freeze	7,039.2	7,428.8	7,852.2
12	Discretionary expenditure review, including EAB	6,694.8	6,694.8	6,694.8
13	Recreation - program expenditure savings	3,747.0	5,902.4	8,012.6
14	Various other COVID-related expenditures	2,871.9	3,351.8	3,899.5
15	Utility savings (closed facilities)	1,250.3	2,192.2	3,134.1
MITIGATING ACTIONS		28,899.0	39,053.1	49,310.0
NET SURPLUS / (DEFICIT) RELATED TO COVID		(66,523.2)	(68,339.2)	(71,005.1)
16	Baseline gapping savings	8,251.1	8,251.1	8,251.1
17	Street-sweeping contract	400.0	400.0	400.0
18	Insurance Renewal (premium increase)	(1,013.7)	(1,013.7)	(1,013.7)
NET SURPLUS / (DEFICIT) BAU		7,637.4	7,637.4	7,637.4
NET SURPLUS / (DEFICIT) - 2020 BUDGET		(58,885.8)	(60,701.8)	(63,367.6)

Direct COVID Pressures:

COVID-19 and the Province's measures regarding staying home and physical distancing has had a direct impact on the City's bottom line, primarily through reduced revenues but also through additional costs. The total direct impact of COVID-19 on the City's bottom line ranges from \$95.4 million (assuming a June scenario) to \$120.3 million (assuming a December scenario). The specific pressures are outlined below.

1. The most significant impact of COVID-19 has been on our transit services. To protect the health of both transit operators and passengers and to implement physical distancing, rear-door only entrance was introduced on March 21, 2020, with the result that fares could not be collected. In addition, ridership has significantly decreased due to work places being closed and so many people working from home, laid off or unemployed. At its meeting on June 10, 2020, Council approved a return to fare collection and front-door boarding, thanks to the implementation of driver compartment bio-barriers. However, ridership is anticipated to be at approximately 25% of normal in July, increasing to about 50% of normal by the end of the year. A shortfall of \$52 million in revenues is projected for the year, regardless of scenario, as ridership patterns will depend on many factors including but not limited to how comfortable people are to return to transit, and how quickly the economy and businesses

rebound. COVID-19 has also impacted diesel costs. Diesel savings and adjustments to service levels are anticipated to range from \$4.5 million to \$5.6 million, resulting in a COVID-19 impact of \$45 million on MiWay alone.

2. The second most significant impact of COVID-19 has been on recreation services' loss of revenues. All recreation facilities were closed on March 17, 2020, resulting in significant lost revenues. These revenue losses are very sensitive to when indoor facilities will be allowed to open. Marinas and golf courses have already begun to open. Other facilities and services will follow when Mississauga moves into stage 2. Similar to transit, a full reopening with 100% normal attendance level is not anticipated for some time. Return-to-normal patterns have been analyzed based on each line of service, and it is anticipated that revenue losses will be in the range of \$20.7 million (assuming we begin to reopen at the end of June) to \$38.3 million (if we do not reopen until the end of December).
3. Various other revenue streams have been impacted in Parks, Culture (including the LAC), Libraries, and Fire, for an estimated impact of \$7.6 million (June) to \$11.4 million (December).
4. The three-month relief on property tax payments and the setting of penalty and interest charges to zero per cent from July 2 to December 31, 2020 is estimated to reduce property tax penalty revenue by \$5.8 million. It is too early to estimate the level of delayed payments subsequent to year end.
5. Fewer Provincial Offences Act (POA) tickets have been issued and, with the closure of courts, some revenues have been deferred. Based on revenues received since the shutdown, the current estimate is that POA revenue will be reduced by \$5.4 million. This figure is not impacted by scenario.
6. Parking enforcement has reduced and fewer cars are on the road. The overall reduction in revenue for Parking is estimated to be \$5.0 million (June) to \$6.4 million (December).
7. The City maintains sound reserve and reserve fund balances, and benefits from investment earnings on its assets. Given the current economic conditions, these investment earnings are projected to be \$3.1 million less than budgeted, regardless of scenario.
8. The City's response to the COVID-19 has also placed pressure on the City's budget. These emergency management costs include the increased costs of communication, and costs of personal protective equipment and specialized cleaning that may not have been captured in specific service areas. This amount is estimated to be \$1.4 million (June) to \$2.3 million (December)
9. COVID-19 has also created pressure in various areas to a lesser degree – including additional cleaning and disinfecting costs and equipment rentals. These costs are anticipated to range from \$1.6 million (June) to \$4.0 million (December).

Mitigating Actions:

City staff have taken measures to reduce the direct impact of COVID-19 wherever possible. These measures have reduced the COVID-19 impact by \$28.9 million (June scenario) to \$49.3 million (December scenario), and are outlined below.

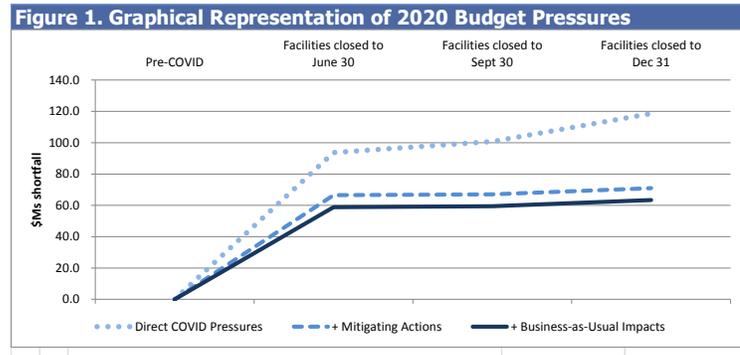
10. The decision to lay off temporary staff, and delays in hiring some temporary staff, have generated savings estimated at \$7.3 million (June) to \$19.7 million (December).
11. The decision to freeze hiring wherever possible, including the hiring of new staff related to 2020-approved new initiatives, has resulted in savings estimated at \$7.0 million (June) to \$7.8 million (December).
12. Specific budget adjustment decisions have been made where possible. This includes a \$2 million reduction in contribution to the Emerald Ash Reserve Fund; \$2.5 million in savings through the deferral of debt issuance to 2021; and \$2.2 million in cuts in discretionary spending. These changes assist with cash flow and, in the case of the Emerald Ash Program, better aligns revenues with costs.
13. Due to the closure of recreation facilities, staff reviewed all non-salary expenditures and identified expenditure reductions. These savings range from \$3.7 million (June) to \$8.0 million (December).
14. All service areas have been reviewing potential non-salary savings as a result of closed facilities (e.g. libraries) and cancelled events (e.g., Culture). Total identified savings range from \$2.9 million (June) to \$3.9 million (December).
15. Utility savings have been realized both due to reduced consumption as a result of closed, or under-used facilities, as well as a deferral in costs provided by utility companies. Savings are estimated to be \$1.3 million (June) to \$3.1 million (December).

Business as Usual:

In addition to the specific pressures arising from COVID-19 and the mitigating actions taken by staff, the City also realizes variances as a result of regular business each year. These variances have reduced the COVID-19 impact by \$7.6 million (regardless of scenario), and are outlined below.

16. At this time, savings arising from vacant positions, in addition to the savings already budgeted for, are estimated to be \$8.3 million.
17. The City's street-sweeping contract has been renewed with savings of \$0.4 million.
18. The City has renewed its insurance policies, and a \$1.0 million pressure has been identified in this area.

Figure 1 provides a graphical representation of the various impacts outlined above. The top line indicates the impact of direct COVID-19 pressures. Without any mitigating actions taken by the City, the impact would range from \$95.4 million (June) to \$120.3 million (December).



The mitigating actions taken by the City have reduced these pressures to \$66.5M (June) to \$71.0 million (December). This is depicted by the middle line in Figure 1.

Base budget variances have further reduced this pressure and the City is currently facing a potential deficit of \$58.9 million (June) to \$63.4 million (December), depicted as the solid bottom line in Figure 1.

Impact on 2021 and Future Years

The COVID-19 crisis is anticipated to impact the City's budget for several years to come. Table 2 outlines the anticipated impacts over the next 3 years.

Table 2. COVID-19 Impact on Future Years (\$000s)			
	2021 Pressures	2022 Pressures	2023 Pressures
By Major Expenditure / Revenue Category	Surplus / (Shortfall)	Surplus / (Shortfall)	Surplus / (Shortfall)
COVID-related residual gapping	3,519.6	0.0	0.0
Transit revenues - ramping back to normal	(29,186.5)	(14,593.3)	0.0
Recreation (revenue loss net of expenditure savings)	(1,232.1)	0.0	0.0
Utility impact	(1,400.0)	0.0	0.0
Investment income - potential loss	(2,000.0)	(1,000.0)	0.0
Impact on GTAA PILT revenue	0.0	(18,428.8)	(17,814.5)
Annualized impact	(30,299.0)	(34,022.0)	(17,814.5)
Incremental (year-over-year) increase		(3,723.0)	16,207.6

The total anticipated impact on the 2021 budget is a pressure of \$30.3 million:

- The hiring freeze implemented in 2020 is anticipated to result in residual gapping in 2021, due to the time required to return to normal staffing levels.
- Transit revenues are anticipated to still be at approximately 75% of normal by December 2021, and 85% of normal in 2022. Full transit ridership is anticipated to return by 2023.
- It is also assumed recreation service utilization will not return to normal by January 2021. The residual impact on recreation services is estimated to be \$1.2 million (anticipating lost revenues of \$5.8 million offset by expenditure savings of \$4.5 million).

- Some of the 2020 utility savings are deferred costs only, and will be a pressure of \$1.4 million in 2021.
- Finally, it is anticipated the economy may not fully rebound until 2023, and this will continue to result in less interest on our investments in the face of lower interest rates.

Many of these costs will reduce in 2022 but a new budget pressure resulting from loss in payment in lieu of taxes (PILT) from the Greater Toronto Airport Authority (GTAA). The GTAA PILT is based on passenger count from two years earlier (e.g., 2022 PILT revenue is based on 2020 passenger count). It is unknown how much the 2020 passenger count will be reduced. Passenger count has decreased drastically due to the closure of the border and the restrictions placed on air travel. In April, global passenger capacity was down 90%. Assuming a drop of 60% passenger count for the year, an \$18 million reduction in PILTs is projected for 2022. Provincial legislation caps increases at only 5 per cent. As a result, while the full decrease in air travel will be felt by the City in the 2022 PILT, the PILT can only increase by 5 per cent in future years. It will be many years before the PILT returns to 2021 levels, unless the Provincial legislation is changed. The recovery of transit and recreation revenues in 2022 will somewhat offset the PILT pressure, resulting in an incremental pressure on the budget in 2022 due to the COVID-19 crisis of \$3.7 million.

By 2023 we anticipate business as usual in all areas. PILTs will still be lower than pre-COVID levels, but all other lines of business are anticipated to return to normal. As a result, budget pressures are anticipated to decrease by \$16.2 million in 2023.

Update on Reserves and Reserve Funds

Since Council was provided with year-end balances and a summary of the purpose of Reserves and Reserve Funds (R&RFs) on April 8, 2020, no annual report was subsequently provided to Council, as is normally the case.

R&RFs are established by Council to assist with long-term financial stability and financial planning in the City. R&RFs assist the City in managing unexpected in-year fluctuations. While some Reserve Funds are earmarked for specific purposes, others are in place to assist in times of unexpected events. Staff are closely monitoring Council established reserves as one of the tools to mitigate the 2020 deficit and will report to Council in the future.

The following table summarizes the balances in the Reserve and Reserve Funds at May 31, 2020.

Table 3. City of Mississauga Reserves & Reserve Funds (\$000s)

Category	Reserves & Reserve Funds	31-May-20
Stabilization Reserves	Arts	1,769
	Building Permit	18,182 *
	Elections	2,981
	Fiscal Stability	53,091 *
	Winter Maintenance	11,257 *
	Stormwater (accrual management)	5,442
Other Reserves Established by Council	Tax Reserve Funds	219,469
	Operating Reserve Funds	83,823
	Stormwater Reserve Funds	45,371
Statutory Reserves	DC & Other Development-Related Funds	211,280
	Gas Tax and Transit Reserve Funds	77,879
	Stormwater Development Charge Reserve Funds	32,397
	Other Reserve Funds	21,175

* stabilization reserves assisting with in-year pressures

Liquidity Update

The City continues to have positive cash balances through proactive measures taken such as deferral of some 2020 capital projects, deferral of payments to the Region and School Boards and a reduction in payroll costs. These have helped to offset cash flow restraints through the property tax and storm water charge deferrals, reduced municipal accommodation tax and reduction in other revenue receipts. Staff have deferred issue of the 2020 debenture to 2021 due to the deferral of some 2020 capital projects. If necessary the City will sell some financial investments or access the line of credit with CIBC. This will result in reduced interest costs and debt repayment. The earlier receipt of Federal Gas Tax will also improve liquidity.

Development Charges and Cash in Lieu Revenues

Planned development appears to be continuing across the City. It is expected that the budget will be met in 2020 for these revenue sources. However, a review of results after the 2008 recession show a lag of 18 months between the onset of the recession and the reduction in building projects. It is too early to gauge if this will occur again in late 2021 and 2022. Staff continue to monitor development trends.

2021 Budget

When staff reported during 2020 budget deliberations, the 2021 budget increase was projected to be 6.4 per cent or a 2.3 per cent increase on the City's portion of the overall residential tax bill. As staff worked on the budget in the earlier part of the year, costs and revenues become better known. This year additional scrutiny was placed on the need for new and expanded services given the financial impacts being experienced by the City, its residents and businesses, which resulted in a minimal increase for new services. Both the Public Safety Fire Program and the Emerald Ash Borer Program were reviewed. The Public Safety Fire Program tax levy can be foregone in 2021 with adjustments in 2023 and 2024 instead. The Emerald Ash Borer levy will be reduced by \$1 million in 2021 to 2023. This has reduced the forecast budget increase to 3.5 per cent or 1.25 per cent on the City's portion of the residential tax bill. Staff are continuing to work on the budget throughout the summer to make further reductions.

Additional costs of \$30.3 million related to COVID-19 are projected in 2021 on top of the 3.5 per cent increase. This represents a further 5.7 per cent increase or 2 per cent on the total residential tax bill; in total a possible 3.24 per cent increase on the City's portion of the total residential tax bill. This is predominantly a loss in transit revenue, plus a net loss in recreation programming, loss of interest income and increase in utility costs. A better estimate will be available in the fall as the impact of reopening Mississauga is better understood.

Closing the 2020 Deficit and Future Years' Budget Gaps

There are many unknowns including when City facilities and services will reopen and what financial assistance will be provided by senior levels of government to the City. This makes it difficult to determine the magnitude of the 2020 deficit gap. Public acceptance of the reopening measures is difficult to assess. Take up of City programs and use of public transit are not known although assumptions were made in preparing the financial analyses for 2020 and future years.

The City cannot budget for a deficit. The City can run a deficit, but such deficit must either be made up through revenue increases, cost reductions or transfers from reserves in the current year, or funded in the subsequent year through a tax increase. A \$60 million deficit would require a tax increase of approximately 11 per cent. Staff expect that a combination of actions will reduce the need for a tax increase.

As noted earlier, the impact on the 2021 budget and future years could result in a tax increase independent of any tax increase resulting from inflation, service level changes and the infrastructure levy. An increase of approximately 5.7 per cent related to COVID-19 has been projected. Staff will be working through these budget issues throughout the summer.

It is proposed that staff report to the October 7th Budget Committee on additional steps the City can take to balance the 2020 budget. Committee will also be provided with an update on the 2021 budget at that time. The financial recovery principles listed at the beginning of this report will form the basis on which recommendations to Committee can be built. However, Council

will need to consider limiting service growth in 2021, deferral of master plans and new facilities and infrastructure until the cost of COVID-19 is paid for and the economy improves.

Budget Schedule

Staff propose that the 2020 Budget deliberations remain scheduled for November 23, 24, 30, December 1 and 2 with budget approval by Council on December 9, 2020 if appropriate. This would allow the City Budget to proceed ahead of the Region of Peel budget where deliberations commence on December 10, 2020 with anticipated Council approval on February 18, 2021. A federal economic statement has been announced for July.

Financial Impact

COVID-19 is having a wide ranging and negative impact on the City's 2020 financial position. Loss of revenue and increased costs are creating a negative variance to budget of between \$95.4 and \$120.3 million. These are offset by cost reduction efforts such as staff layoffs, temporary hiring freeze, reductions in discretionary costs, deferral of capital projects and deferral of debenture issue until 2021. With these positive adjustments the overall deficit by year end is expected to be between \$58.9 and \$63.4 million.

The City's cash position is strong and not at risk. While programs introduced by Council to reduce the impact on our taxpayers, residents and businesses have deferred cash flow, the deferral of Regional and Education property tax payments and early receipt of the Federal Gas Tax have helped to maintain a strong cash position.

Staff are using the seven financial principles to assess costs, both in 2020 and 2021 to ensure that appropriate recommendations are made to Council on eliminating the deficit in 2020 and minimizing the potential for tax increase in 2021. However, reduced revenues and costs in 2021 will put a 5.7 per cent pressure on the budget. While many of these costs will reduce in 2022 resulting in a negative pressure, there will be a new \$18 million pressure caused by the reduction in GTAA PILT which will be based upon 2020 passenger count, which has been dramatically affected by the closure of the border and the need to maintain physical distancing.

Conclusion

Since staff provided an update on the City's financial position to Council on April 8, 2020, more has been learned about the impact of COVID-19 on the City's finances. Additionally the Province has provided a roadmap as to how the City and Province will reopen for business. Nonetheless, various assumptions have been made to create a year-end forecast on the impact of COVID-19 on the City's financial position. A deficit is projected to be approximately \$60 million by year end. The deficit is caused by the reduction of revenues, primarily in MiWay and Recreation. Staff have taken action to reduce the impact of the revenue loss through staff layoffs, a temporary hiring freeze, deferral of capital projects and reduction of discretionary expenses. Staff will return to Budget Committee on October 7, 2020 to provide an update on measures to offset the deficit. Budget deliberations later in the year will determine how ongoing financial challenges will be dealt with in 2021 and into 2022.

Attachments

Appendix 1: Breakdown of Financial Impact of COVID-19 by Service Area



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

Prepared by: Jeffrey J. Jackson, MBA, CPA, CA, Director of Finance and Treasurer

Appendix 1

BREAKDOWN OF FINANCIAL IMPACT OF COVID-19 BY SERVICE AREA

Assume Mississauga indoor facilities open on:	June 30	Sept 30	Dec 31
By Service Area	Surplus / (Shortfall)	Surplus / (Shortfall)	Surplus / (Shortfall)
MiWay	(43,545.3)	(42,861.2)	(42,177.1)
Recreation	(6,582.1)	(7,262.3)	(9,795.3)
Legislative Services	(4,910.3)	(4,910.3)	(4,910.3)
Financial Transactions	(4,608.9)	(5,058.9)	(5,508.9)
Regulatory Services	(4,060.7)	(5,181.0)	(6,301.2)
Culture	(2,998.2)	(2,939.0)	(2,658.8)
Facilities & Property Management	(244.5)	(1,177.6)	(2,110.8)
Information Technology	45.0	30.0	15.0
Mayor & Members Of Council	64.9	64.9	64.9
Business Services	430.0	430.0	430.0
City Manager's Office	835.0	835.0	835.0
Land Development Services	850.0	850.0	850.0
Mississauga Library	901.3	2,271.9	3,642.5
Parks, Forestry & Environment	1,150.6	290.6	196.6
Fire & Emergency Services	1,571.0	1,819.0	2,083.0
Roads	2,216.3	2,097.0	1,977.7
NET SURPLUS / (DEFICIT)	(58,885.8)	(60,701.8)	(63,367.6)

MiWay

Labour savings	1,212.7	1,212.7	1,212.7
Utility savings	83.5	146.1	208.7
Reduced operations / loss of revenues	(44,841.4)	(44,220.0)	(43,598.5)
	(43,545.3)	(42,861.2)	(42,177.1)

Recreation

Labour savings	9,487.0	13,772.0	18,184.0
Utility savings	915.0	1,601.2	2,287.4
Loss of Recreation revenue	(20,731.1)	(28,537.9)	(38,279.3)
Program expenditure savings	3,747.0	5,902.4	8,012.6
	(6,582.1)	(7,262.3)	(9,795.3)

Legislative Services

Labour savings	480.0	480.0	480.0
Loss of POA revenue	(5,390.3)	(5,390.3)	(5,390.3)
	(4,910.3)	(4,910.3)	(4,910.3)

Financial Transactions

Emergency management costs (communication, PPE, etc)	(1,400.0)	(1,850.0)	(2,300.0)
Discretionary line item savings	4,694.8	4,694.8	4,694.8
EAB - reduced contribution to RF	2,000.0	2,000.0	2,000.0
Insurance Renewal (premium increase)	(1,013.7)	(1,013.7)	(1,013.7)
Loss of tax penalty and interest	(5,790.0)	(5,790.0)	(5,790.0)
Lower returns on investments (lower cash / lower interest)	(3,100.0)	(3,100.0)	(3,100.0)
	(4,608.9)	(5,058.9)	(5,508.9)

Regulatory Services

Labour savings	1,744.4	1,744.4	1,744.4
Utility savings	3.7	6.5	9.3
Parking enforcement losses	(4,956.0)	(5,690.1)	(6,424.3)
Various other COVID-related revenue reductions	(852.9)	(1,241.8)	(1,630.7)
	(4,060.7)	(5,181.0)	(6,301.2)

Culture

Labour savings	(337.8)	6.7	288.2
Utility savings	4.9	8.6	12.2
LAC impacts	(3,037.8)	(3,037.8)	(3,037.8)
Various other COVID-related revenue reductions	(857.5)	(1,620.0)	(2,166.3)
Various other program expenditure savings	1,230.0	1,703.5	2,244.9
	(2,998.2)	(2,939.0)	(2,658.8)

TOTAL PROJECTIONS (COVID & NON-COVID) BY SERVICE AREA (\$000s)

<u>Facilities and Property Management</u>			
Labour savings	650.0	650.0	650.0
Utility savings	171.5	304.4	437.2
Various other COVID-related expenditures	(1,066.0)	(2,132.0)	(3,198.0)
	(244.5)	(1,177.6)	(2,110.8)
<u>Information Technology</u>			
Labour savings	369.0	369.0	369.0
Various other COVID-related expenditures	(324.0)	(339.0)	(354.0)
	45.0	30.0	15.0
<u>Mayor & Members of Council</u>			
Labour savings	64.9	64.9	64.9
<u>Business Services</u>			
Labour savings	430.0	430.0	430.0
<u>City Manager's Office</u>			
Labour savings	835.0	835.0	835.0
<u>Land Development Services</u>			
Labour savings	850.0	850.0	850.0
<u>Mississauga Library</u>			
Labour savings	964.4	2,513.9	4,063.4
Utility savings	69.4	121.5	173.5
Various other COVID-related revenue reductions	(98.9)	(336.2)	(573.6)
Various other program expenditure savings	(33.6)	(27.2)	(20.9)
	901.3	2,271.9	3,642.5
<u>Parks, Forestry & Environment</u>			
Labour savings	1,875.1	1,875.1	1,875.1
Utility savings	1.3	2.4	3.4
Various other COVID-related revenue reductions	(725.8)	(1,586.8)	(1,681.8)
	1,150.6	290.6	196.6
<u>Fire & Emergency Services</u>			
Labour savings	2,026.0	2,424.0	2,838.0
Various other COVID-related revenue reductions	(350.0)	(500.0)	(650.0)
Various other COVID-related expenditures	(105.0)	(105.0)	(105.0)
	1,571.0	1,819.0	2,083.0
<u>Roads</u>			
Labour savings	1,935.4	1,935.4	1,935.4
Utility savings	0.9	1.7	2.4
Various other COVID-related expenditures	(120.0)	(240.0)	(360.0)
Street-sweeping contract	400.0	400.0	400.0
	2,216.3	2,097.0	1,977.7
NET SURPLUS / (DEFICIT)	(58,885.8)	(60,701.8)	(63,367.6)

Date: June 9, 2020	Originator's files:
To: Chair and Members of Budget Committee	
From: Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer	Meeting date: June 24, 2020

Subject

Works in Progress reporting as at May 31, 2020

Recommendation

1. That the "Works in Progress Report as at May 31, 2020" report dated June 9, 2020 from the Commissioner of Corporate Services and Chief Financial Officer, including appendices 2-1 to 3-3, be approved;
2. That the Treasurer be authorized to fund and close the capital projects as identified in this report;
3. That all necessary by-laws be enacted.

Report Highlights

The recent COVID-19 pandemic has resulted in a forecasted budget deficit in the range of \$60-\$70 million primarily due to revenue decreases from transit, recreation, POA Courthouse, parking and investment income. Staff has accelerated the Capital Works in Progress (WIP) process to identify projects that could be put on hold or deferred to 2021.

The Capital WIP process resulted in the identification of \$62.4 million of funds returned to reserves from project closures and project surpluses and \$78.5 million of projects that can be deferred to January 2021. The total of \$140.9 million can assist to alleviate operating cash flow needs in 2020.

Capital Summary, excluding Stormwater

Recommended adjustments to the capital program will result in a revised net capital program of \$1,301.2 million allocated to 907 active projects.

- 51 projects are recommended for closure
- \$50.9 million is being returned to various reserve funds

Stormwater Capital Summary

Recommended adjustments to the capital program will result in a revised net capital program of \$134.8 million for the 109 active projects.

- 14 projects are recommended for closure
- \$11.5 million is being returned to various Stormwater reserve funds

Background

In accordance with the Budget Control By-law, the Finance Division provides Council with a Capital works-in-progress review at least twice a year. Included in this review is the on-going monitoring, evaluation and identification of projects to be closed, funds being returned to reserves, and projects requiring additional funding, the status of Infrastructure Funding Programs including Ward-Specific projects.

This report provides Council with a status update to the City's Capital Works in Progress, being mindful of the financial challenges that the City is currently facing as a result COVID-19. In particular it focuses on the established recovery financial principle of assessing approved and future budgets and business plans to reconfirm priorities including service levels.

Comments

This report summarizes:

Part 1 – Capital Status

Part 2 – Stormwater Capital Status

Part 3 – Infrastructure Funding Programs Projects

Part 4 – Ward-Specific Projects

Part 5 – Open Projects with Funding Deferral

PART 1: CAPITAL STATUS

As of May 31, 2020, the City has an approved net capital program, excluding Stormwater, of \$1,352.1 million. Staff recommends returning \$50.9 million to various reserves and reserve funds from various projects. This results in a revised net capital program totalling \$1,301.2 million.

Of the \$1,301.2 million total,

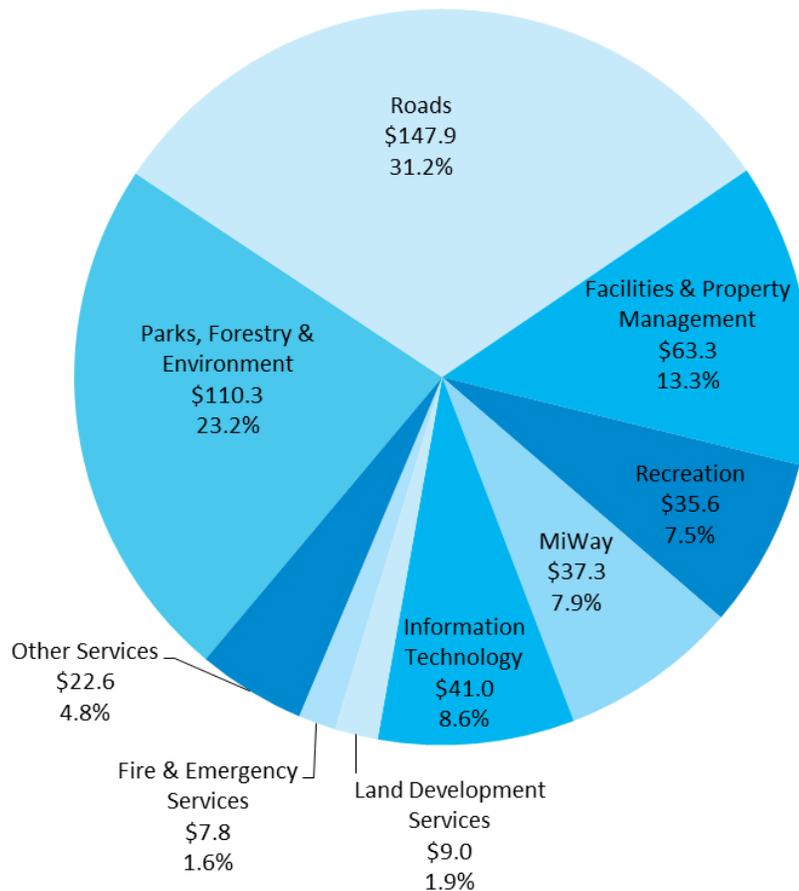
\$826.6 million or 64% has been spent

\$474.6 million is to be incurred

The following chart shows the distribution of the City's capital expenditures to be incurred, by service. See Appendix 2-1 for more details.

Total Capital Works-in-Progress
Net Future Expenditures to be incurred by Service Area
\$474.6 Million

*Excludes Stormwater Program



Other Services Include: Mississauga Library, Legislative Services, Business Services, Regulatory Services, Culture, City Manager's Office

City staff continues to evaluate older projects and return unspent funds to reduce the amount of capital funds that are needed to be borrowed for future years' projects. The \$474.6 million of future expenditures, earns interest revenue that is used to support both the capital and operating programs including contributions to the reserves and reserve funds.

Of the \$474.6 million still to be incurred, the following projects account for 40% of the total:

- \$55.8 million for Roadway Rehabilitation
- \$38.6 million for various land acquisitions
- \$28.5 million Northwest Sports Park Phase 1 Infrastructure & Park Amenities, and Churchill Meadows CC and Pool construction
- \$21.5 million for various road property acquisitions

- \$8.7 million for Cycling Program
- \$8.7 million for SAP S4 HANA Upgrade
- \$7.7 million for Bridge Rehabilitation Program
- \$5.7 million Community Centres and Pools redevelopment
- \$5.4 million for Hoists Renewal - Transit Facilities
- \$5.2 million Active Transportation Bridge
- \$5.1 million Community Centres and Pools renewal

The May review has resulted in \$50.9 million being returned to various reserves as a result of all budget adjustments, transfers and project closures.

The following are highlights for significant funding adjustment requests, or for significant accomplishments of completed projects:

Culture

PN 20492 Small Arms Building Renovation (formerly referred to as The Bridge) returning \$0.3 million

- Project has been put on hold. \$0.3 million of the \$0.4 million was returned with \$0.1 million retained to fund a feasibility study for the re-development of the facility as a whole. The feasibility study will include the Bridge and the north end of the building; this approach is more cost efficient as it will include a full assessment and all construction costs for both remaining areas of the building. The study is intended to use programming examples to assess options for re-development and establish a cost estimate for renovations.

Parks, Forestry & Environment

PN 17392 Land Acquisition Credit River Valley - returning \$13.4 million of which \$5.8 million was transferred from the Cash in Lieu of Parkland Reserve Fund

- Funds to be returned and a new PN to be established upon successful acquisition negotiations

PN20401 Emerald Ash Borer Management Program - returning \$1.4 million

- Project is currently underway and includes the treatment, removal, stumping and replanting of City-owned Ash trees impacted by the Emerald Ash Borer (EAB). The revised EAB program model estimates allow for \$1.4 million to be returned to the reserve fund.

PN 19330 Tennis Court Maintenance - returning \$0.6 million

- Returning funds for the South Common Tennis Club redevelopment to align with Community Centre redevelopment planned for 2022 to 2024. Courts may be required to

be relocated during building renovations and will be re-budgeted. Also returning funding from Sanford Cricket renovations .

PN 12324 Improvement of Pavilion & Plaza Area for Performances - returning \$0.3 million

- Options to improve the Port Credit Memorial Pavilion and Plaza area to support live performances are complete. Requires time to negotiate with the Paramount Fine Foods on development agreement and cost sharing. Returning funding and will re-budget once negotiations commence.

Fire and Emergency Services

PN 19269 Fire station 123 - returning \$11.2 million

- Fire station 123 (Winston Churchill & the Collegeway) will be returned to the reserve fund to be re-budgeted in 2021 and a new PN to be established upon successful land acquisition negotiations.

Information Technology

PN 18530 FASTER Major Upgrade (Windows to Web) - returning \$0.3 million

- The \$0.3 million funding for this closing project is being returned as a departmental review lead to a more comprehensive upgrade being requested and approved in the 2020 capital budget. The FASTER system assists in the management and service of the City's extensive vehicle inventory.

Facilities and Property Management

PN 18707 Elevators Renewal project – returning funds of \$0.5 million

- The Elevator Renewal project at various locations involves the conversion of existing key operated elevator lifts to automated access LULA lifts at six (6) City Facilities. The project scope was completed in two phases. Phase 1 involved elevator upgrades at Clark Memorial Hall and MiWay administrative office and was completed in May 2020. Phase 2 involves elevator upgrades at Huron Park CC, Clarkson CC and Erin Mills Twin Arena and is currently in construction and will be completed Q4 2020. The project scope also included elevator upgrades at Burnhamthorpe CC which will be completed as a part of the larger Burnhamthorpe CC expansion project. This project helped to improve the accessibility for patrons using these facilities. Patrons no longer need to rely on facility staff to provide access to lifts. Returning \$0.5 million in the May WIP resulting from savings due to competitive tender pricing and return of unused funds from the Burnhamthorpe CC elevator upgrade project.

Roads

PN 16197 Property Acquisition – requesting additional funds of \$0.8 million

- An additional \$0.8 million is being allocated to PN16197 for property acquisition in support of future roads projects. This increase is required to reflect the current appraised value of the lands in question.

PN 18102 Mavis Road from Courtneypark Drive to North City Limits – returning \$1.4 million

- Mavis Road Contracts A and B are substantially completed and under warranty. \$0.1 million is being used for art work for the Mavis Road structure over Fletcher's Creek.

PN 18105 Creditview Road Widening Project from Bancroft Road to Old Creditview Road – returning \$0.5 million

- The project will be re-budgeted to better coordinate with associated MTO and Region of Peel projects.

PN 12172 LED Streetlighting Retrofit Project, PN 20180 Erin Style Pole Replacement Project and PN 19179 & 19195 Streetlighting project are collectively returning funds of \$1.23 million

- The returned funds will be requested through a corporate report to partially fund the Streetlighting System Remediation Project.

MiWay

PN 8232 Transit BRT Construction - returning funds of \$1.5 million

- Mostly due to additional recoveries from other levels of government. This project is over 10 years old and significantly complete with some minor outstanding work to be completed within the next year.

PN 16202 Transit Bus Acquisitions - Service Growth – returning funds of \$0.8 million

- Better pricing from bulk buying and competitive bidding for 106 buses that were jointly purchased with projects: 16201, 16202, 16239, 17228 and 17229.

PN 17247 Transit Hastus Module – returning funds of \$0.5 million

- Purchase of additional Transit Operations Modules - Garage Management & Bus Allocation is returning monies as the project was only partially completed due to unforeseen challenges at project implementation requiring significant scope change. Partial implementation of the project was completed in 2019 and did not result in the desired outcome as it slowed down the current process of garage management and bus allocation.

Regulatory Services

PN 17092 TNC Licensing Pilot Project – returning funds of \$1.7 million

- This Pilot Project is almost complete with exception of validation of TNC APP Coding. As of July of 2019, TNC Licensing is a permanent program under the cost centre 22666.

Housekeeping Items:

Various Project Updates

- PN 19862- E-Disclosure. Change project name to CAMS development.
- PN 16202- Acquisition of up to 10 new transit buses to increase Service Hours. Change project number from TWTR00234 to TWTR04212.
- PN 18005 - Cooksville Creek Erosion Control - Canadian Pacific Railway to Kirwin Avenue. Change project number from TWSD00095 to TWSD02576.
- PN19352- Ward 10 - Jim Murray Community Park (P-477) - Spray Pad. Change project name to Ward 10 – Mississauga - Meadowvale Rotary Park (P-489) –Spray Pad.
- PN 17092 TNC Licensing Pilot Project- Transfer \$1.7 million to Fiscal Stability Reserve 30125 as per Council approved report, “Transportation Network Company (TNC) Licensing Pilot Project Final Report” dated May 01, 2019, stating that surpluses be transferred to the Fiscal Stability Reserve.

PART 2: STORMWATER FINANCIAL SUMMARY

Stormwater Capital Summary

The approved Stormwater capital program has a total net budget of \$146.3 million, including legacy Stormwater projects originally part of the Roads service area. Staff recommends closing 14 projects and returning approximately \$11.5 million to the appropriate reserve funds.

Recommended adjustments to the Stormwater capital program will result in a revised net budget of \$134.8 million for the active 109 projects.

The following is the highlight of major project funding adjustments:

Stormwater

PN 20147 The Sheridan Creek Erosion Control - Lushes Ave. to behind Fletchers Valley Cres – returning funds of \$3.7 million

- As construction has not started, funds will be returned and the project will be re-budgeted through the 2021 Budget process.

PN 19135 Mississauga LRT Storm Sewer Improvements – returning funds of \$6.0 million

- Metrolinx will be front-ending the cost of these improvements and will be reimbursed by the City after construction has been completed. As construction has not yet started, funds from PN 19135 will be returned and project will be closed. The project will be re-budgeted through the 2021 Budget process based on the latest Metrolinx construction schedule and project cost.

Capital Appendices

The following appendices detail project updates, changes, and funding adjustments for all capital projects, including Stormwater:

- **Appendix 2-2:** Projects Completed, Delayed or Cancelled and To Be Closed – 65 projects with an approved budget of \$52.9 million, including 14 Stormwater projects with approved budget of \$12.1 million, are to be closed. \$39.7 million or 75% of the approved budget amount being returned to the reserves and reserve funds.
- **Appendix 2-3:** Open Projects Requiring Funding Adjustments – Overall 80 projects with an approved budget of \$345.3 million, returning \$22.7 million to the reserves and reserve funds. Among them, 8 Stormwater projects are requesting \$0.2 million.
- **Appendix 2-4:** Project Adjustments with No Net Capital Impact lists 3 projects that are being adjusted with no net financial impact.
- **Appendix 2-5:** Project Adjustments with Funding Swaps lists 1 project that is being adjusted with no net financial impact.

PART 3: INFRASTRUCTURE FUNDING PROGRAMS PROJECTS

The capital program includes funding from two senior government grant-funding programs.

PTIF & CWWF

The Public Transit Infrastructure Fund (PTIF) and the Clean Water and Wastewater Fund (CWWF) programs were introduced at General Committee on October 5, 2016. Formal approvals under these two programs were received on May 4, 2017 and May 23, 2017 respectively. On January 4, 2018 the Federal Government announced that both PTIF and CWWF programs will be extended to March 31, 2020.

Total eligible funding for PTIF is \$116.6 million, of which \$58.3 million, or 50%, can be claimed for reimbursement. Claims for reimbursement are based on actual expenditures. Claims to the end of April 2020 totalled \$53.2 million, of which \$43.1 million was received by April 30, 2020. There is still a substantial amount of claims still under review by the Provincial and Federal Governments. An extension has been granted for open projects to allow eligible expenditures incurred up until July 31, 2021 to be claimed under the program.

Total eligible funding for CWWF is \$13.1 million, of which \$9.8 million, or 75%, can be claimed for reimbursement. Claims for reimbursement are based on actual expenditures. Claims to the end of April 2020 totalled \$8.2 million, of which \$7.6 million was received by April 30, 2020.

Future expenditure and claim information for these programs will be reported on in future WIP reports. All infrastructure funding program projects are listed in Appendix 3-1 to Appendix 3-3.

PART 4: WARD-SPECIFIC SPECIAL PROJECTS

On May 22nd, 2019 a motion was passed by Council to establish infrastructure projects up to a total amount of \$2 million per ward, to be used at the discretion of each local Councillor within the current Council term. New projects, to be established and funded from the Federal Gas Tax reserve fund are outlined in Appendix 2-6 projects. A status update of active projects by Ward is presented in Appendix 2-7. There are \$6.724 million of projects established to date, including new projects through this report.

PART 5: OPEN PROJECTS WITH FUNDING DEFERRALS

The financial impact of COVID-19 on municipalities is forecasted to be a budget deficit of \$60-\$70 million. In order to address these pressures, staff has completed a review of current approved and active capital projects to identify spending that could be deferred, thus temporarily freeing up funds. A total of \$78.5 million was identified from 104 projects including 9 Stormwater projects, to be deferred until January 1, 2021. A detailed project listing is in Appendix 2-8.

Financial Impact

A total of \$62.4 million is recommended to be returned to various reserve funds. In addition, 104 projects are recommended to be deferred until January 2021, totalling \$78.5 million, which will alleviate operating cashflow needs for 2020.

Conclusion

The Capital Works in Progress review for May 2020 resulted in a full examination of the City's current capital program. All capital program changes will be taken into consideration in the development of the 2021-2024 Business Plan and 2021 Budget.

Attachments

- Appendix 2-1 Summary of Capital Works-in-Progress by Service Area
- Appendix 2-2 Projects Completed, Delayed or Cancelled and to Be Closed
- Appendix 2-3 Open Projects Requiring Funding Adjustments
- Appendix 2-4 Project Adjustments with No Net Capital Impact
- Appendix 2-5 Project Adjustments with Funding Swaps
- Appendix 2-6 Requests for Establishment of New Ward-Specific Projects

Appendix 2-7 Active Ward-Specific Projects

Appendix 2-8 Open Projects with Funding Deferral

Appendix 3-1 Canada 150 Intake 1&2 Projects Update

Appendix 3-2 Clean Water Wastewater Fund (CWWF) Projects Update

Appendix 3-3 Public Transit Infrastructure Fund (PTIF) Projects Update



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

Prepared by: Luigi Vernace, CPA, CGA, Supervisor Budgets

Summary of Capital Works-In-Progress by Service Area As of May 31, 2020

Service Area	# of Active Projects/ Programs	Revised Net City Cost (\$000)	Approved Net City Cost (\$000)	(Surplus) / Additional Funds Required (\$000)	Net Expenditures to May 31, 2020 (\$000)	Net Expenditures as a % of Revised Net City Cost	Balance of Net Expenditure to be Incurred (\$000)
Summary of All Projects/Programs							
Fire & Emergency Services	29	\$20,110	\$35,738	\$(15,628)	\$12,293	61%	\$7,817
Roads	213	\$433,853	\$437,146	\$(3,293)	\$285,926	66%	\$147,927
MiWay	93	\$359,377	\$361,748	\$(2,371)	\$322,063	90%	\$37,314
Parks, Forestry & Environment	180	\$174,331	\$197,920	\$(23,588)	\$64,078	37%	\$110,253
Mississauga Library	22	\$9,298	\$9,298	\$0	\$1,402	15%	\$7,897
Business Services	15	\$5,084	\$5,179	\$(95)	\$1,357	27%	\$3,727
Facilities & Property Management	114	\$106,712	\$109,963	\$(3,251)	\$43,444	41%	\$63,268
Recreation	28	\$99,361	\$99,433	\$(72)	\$63,789	64%	\$35,572
Information Technology	129	\$66,978	\$68,036	\$(1,058)	\$26,027	39%	\$40,951
Land Development Services	31	\$11,410	\$12,575	\$(1,165)	\$2,397	21%	\$9,013
Culture	28	\$6,997	\$7,249	\$(253)	\$4,961	71%	\$2,035
Regulatory Services	6	\$913	\$913	\$0	-\$1,901	-208%	\$2,814
Legislative Services	13	\$5,803	\$5,803	\$0	\$542	9%	\$5,261
City Manager's Office	6	\$1,017	\$1,114	\$(97)	\$183	18%	\$834
Stormwater*	109	\$134,794	\$146,308	\$(11,514)	\$61,594	46%	\$73,201
TOTAL	1,016	\$1,436,038	\$1,498,422	\$(62,384)	\$888,154	62%	\$547,884
Summary of 2020 Projects/Programs							
Fire & Emergency Services	9	\$2,020	\$6,406	\$(4,386)	\$88	4%	\$1,932
Roads	49	\$68,992	\$69,377	\$(385)	\$79	0%	\$68,913
MiWay	19	\$22,439	\$22,439	\$0	\$733	3%	\$21,706
Parks, Forestry & Environment	38	\$39,293	\$40,692	\$(1,399)	\$1,390	4%	\$37,902
Mississauga Library	6	\$2,120	\$2,120	\$0	\$0	0%	\$2,120
Business Services	4	\$942	\$942	\$0	\$0	0%	\$942
Facilities & Property Management	17	\$16,427	\$16,571	\$(144)	\$50	0%	\$16,377
Recreation	4	\$4,685	\$4,685	\$0	\$20	0%	\$4,665
Information Technology	39	\$18,425	\$18,925	\$(500)	\$934	5%	\$17,490
Land Development Services	4	\$580	\$580	\$0	\$0	0%	\$580
Culture	9	\$1,037	\$1,290	\$(253)	\$13	1%	\$1,024
Regulatory Services	3	\$880	\$880	\$0	\$0	0%	\$880
Legislative Services	3	\$347	\$347	\$0	\$0	0%	\$347
City Manager's Office	0	\$0	\$0	\$0	\$0	0%	\$0
Stormwater*	27	\$19,782	\$24,165	\$(4,383)	-\$23	0%	\$19,805
TOTAL - 2020	231	\$197,968	\$209,418	\$(11,449)	\$3,284	2%	\$194,684
Summary of 2019 Projects/Programs							

Summary of Capital Works-In-Progress by Service Area As of May 31, 2020

Service Area	# of Active Projects/ Programs	Revised Net City Cost (\$000)	Approved Net City Cost (\$000)	(Surplus) / Additional Funds Required (\$000)	Net Expenditures to May 31, 2020 (\$000)	Net Expenditures as a % of Revised Net City Cost	Balance of Net Expenditure to be Incurred (\$000)
Fire & Emergency Services	5	\$2,567	\$13,758	\$(11,191)	\$1,770	69%	\$797
Roads	48	\$69,379	\$70,247	\$(868)	\$30,859	44%	\$38,520
MiWay	26	\$28,884	\$28,891	\$(7)	\$14,700	51%	\$14,184
Parks, Forestry & Environment	29	\$36,137	\$36,837	\$(700)	\$17,488	48%	\$18,649
Mississauga Library	3	\$1,048	\$1,048	\$0	\$0	0%	\$1,048
Business Services	1	\$259	\$259	\$0	\$0	0%	\$259
Facilities & Property Management	44	\$37,662	\$38,344	\$(683)	\$7,686	20%	\$29,976
Recreation	7	\$9,955	\$9,955	\$0	\$1,387	14%	\$8,568
Information Technology	35	\$28,332	\$26,591	\$1,741	\$9,208	32%	\$19,124
Land Development Services	3	\$450	\$500	\$(50)	\$0	0%	\$450
Culture	6	\$835	\$835	\$0	\$340	41%	\$495
Regulatory Services	2	\$33	\$33	\$0	-\$16	-48%	\$49
Legislative Services	4	\$3,566	\$3,566	\$0	\$253	7%	\$3,313
City Manager's Office	3	\$481	\$478	\$3	\$183	38%	\$298
Stormwater*	17	\$14,500	\$20,734	\$(6,234)	\$1,099	8%	\$13,401
TOTAL - 2019	233	\$234,087	\$252,076	\$(17,988)	\$84,956	36%	\$149,131
Summary of 2018 Projects/Programs							
Fire & Emergency Services	4	\$2,540	\$2,540	\$0	\$1,603	63%	\$937
Roads	33	\$49,363	\$51,348	\$(1,985)	\$40,118	81%	\$9,245
MiWay	6	\$7,172	\$7,205	\$(33)	\$6,073	85%	\$1,099
Parks, Forestry & Environment	35	\$49,207	\$56,608	\$(7,400)	\$18,107	37%	\$31,100
Mississauga Library	3	\$352	\$352	\$0	\$275	78%	\$78
Business Services	3	\$2,673	\$2,673	\$0	\$591	22%	\$2,082
Facilities & Property Management	28	\$23,796	\$25,376	\$(1,580)	\$13,034	55%	\$10,763
Recreation	5	\$2,596	\$2,599	\$(3)	\$2,157	83%	\$439
Information Technology	26	\$7,525	\$9,575	\$(2,050)	\$5,596	74%	\$1,929
Land Development Services	8	\$5,255	\$6,255	\$(1,000)	\$384	7%	\$4,870
Culture	5	\$490	\$490	\$0	\$219	45%	\$271
Regulatory Services	0	\$0	\$0	\$0	\$0	0%	\$0
Legislative Services	1	\$100	\$100	\$0	\$0	0%	\$100
City Manager's Office	3	\$536	\$636	\$(100)	\$0	0%	\$536
Stormwater*	23	\$16,836	\$17,796	\$(960)	\$1,530	9%	\$15,306
TOTAL - 2018	183	\$168,441	\$183,553	\$(15,112)	\$89,687	53%	\$78,754

Summary of Capital Works-In-Progress by Service Area As of May 31, 2020

Service Area	# of Active Projects/ Programs	Revised Net City Cost (\$000)	Approved Net City Cost (\$000)	(Surplus) / Additional Funds Required (\$000)	Net Expenditures to May 31, 2020 (\$000)	Net Expenditures as a % of Revised Net City Cost	Balance of Net Expenditure to be Incurred (\$000)
Summary of 2017 Projects/Programs							
Fire & Emergency Services	7	\$1,651	\$1,702	\$(51)	\$744	45%	\$907
Roads	35	\$52,151	\$52,208	\$(57)	\$32,918	63%	\$19,233
MiWay	26	\$42,932	\$42,988	\$(56)	\$47,150	110%	-\$4,219
Parks, Forestry & Environment	42	\$13,922	\$27,530	\$(13,608)	\$7,613	55%	\$6,309
Mississauga Library	4	\$805	\$805	\$0	\$392	49%	\$413
Business Services	4	\$830	\$925	\$(95)	\$520	63%	\$310
Facilities & Property Management	18	\$22,061	\$22,862	\$(801)	\$19,806	90%	\$2,255
Recreation	3	\$970	\$970	\$0	\$755	78%	\$215
Information Technology	20	\$6,935	\$7,106	\$(172)	\$5,932	86%	\$1,002
Land Development Services	9	\$2,695	\$2,695	\$0	\$700	26%	\$1,995
Culture	3	\$1,701	\$1,701	\$0	\$1,532	90%	\$169
Regulatory Services	1	\$0	\$0	\$0	-\$1,885	0%	\$1,885
Legislative Services	3	\$227	\$227	\$0	\$115	50%	\$112
City Manager's Office	0	\$0	\$0	\$0	\$0	0%	\$0
Stormwater*	19	\$20,822	\$20,940	\$(119)	\$9,728	47%	\$11,094
TOTAL - 2017	194	\$167,701	\$182,660	\$(14,960)	\$126,019	75%	\$41,681
Summary of 2016 Projects/Programs							
Fire & Emergency Services	2	\$3,482	\$3,482	\$0	\$793	23%	\$2,689
Roads	15	\$30,603	\$29,803	\$800	\$22,438	73%	\$8,165
MiWay	7	\$14,495	\$15,274	\$(779)	\$15,054	104%	-\$559
Parks, Forestry & Environment	15	\$9,691	\$9,697	\$(6)	\$4,991	52%	\$4,699
Mississauga Library	3	\$4,623	\$4,623	\$0	\$530	11%	\$4,094
Business Services	1	\$200	\$200	\$0	\$154	77%	\$46
Facilities & Property Management	7	\$6,766	\$6,809	\$(43)	\$2,868	42%	\$3,897
Recreation	7	\$27,426	\$27,495	\$(69)	\$14,762	54%	\$12,664
Information Technology	5	\$2,377	\$2,454	\$(77)	\$2,084	88%	\$293
Land Development Services	2	\$250	\$250	\$0	-\$102	-41%	\$352
Culture	3	\$2,903	\$2,903	\$0	\$2,840	98%	\$64
Regulatory Services	0	\$0	\$0	\$0	\$0	0%	\$0
Legislative Services	1	\$75	\$75	\$0	\$0	0%	\$75
City Manager's Office	0	\$0	\$0	\$0	\$0	0%	\$0
Stormwater*	5	\$4,017	\$3,835	\$182	\$846	21%	\$3,172
TOTAL - 2016	73	\$106,909	\$106,899	\$10	\$67,258	63%	\$39,651

Summary of Capital Works-In-Progress by Service Area As of May 31, 2020

Service Area	# of Active Projects/ Programs	Revised Net City Cost (\$000)	Approved Net City Cost (\$000)	(Surplus) / Additional Funds Required (\$000)	Net Expenditures to May 31, 2020 (\$000)	Net Expenditures as a % of Revised Net City Cost	Balance of Net Expenditure to be Incurred (\$000)
Summary of 2015 Projects/Programs							
Fire & Emergency Services	2	\$7,850	\$7,850	\$0	\$7,294	93%	\$556
Roads	33	\$163,364	\$164,163	\$(798)	\$159,515	98%	\$3,849
MiWay	9	\$243,455	\$244,951	\$(1,496)	\$238,353	98%	\$5,102
Parks, Forestry & Environment	21	\$26,082	\$26,557	\$(475)	\$14,489	56%	\$11,593
Mississauga Library	3	\$349	\$349	\$0	\$206	59%	\$144
Business Services	2	\$180	\$180	\$0	\$92	51%	\$88
Facilities & Property Management	0	\$0	\$0	\$0	\$0	0%	\$0
Recreation	2	\$53,729	\$53,729	\$0	\$44,708	83%	\$9,022
Information Technology	4	\$3,385	\$3,385	\$0	\$2,272	67%	\$1,113
Land Development Services	5	\$2,180	\$2,295	\$(115)	\$1,415	65%	\$765
Culture	2	\$30	\$30	\$0	\$18	61%	\$12
Regulatory Services	0	\$0	\$0	\$0	\$0	0%	\$0
Legislative Services	1	\$1,488	\$1,488	\$0	\$174	12%	\$1,314
Stormwater*	18	\$58,838	\$58,838	\$0	\$48,414	82%	\$10,424
TOTAL - 2015 and Prior Years	102	\$560,931	\$563,816	\$(2,885)	\$516,949	92%	\$43,982

* Includes legacy Stormwater projects originally part of the Roads service area

Projects Completed, Delayed or Cancelled and To Be Closed

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost (\$000)	Approved Net Cost (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
Business Services						
CPBS005329	SAP Automation-Document Distribution/Repository	All funding can be returned. No longer required. Project objectives can be achieved through E-Bidding solution.	\$0.0	\$95.0	\$(95.0)	33121 Tax -Capital Reserve Fund
Total Business Services			\$0.0	\$95.0	\$(95.0)	
City Manager's Office						
CMO6354	Economic Development Strategy	Project completed, to be closed and additional funds requested.	\$183.0	\$180.0	\$3.0	33121 Tax -Capital Reserve Fund
CMO6357	eDiscovery Software	Project to be closed and remaining funds returned.	\$0.0	\$100.0	\$(100.0)	33121 Tax -Capital Reserve Fund
City Manager's Office Total			\$183.0	\$280.0	\$(97.0)	
Facilities & Property Management						
CPFP005044	Mechanical Replacement-Generators-Variou	Project completed and to be closed.	\$271.4	\$271.4	\$0.0	33121 Tax -Capital Reserve Fund-35183 Gas Tax -Federal Gas Tax-Regional Allocation
CPFP005821	Elevator/Lift Rplc & Accessibility Prog-Clarke Hall	Project to be closed and remaining funds returned.	\$209.7	\$211.0	\$(1.3)	33121 Tax -Capital Reserve Fund -35182 Gas Tax -Federal Gas Tax-City Allocation
CPFP007181	Facility Renewal - Huron Park CC Pool & Arena	Project completed, to be closed and remaining funds returned.	\$106.2	\$123.7	\$(17.5)	33121 Tax -Capital Reserve Fund
Total Facilities & Property Management			\$587.3	\$606.1	\$(18.8)	
Fire & Emergency Services						
CMFS00059	New Fire Truck and Equipment - Fire Station 124	Funds to be returned in re-budgeted in 2022 to align with station construction	\$0.0	\$2,193.0	\$(2,193.0)	35592 Public Safety Fire Program Reserve Fund
CMFS00067	Personal Protective Equipment Replacement	Project completed, to be closed and additional funds requested.	\$949.3	\$940.0	\$9.3	33121 Tax -Capital Reserve Fund
CMFS00123	New Fire Truck and Equipment - Fire Station 123	Funds to be returned in re-budgeted in 2022 to align with station construction	\$0.0	\$2,193.0	\$(2,193.0)	35592 Public Safety Fire Program Reserve Fund
CMFS05405	EOC Telecommunications	Project completed, to be closed and additional funds requested.	\$70.6	\$70.0	\$0.6	33121 Tax -Capital Reserve Fund
CMFS05551	On-Line Training	Project to be closed and remaining funds returned.	\$94.0	\$146.0	\$(52.0)	33121 Tax -Capital Reserve Fund
Total Fire & Emergency Services			\$1,113.9	\$5,542.0	\$(4,428.1)	
Information Technology						
CPFI005976	AP Lean Process Implementation	Project completed, to be closed and remaining funds returned.	\$329.3	\$359.0	\$(29.7)	33121 Tax -Capital Reserve Fund
CPIT005136	Corporate Services Application Improvements	Project completed, to be closed and remaining funds returned.	\$269.1	\$280.0	\$(10.9)	33121 Tax -Capital Reserve Fund
CPIT005141	SAP Fiori Improvements	Project completed, to be closed and remaining funds returned.	\$49.0	\$60.0	\$(11.0)	33121 Tax -Capital Reserve Fund
CPIT005146	C Banquets Video Upgrade	Project to be closed and funds returned. To be budgeted for in the future due to COVID-19 and the Future impacts to AV infrastructure	\$0.0	\$55.0	\$(55.0)	33121 Tax -Capital Reserve Fund
CPIT005713	Server and Storage Lifecycle Replacement	Project completed, to be closed and remaining funds returned.	\$1,717.7	\$1,785.0	\$(67.3)	33121 Tax -Capital Reserve Fund
CPIT005736	GeoSpatial Master Plan and Implementation	Project completed, to be closed and additional funds requested.	\$508.6	\$500.0	\$8.6	33121 Tax -Capital Reserve Fund
CPIT006378	eCity Web and Mobile	Project completed, to be closed and additional funds requested.	\$601.9	\$600.0	\$1.9	33121 Tax -Capital Reserve Fund
CPIT006391	Network Fibre	Project completed, to be closed and additional funds requested.	\$1,303.3	\$1,300.0	\$3.3	33121 Tax -Capital Reserve Fund

Projects Completed, Delayed or Cancelled and To Be Closed

Appendix 2-2

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost (\$000)	Approved Net Cost (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
CPIT006396	FASTER major upgrade (Windows to Web version)	PN can close. Funds can be returned. New project under PN20-530 will be used going forward.	\$0.0	\$280.0	\$(280.0)	33121 Tax -Capital Reserve Fund
CPIT006400	Professional Services for Amanda 7	Project completed, to be closed and additional funds requested.	\$55.8	\$50.0	\$5.8	33121 Tax -Capital Reserve Fund
CPIT006421	Functional Testing Software	Project completed, to be closed and remaining funds returned.	\$49.9	\$60.0	\$(10.1)	33121 Tax -Capital Reserve Fund
CPIT007115	SAP Legislative Changes and Enhancements	Project completed, to be closed and remaining funds returned.	\$168.8	\$200.0	\$(31.2)	33121 Tax -Capital Reserve Fund
CPIT007118	TXM Workplan	Project completed, to be closed and remaining funds returned.	\$346.6	\$350.0	\$(3.4)	33121 Tax -Capital Reserve Fund
TWOE00112	Mobile Technology Solution for Field Operations	Project completed, to be closed and remaining funds returned.	\$231.4	\$265.0	\$(33.6)	33121 Tax -Capital Reserve Fund
Total Information Technology			\$5,631.4	\$6,144.0	\$(512.6)	
Land Development Services						
PB7102	Wide Format Scanner	Cancellation of this project and returning funds of \$50K.	\$0.0	\$50.0	\$(50.0)	33121 Tax -Capital Reserve Fund
Total Land Development Services			\$0.0	\$50.0	\$(50.0)	
MiWay						
TWTR00099	Transit MiWay Signs	Metrolinx has not confirmed a design. Therefore funds can be returned. Additional funding will be made available through annual budget.	\$15.4	\$50.0	\$(34.6)	35183 Gas Tax -Federal Gas Tax-Regional Allocation
TWTR00130	Transit Revenue Equipment - Replacement	Project to be closed and funds returned	\$0.0	\$20.0	\$(20.0)	33121 Tax -Capital Reserve Fund
TWTR00139	Transit Bus Stops/Pads (Accessibility Plan) - Replacement	Project completed, to be closed and remaining funds returned.	\$128.2	\$140.0	\$(11.8)	31330 DCA -Transit Reserve Fund
TWTR00225	Transit Revenue Equipment - Replacement	Project complete and remaining funds to be returned	\$15.8	\$20.0	\$(4.2)	33121 Tax -Capital Reserve Fund
Total MiWay			\$159.3	\$230.0	\$(70.7)	
Parks, Forestry & Environment						
CMPF00137	Washroom Construction	Project completed, to be closed and remaining funds returned.	\$875.4	\$925.0	\$(49.6)	32121 CIL Cash In Lieu Of Parkland Dedication Reserve Fund
CMPF00141	Bridge Rehabilitation Program	Project completed, to be closed and remaining funds returned.	\$1,212.4	\$1,266.6	\$(54.2)	33121 Tax -Capital Reserve Fund
CMPF00148	Improvement of Pavilion & Plaza Area for Performances	Close and Rebudget.	\$27.1	\$280.0	\$(252.9)	32121 CIL Cash In Lieu Of Parkland Dedication Reserve Fund
CMPF00324	Vehicles & Equipment	Project completed, to be closed and remaining funds returned.	\$171.5	\$172.0	\$(0.5)	33121 Tax -Capital Reserve Fund
CMPF005300	Erindale Park Shelter and Parking Lot	Construction Complete. PN to be closed at May 2020 WIPs and balance of funds returned	\$317.8	\$340.0	\$(22.2)	33121 Tax -Capital Reserve Fund
CMPF006108	Park Amenity Maintenance Program	Project Complete. Return remaining funds.	\$4.7	\$67.5	\$(62.8)	30125 Fiscal Stability Reserve-Recovery
CMPF006581	Land Acquisition Credit River Valley	Funds to be returned and a new PN to be established upon successful acquisition negotiations	\$0.0	\$13,393.9	\$(13,393.9)	32121 CIL Cash In Lieu Of Parkland Dedication Reserve Fund
CMPF006598	Land Acquisition - Parkland F-453	Funds to be returned and a new PN to be established upon successful acquisition negotiations	\$0.0	\$7,100.0	\$(7,100.0)	32121 CIL Cash In Lieu Of Parkland Dedication Reserve Fund

Projects Completed, Delayed or Cancelled and To Be Closed

Appendix 2-2

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost (\$000)	Approved Net Cost (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
CMPF00912	Planning and Development Studies	Project completed, to be closed and remaining funds returned.	\$158.2	\$200.0	\$(41.8)	30125 Fiscal Stability Reserve-31315 DCA -Recreation & Parks
CMPF00914	Planning and Development Studies	Project completed, to be closed and remaining funds returned.	\$210.4	\$330.0	\$(119.6)	30125 Fiscal Stability Reserve-31315 DCA -Recreation & Parks
CMPF00958	Streetscape Rehabilitation and Repairs	Construction complete July 2018. Additional project cancelled, to be closed and remaining funds returned.	\$106.6	\$150.0	\$(43.4)	33121 Tax -Capital Reserve Fund
CMPF03055	Park Amenity Maintenance Program	Project complete. Two year warranty to expire June 2021. Final invoice outstanding. Close PN and return remaining funding.	\$273.5	\$279.2	\$(5.6)	33121 Tax -Capital Reserve Fund
Total Parks, Forestry & Environment			\$3,357.5	\$24,504.2	\$(21,146.6)	
Recreation						
CMRC05294	Square One Older Adult Centre Space Plan	Project completed, to be closed and remaining funds returned.	\$871.4	\$940.0	\$(68.6)	33121 Tax -Capital Reserve Fund
CMRC06594	Feasibility Study for Stadium	Project completed, to be closed and remaining funds returned.	\$96.9	\$100.0	\$(3.1)	35591 Municipal Accommodation Tax-Tourism Projects
Total - Recreation			\$968.3	\$1,040.0	\$(71.7)	
Roads						
TWMR000191	Old Derry Road Realignment - Design & Construction	Realignment to be confirmed with Peel. Return funds and rebudget in future year.	\$0.0	\$300.0	\$(300.0)	33121 Tax -Capital Reserve Fund
TWMR00041	Belgrave Road - MTO Amendment	Return funds at this time. Corridor plans for 401 are not clear. Project to be closed and will include in future budget if needed.	\$0.0	\$205.7	\$(205.7)	31335 DCA -City Wide Engineering Reserve Fund-
TWMR00103	Creditview Road Widening from Bancroft Road to Old Creditview Road	Delays due to MTO and Region of Peel works. Should be closed, funds returned ,and re-budgeted.	\$0.0	\$500.0	\$(500.0)	33121 Tax -Capital Reserve Fund-31335 DCA -City Wide Engineering Reserve Fund-
TWOE00248	Streetlighting	Project completed, to be closed and remaining funds returned.	\$697.8	\$700.0	\$(2.2)	37100 Tax -Debt Management Reserve Fund - Tax Capital
TWOE00363	Cycling Program	Close and return funds; sufficient budget in 2019 and 2020 PNs to cover MUT rehab needs.	\$0.0	\$200.0	\$(200.0)	35182 Gas Tax -Federal Gas Tax-City Allocation
TWOE00394	Streetlighting	Project completed, to be closed and remaining funds returned.	\$95.4	\$300.0	\$(204.6)	37100 Tax -Debt Management Reserve Fund - Tax Capital
TWOE00500	Property Acquisition	Need EA to determine land requirements. Return funds and rebudget in future years.	\$8.8	\$100.0	\$(91.2)	31335 DCA -City Wide Engineering Reserve Fund
Total - Roads			\$802.0	\$2,305.7	\$(1,503.8)	
Stormwater						
TWMR00180	Condition Assessments Trunk Storm Sewers	Project completed, to be closed and remaining funds returned.	\$41.3	\$320.0	\$(278.7)	35992 Stormwater - Capital Reserve Fund
TWSD00105	Culvert Capacity Analysis - Various Locations	Project- still waiting for CVC hydraulic modelling to be finalized. Project to be closed and remaining funds returned.	\$0.0	\$100.0	\$(100.0)	35992 Stormwater - Capital Reserve Fund
TWSD00122	Minor Erosion Control Works - Various Locations	Project completed, to be closed and remaining funds returned.	\$60.1	\$200.0	\$(139.9)	35992 Stormwater - Capital Reserve Fund-31350 DCA -Stormwater Management Reserve Fund
TWSD00137	Monitoring and minor modification of Storm Water Management Facilities - Various Locations	Project completed, to be closed and remaining funds returned.	\$17.9	\$80.0	\$(62.1)	31350 DCA -Stormwater Management Reserve Fund

Projects Completed, Delayed or Cancelled and To Be Closed

Appendix 2-2

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost (\$000)	Approved Net Cost (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
TWSD00219	Cooksville Creek Flood Protection Berm Improvement - Helen Molasy Memorial Park	Project completed and to be closed.	\$54.8	\$54.8	\$0.0	31350 DCA -Stormwater Management Reserve Fund33121 Tax -Capital Reserve Fund-35182 Gas Tax - Federal Gas Tax-City Allocation
TWSD00247	Sheridan Creek Erosion Control - Lushes Ave. to behind Fletchers Valley Cres.	This is for the construction component of Sheridan Creek Erosion Control - Lushes Ave. to behind Fletcher Valley Cres. Construction not expected until 2022.Will re-budgeted in the 2021 capital plan.	\$0.0	\$3,700.0	\$(3,700.0)	35992 Stormwater - Capital Reserve Fund-31350 DCA -Stormwater Management Reserve Fund
TWSD00332	Detailed Design Works to Renew Trunk Storm Sewers	Project completed, to be closed and remaining funds returned.	\$99.5	\$100.0	\$(0.5)	35993 Stormwater - Pipe Reserve Fund
TWSD00336	Condition Assessments Trunk Storm Sewers	Project to be closed and remaining funds returned.	\$0.0	\$320.0	\$(320.0)	35993 Stormwater - Pipe Reserve Fund
TWSD00447	Credit River erosion control and ice dam repair, Erindale Park	Projects to be closed ad funds returned. Project requires additional design before proceeding to construction. New project to be budgeted with expanded scope in Erindale Park for 2021.	\$4.7	\$311.9	\$(307.2)	35992 Stormwater - Capital Reserve Fund-31350 DCA -Stormwater Management Reserve Fund
TWSD00450	Drainage Improvements - Various Locations	Projects to be closed ad funds returned. Expected commitment of funds for Rhonda Valley storm sewer works with Region & Proudfoot/Fowler LID. Funds can be accommodated from PN 19134.	\$154.5	\$500.0	\$(345.5)	35992 Stormwater - Capital Reserve Fund
TWSD00465	Mississauga LRT Storm Sewer Improvements	Close project. Funding to be returned re-budgeted in 2021 budget due to construction delay.	\$0.0	\$6,034.3	(6,034.3)	35992 Stormwater - Capital Reserve Fund-31350 DCA -Stormwater Management Reserve Fund-35993 Stormwater - Pipe Reserve Fund
TWSD00513	Storm Drainage Improvements - Dundas St. W at Credit River	Projects to be closed ad funds returned. Project timelines redefined by Transportation Projects group. Anticipate re-budget in 2023.	\$0.0	\$200.0	\$(200.0)	35993 Stormwater - Pipe Reserve Fund
TWSD007684	Storm Sewers Improvements - Mattawa Ave et al.	Mattawa Ave. Storm Sewer Improvements. Close project and return funds as current design work adequately funded by PN 19-139.	\$0.0	\$200.0	\$(200.0)	35993 Stormwater - Pipe Reserve Fund
TWSD076860	NDMP Contribution to CVC	Project completed, to be closed and remaining funds returned.	\$27.0	\$30.0	\$(3.0)	35992 Stormwater - Capital Reserve Fund
Total - Stormwater			\$459.7	\$12,151.0	\$(11,691.3)	
TOTAL			\$13,262.4	\$52,948.0	\$(39,685.6)	

Open Projects Requiring Funding Adjustments

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost (\$000)	Approved Net Cost (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
Culture						
CMCL00129	Small Arms Building Renovation (The Bridge)	Return funds but keep \$150K to be used for the feasibility study of the Small Arms Renovation. The North end for the building will be part of the study as it will be more cost efficient to proceed in this manner.	150.0	412.5	(262.5)	37100 Tax -Debt Management Reserve Fund - Tax Capital-Recovery
CMCL00157	Vehicle - Tech Support	Keep open and request for additional funds of \$10K as price is expected to be higher than budget.	\$45.0	\$35.0	10.0	33121 Tax -Capital Reserve Fund
Culture Total			195.0	447.5	(252.5)	
Facilities & Property Management						
CPFP005076	LED Lighting Retrofits- LAC & Central Library	Project completed. To be closed, after final invoices have been paid.	\$641.0	\$684.0	(43.0)	33121 Tax -Capital Reserve Fund-37100 Tax -Debt Management Reserve Fund - Tax Capital
CPFP005754	Roof Replacement- City Hall	Project underway . Phase 4 to be completed by Q3 2020	\$5,760.0	\$6,560.0	(800.0)	33121 Tax -Capital Reserve Fund-35182 Gas Tax -Federal Gas Tax-City Allocation-37100 Tax -Debt Management Reserve Fund - Tax Capital
CPFP005761	Mech Replacement- Rec Facilities (Various)	Funds requested in Dec WIP were erroneously returned. This request reinstates account to original plan.	\$2,410.0	\$2,310.0	100.0	33121 Tax -Capital Reserve Fund
CPFP006430	Elevators Renewal-Various Locations	Project underway - In construction - Target completion by Q4 2020. Returning \$500K	\$2,680.0	\$3,180.0	(500.0)	33121 Tax -Capital Reserve Fund-35182 Gas Tax -Federal Gas Tax-City Allocation
CPFP006444	Lighting Renewal-LAC	Project underway. Target completion Q4 2020. Returning \$200K.	\$1,247.2	\$1,447.2	(200.0)	33121 Tax -Capital Reserve Fund-35182 Gas Tax -Federal Gas Tax-City Allocation
CPFP006461	Outdoor Lighting Renewal-Various locations	Project completed. To be closed, after final invoices have been paid. Returning \$300K	\$1,169.7	\$1,469.7	(300.0)	33121 Tax -Capital Reserve Fund-37100 Tax -Debt Management Reserve Fund - Tax Capital
CPFP006489	UPS Replacements-City Hall	Project completed. To be closed, after final invoices have been paid. Returning \$400K	\$738.0	\$1,138.0	(400.0)	37100 Tax -Debt Management Reserve Fund - Tax Capital
CPFP006509	Enhanced Security Service	Funds to be returned and the project will be completed inhouse. Returning \$180K	\$0.0	\$180.0	(180.0)	33121 Tax -Capital Reserve Fund
CPFP007169	Malton Satellite Terminal - Emergency Generator Improvement	Project completed. To be closed, after final invoices have been paid. Returning \$300K	\$700.0	\$1,000.0	(300.0)	37100 Tax -Debt Management Reserve Fund - Tax Capital
CPFP007184	Facility Renewal - Living Arts Centre	This funding is required, because part of the original funded amount had to be used to address code compliance issues for a sibling project (B19762).	\$418.0	\$358.0	60.0	33121 Tax -Capital Reserve Fund-35183 Gas Tax -Federal Gas Tax-Regional Allocation
CPFP007263	Site and Parking Lot Renewals - Various Locations	Project completed. To be closed, after final invoices have been paid. Returning 300K	\$1,567.3	\$1,867.3	(300.0)	33121 Tax -Capital Reserve Fund-37100 Tax -Debt Management Reserve Fund - Tax Capital
CPFP007517	Security Services Studies - Various Locations	Returning \$225K- Security Business Analysts to complete in-house as opposed to Consultants completing work	\$66.5	\$291.5	(225.0)	33121 Tax -Capital Reserve Fund
CPFP008178	Furniture & Relocations Improvements - City Wide 2020	Partial Deferral \$72k-Funds that can be deferred to 2021 = 72K ;Return funds = 94K	\$715.9	\$809.9	(94.0)	33121 Tax -Capital Reserve Fund

Open Projects Requiring Funding Adjustments

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost (\$000)	Approved Net Cost (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
CPFP008179	Furniture & Relocations Services - City Wide	Funds that can be return based on small job days missed 50K	\$779.0	\$829.0	(50.0)	33121 Tax -Capital Reserve Fund
Total - Facilities & Property Management			18,892.6	22,124.6	(3,232.0)	
Fire & Emergency Services						
CMFS00045	New Fire Station 123 - Burnhamthorpe/Winston Churchill - Design and Construction	Phase 1- Template design underway. \$11.2M to be returned and re-budgeted in 2021 in order to begin construction concurrently with Fire Station 124 to take advantage of economies of scale.	\$328.0	\$11,528.0	(11,200.0)	35592 Public Safety Fire Program Reserve Fund
Total - Fire & Emergency Services			328.0	11,528.0	(11,200.0)	
Information Technology Services						
CPB006351	Energy Management and A/P Interface	Estimated start date Q2, 2020 to build a needed automation to allow Energy Management to validate the consumption info to align with Concur payment info. Returning \$45K.	\$30,000	\$75,000	(45.0)	33121 Tax -Capital Reserve Fund
CPIT007426	Network Fibre	Given that Construction projects have slowed and much is still based on what others like Alectra can do for us in the return to work phases ? post Covid, returning \$200K.	\$980,000	\$1,180,000	(200.0)	33121 Tax -Capital Reserve Fund
CPIT007626	Faster System - New	Project is delayed start due to Procurement/COVID direction change. Contract amendment and extension expected in Nov 2020. Return of \$300K in 2020 - 2021 capital request adjusted.Full spend in 2021.	\$1,000,000	\$1,300,000	(300.0)	33121 Tax -Capital Reserve Fund
Total - Information Technology Services			2,010.0	2,555.0	(545.0)	
Land Development Services						
PB006017	Interactive Zoning By-Law	The project can be reduced by \$1.0M due to savings and the \$1.0M can be returned as of this WIP.	\$1,750.4	\$2,750.4	(1,000.0)	33121 Tax -Capital Reserve Fund
PBLD004246	Condominium Review	Project to be completed by end of June. Could return approximatley \$115,000.	\$35.0	\$150.0	(115.0)	33121 Tax -Capital Reserve Fund
Total - Land Development Services			1,785.4	2,900.4	(1,115.0)	
MiWay						
TWTR00001	Transit GTA Farecard Project	Project completed; waiting for full recoveries to be processed	\$5,494.2	\$5,490.0	4.2	35183 Gas Tax -Federal Gas Tax-Regional Allocation-35180 Gas Tax -Federal Public Transit Reserve Fund
TWTR00065	Transit BRT Construction	Project is generally completed, with the exception of Contract #1 ponds to be retrofitted to address incomplete/deficient works. Plan to return \$1.5 Million amount.Completion December 31, 2020.	\$198,465.4	\$199,965.4	(1,500.0)	33121 Tax -Capital Reserve Fund-37100 Tax -Debt Management Reserve Fund - Tax Capital-35187 Gas Tax -Provincial Move Ontario 2020 Higher Order Transit-35181 Gas Tax -Provincial Gas Tax Reserve Fund-35184 Gas Tax -Bus Rapid Transit (BRT)-Provincial Allocation-35186 Gas Tax - Provincial Transit Grants Reserve Fund
TWTR00096	Transit Capital Bus Maint-Engine Rehab PTIF	Project completed; waiting for full recovery from PTIF.	\$1,893.8	\$1,888.0	5.7	33121 Tax -Capital Reserve Fund
TWTR00109	Transit Capital Bus Maintenance - Major Component Rehabilitation/Replacement	Project completed and to be closed after PTIF Claim are complete.	\$3,610.6	\$3,610.9	\$(0.4)	33121 Tax -Capital Reserve Fund-Recovery

Open Projects Requiring Funding Adjustments

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost (\$000)	Approved Net Cost (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
TWTR00112	Transit Bus Stops/Pads (Accessibility Plan) - Growth	Project completed; waiting for full recovery from PTIF.	\$243.5	\$136.6	106.9	33121 Tax -Capital Reserve Fund-31330 DCA -Transit Reserve Fund
TWTR00113	Transit Bus Stops/Pads (Accessibility Plan) - Replacement	Project completed; waiting for full recovery from PTIF.	\$134.5	\$140.6	(6.2)	33121 Tax -Capital Reserve Fund
TWTR00115	Transit Facility Repairs (Minor)	Project completed; waiting for full recovery from PTIF.	\$93.8	\$70.3	23.4	33121 Tax -Capital Reserve Fund
TWTR00118	Transit Other Vehicles (Vans/Cars/Trucks) Acquisitions - Replacement	Project completed; waiting for full recovery from PTIF.	\$48.8	\$42.7	6.1	33121 Tax -Capital Reserve Fund
TWTR00123	Transit Capital Bus Maintenance - Major Component Rehabilitation/Replacement	Project complete, to be closed after Gas Tax funds have been claimed	\$5,487.4	\$5,500.0	(12.6)	35182 Gas Tax -Federal Gas Tax-City Allocation
TWTR00133	Transit Other Vehicles (Vans/Cars/Trucks) Acquisitions - Replacement	Project complete, to be closed after Gas Tax funds have been claimed	\$39.5	\$35.0	4.5	35180 Gas Tax -Federal Public Transit Reserve Fund
TWTR00234	Transit Bus Acquisitions - Service Growth	A total of 106 buses were purchased with Projects: 16201, 16202, 16239, 17228 and 17229. Purchases are complete. Returning \$750K due to better pricing. \$200K deferred to 2021 for New Flyer training.	\$7,158.0	\$7,908.0	(750.0)	35183 Gas Tax -Federal Gas Tax-Regional Allocation
TWTR00236	Transit Change Off Vehicles	Project completed; waiting for full recovery from PTIF.	\$32.5	\$40.2	(7.6)	33121 Tax -Capital Reserve Fund
TWTR00269	Transit Other Vehicles (Vans/Cars/Trucks) Acquisitions - Replacement	Project completed; waiting for full recovery from PTIF.	\$0.0	\$12.6	(12.5)	33121 Tax -Capital Reserve Fund
TWTR00272	Transit Route Supervisor Vehicle Acquisitions - Replacement	Project completed; waiting for full recovery from PTIF.	\$17.2	\$17.6	(0.3)	33121 Tax -Capital Reserve Fund
TWTR00289	Transit Anchor Terminals Study	Project completed; waiting for full recovery from PTIF.	\$258.9	\$251.1	7.8	33121 Tax -Capital Reserve Fund
TWTR00290	Transit Bus Landing Pads	Project completed; waiting for full recovery from PTIF.	\$523.4	\$502.2	21.1	33121 Tax -Capital Reserve Fund
TWTR00292	Transit Terminal Pavement Treatment	Project completed; waiting for full recovery from PTIF.	\$135.7	\$100.4	35.3	33121 Tax -Capital Reserve Fund
TWTR00296	Transit Hastus Module	Partial completion and remaining funds returned due to unforeseen challenges at project implementation requiring significant scope change	\$23.2	\$286.3	(263.0)	33121 Tax -Capital Reserve Fund
TWTR00300	Additional bus shelters	Project completed; waiting for full recovery from PTIF.	\$1,293.0	\$1,255.5	37.5	33121 Tax -Capital Reserve Fund
TWTR00326	Transit Hybrid Midlife Rehab - Batteries and Motors	Project complete, to be closed after Gas Tax funds have been claimed	\$499.5	\$500.0	(0.5)	-35182 Gas Tax -Federal Gas Tax-City Allocation
Total - MiWay			225,452.9	227,753.5	(2,300.6)	
Parks, Forestry & Environment						
CMEV006242	Living Green Master Plan Update	Holding \$25,000 to develop 2020 progress report. \$175,000 to be returned.	\$25.0	\$200.0	(175.0)	30125 Fiscal Stability Reserve
CMPF00272	Planning and Development Studies	Pre-qualification ready to issue. Vendors of Record to be complete June 30, 2020. Return \$40,500. PN to close July 2020.	\$40.5	\$81.0	(40.5)	30125 Fiscal Stability Reserve
CMPF00291	Encroachment Management & Rehabilitation	Encroachment sites include multiple locations at Bonnie Brae Park and Tecumseh Park. Project is currently underway, surplus funds identified, to be completed by December 2020.	\$41.8	\$77.0	(35.2)	33121 Tax -Capital Reserve Fund

Open Projects Requiring Funding Adjustments

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost (\$000)	Approved Net Cost (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
CMPF00302	Emerald Ash Borer Management Program	Project underway for treatment, removal, stumping and replanting of ash trees City-wide impacted by the Emerald Ash Borer. To be completed December 2020.	\$2,706.0	\$4,105.0	(1,399.0)	35586 Tax -Emerald Ash Borer Reserve Fund
CMPF00567	Sport Field Maintenance Program	Club is currently reviewing options for reconstruction. Tentative schedule for fall 2020. Return \$140k.	\$1,360.0	\$1,500.0	(140.0)	33121 Tax -Capital Reserve Fund-35182 Gas Tax -Federal Gas Tax-City Allocation
CMPF00598	Park Amenity Maintenance Program - Park Furniture	Project underway. AE Crookes flagstone repairs complete. Return \$33k.	\$260.0	\$293.0	(33.0)	33121 Tax -Capital Reserve Fund
CMPF00621	Park Improvements Program	Project completed, to be closed and additional funds requested.	\$159.1	\$131.1	28.0	33121 Tax -Capital Reserve Fund
CMPF006905	Various projects W11	Project underway. Returning \$5k for Public Art Wrap . To be complete June 2021	\$171.0	\$176.0	(5.0)	35182 Gas Tax -Federal Gas Tax-City Allocation
CMPF007005	Sport Field and Court Maintenance	Need to align with South Community Centre redevelopment. Return funding for Tennis Court reconstruction \$520k and rebudget. Return \$34k from Sanford Cricket renovations.	\$1,693.8	\$2,248.1	(554.3)	33121 Tax -Capital Reserve Fund-37100 Tax -Debt Management Reserve Fund - Tax Capital
CMPF00882	Trail Reconstruction Program	Project underway. Return \$21k. Planned completion December 2021.	\$1,088.0	\$1,109.0	(21.0)	33121 Tax -Capital Reserve Fund-35182 Gas Tax -Federal Gas Tax-City Allocation
CMPF03054	Park Improvements Program	Construction underway. Return \$8K. Project scheduled to be complete December 2020.	\$877.6	\$885.9	(8.4)	33121 Tax -Capital Reserve Fund
CMPF04159	Bridge Rehabilitation Program	Bridge construction complete. Restoration work delayed, scheduled for May 2020. Project to be closed May 2020 WIP.	\$125.8	\$156.0	(30.2)	33121 Tax -Capital Reserve Fund-35182 Gas Tax -Federal Gas Tax-City Allocation
CMPF04396	Bridge Rehabilitation Program	Bridge construction complete. Restoration work delayed, scheduled for May 2020. Project to be closed May 2020 WIP.	\$184.9	\$213.0	(28.1)	33121 Tax -Capital Reserve Fund-35182 Gas Tax -Federal Gas Tax-City Allocation
Total - Parks, Forestry & Environment			8,733.5	11,175.2	(2,441.7)	
Roads						
TWBR00056	Bridge/Culvert Structure Appraisal and Improvement Priority	\$10,000 allocated for the 2020 System Renewal (licensing and subscription) in August 2020. Return \$80,000.	\$120.0	\$200.0	(80.0)	35182 Gas Tax -Federal Gas Tax-City Allocation
TWEC005958	Airport Corporate Centre Pedestrian Sidewalk to BRT	Pending additional recoveries from PTIF. \$66k can be returned.	\$285.6	\$318.6	(33.0)	33121 Tax -Capital Reserve Fund-Recovery
TWMR00147	Mavis Road from Courtneypark Drive to North City Limits	Mavis Rd Contract A and B substantially completed and both under warranty. \$100K is being used for Art Work for the Mavis Rd Structure over the Fletcher's Creek. Return \$1.440M	\$11,835.6	\$13,275.6	(1,440.0)	33121 Tax -Capital Reserve Fund-35182 Gas Tax -Federal Gas Tax-City Allocation-31335 DCA -City Wide Engineering Reserve Fund
TWMR06885	Road Characterization and Complete Streets Guidelines	Consultants DTAH/HDR retained to complete the project by December 2022. Budget of \$150,000 to be transferred to the Long Term Transit Network Project (PN 20106). Completion December 31, 2022.	\$600.0	\$750.0	(150.0)	31335 DCA -City Wide Engineering Reserve Fund
TWMR07725	Transit Master Plan	RFP released on May 6 to retain consultant to undertake project. Budget of \$150,000 to be transferred from PN 19131 - Road Characterization and Complete Streets to the this PN 20106 - Long Term. Completion December 31, 2023.	\$400.0	\$250.0	150.0	31335 DCA -City Wide Engineering Reserve Fund
TWOE00056	LED Streetlighting Retrofit Project	The LED Streetlight Retrofit project has remaining deficiencies that has to be addressed. Underpass lighting will need more attention. Project is returning funding of 550k.	\$29,050.0	\$29,600.0	(550.0)	37100 Tax -Debt Management Reserve Fund - Tax Capital

Open Projects Requiring Funding Adjustments

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost (\$000)	Approved Net Cost (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
TWOE00218	Noise Wall Replacement	Requesting \$15K in order to conduct a utility locates engineering for a noise wall site. Offset by \$15K return in PN A18185.	\$1,315.0	\$1,300.0	15.0	33121 Tax -Capital Reserve Fund
TWOE00277	Property Acquisition	Property acquisition to be completed by December 2020. Increase funds by \$800,000 per current appraisal.	\$8,000.0	\$7,200.0	800.0	31335 DCA -City Wide Engineering Reserve Fund
TWOE00284	Site Assessments and Data Management	Remaining funds will be used for: 1) J.C. Saddington Park environmental investigations; 2) Remediation costs preparation & environmental support for Burnhamdale , Applewood North, and Laughton Heights parks. Return \$22,623. Completion December 31, 2020.	\$347.4	\$370.0	(22.6)	33121 Tax -Capital Reserve Fund
TWOE00286	Site Assessments and Data Management	Remaining funds will be used for 1) Environmental work for Community Garden at the Pinchin Property, 70 Mississauga Road W. Village Partner, and two other Environmental Investigations. Returning \$24,000 no longer required. Completion December 31, 2020.	\$346.0	\$370.0	(24.0)	33121 Tax -Capital Reserve Fund
TWOE00287	Site Assessments and Data Management	The funds will be used for 1) Updated Due Diligence Risk Assessment and Risk Management Plan, Marina Park; 2) Lakefront Promenade Phased ESAs/ Soil Investigation; and Multiple environmental assessments. Returning \$80,000. Completion December 2021.	\$285.0	\$365.0	(80.0)	33121 Tax -Capital Reserve Fund
TWOE00288	Site Assessments and Data Management	The funds will be used for: 1) Peer review for Hurontario LRT environmental data; 2) Well flushing & Sampling within ROW near 155 North Service Rd; 3) Multiple environmental assessments & emergency investigations. Return \$40k. Completion December 31, 2021	\$135.0	\$175.0	(40.0)	33121 Tax -Capital Reserve Fund
TWOE00443	Noise Wall Program	Returning \$15K to use in PN 20184 for utility locates engineering for a noise wall site.	\$1,666.9	\$1,681.9	(15.0)	37100 Tax -Debt Management Reserve Fund - Tax Capital
TWOE00496	Property Acquisition	To be acquired by year end. Need to increase by \$250K based on the current appraisal. Completion December 2020.	\$750.0	\$500.0	250.0	31335 DCA -City Wide Engineering Reserve Fund
TWOE006754	Streetlighting	Not recommending deferral of 2020 Erindale pole replacement program. An approval to proceed was given to Alectra in March 2020. It is anticipated that 51 poles will be replaced. Project is returning funding of 470k	\$30.0	\$500.0	(470.0)	37100 Tax -Debt Management Reserve Fund - Tax Capital
TWOE02895	Site Assessments and Data Management	The funds will be used for 1)Peer review for 3160 Derry Road application; 2)80 Thomas Peer review; 3)Air Quality Peer review for Lakeview Community Lakeview development; 4)Multiple environmental assessments and emergency investigations. Return \$80,000.	\$295.0	\$375.0	(80.0)	33121 Tax -Capital Reserve Fund
TWRR00026	Roadway Infrastructure Review (CASH FLOW)	Partial Deferral \$220,664. Project underway. Funding for commitment with consulting services can be cash-flowed to 2020 and \$20,000 can be returned.	\$580.0	\$600.0	(20.0)	33121 Tax -Capital Reserve Fund
Total - Roads			56,041.5	57,831.1	(1,789.6)	
Stormwater						
TWSD00113	Storm Sewer Network Modelling - City-wide Model	Malton Flood Study - Etude Drive to Justine Drive. Environmental Assessment underway. Additional funds in amount of \$75K requested to address consultant tasks related to an expanded study area and additional flood mitigation alternatives beyond the original scope	\$325.0	\$250.0	75.0	35992 Stormwater - Capital Reserve Fund

Open Projects Requiring Funding Adjustments

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost (\$000)	Approved Net Cost (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
TWSD00192	Cooksville Creek Erosion Control - Queen Elizabeth Way to Elaine Trail	Construction expected to start in fall of 2020 contingent on acquiring easements. Request additional funds in amount of \$250K due to recent increases in construction costs.	\$2,984.9	\$2,734.9	250.0	35992 Stormwater - Capital Reserve Fund-31350 DCA - Stormwater Management Reserve Fund
TWSD00341	Lisgar Improvements - Dewatering Utility Trench & FDC Pumping Station	Request additional \$150k for semi-permanent pumps to cover the cost to install three, portable super-pumps on a semi-permanent basis at a cost of \$50,000 each at three locations in the Lisgar area.	\$3,050.0	\$2,900.0	150.0	35992 Stormwater - Capital Reserve Fund-37100 Tax -Debt Management Reserve Fund - Tax Capital
TWSD00342	Rain Gauge Improvements	Maintennace of Rain Gauges is on-going, with commitments in place. Additional funding of \$32,500 requested to replace 13 rain gauges which are at the end of their useful service life.	\$122.5	\$90.0	32.5	33121 Tax -Capital Reserve Fund
TWSD00372	Mary Fix Creek erosion control, downstream of Dundas Street West	Construction expected to start in fall of 2020 contingent on acquiring landowner permission. Request additional funds due to recent increases in construction costs and the need for a new concrete retaining wall.	\$1,489.4	\$1,339.4	150.0	35992 Stormwater - Capital Reserve Fund-31350 DCA - Stormwater Management Reserve Fund
TWSD00395	Storm Sewers Condition Assessment & Survey	Project to undertake sewer condition assessments.Return \$250K	\$750.0	\$1,000.0	(250.0)	35993 Stormwater - Pipe Reserve Fund
TWSD007679	Credit River Erosion Control - Adjacent to Ostler Court	Aquafor Beech to be retained through Roster Assignment to proceed with the final design. Currently there is \$200K in PN 20137 for design. To be increased by \$20K through May WIP per Aquafor Beech's latest fee schedule which includes CI & CA. Budget for co	\$220.0	\$200.0	20.0	35992 Stormwater - Capital Reserve Fund-31350 DCA - Stormwater Management Reserve Fund
TWSD007690	TRCA Partnership - Etobicoke Creek at Derry and Dixie	TRCA funding request is less than allocated. Could return half \$250K	\$250.0	\$500.0	(250.0)	35992 Stormwater - Capital Reserve Fund-31350 DCA - Stormwater Management Reserve Fund
Total - Stormwater			9,191.8	9,014.3	177.5	
TOTAL			322,630.7	345,329.6	(22,698.9)	

Project Adjustments with No Net Capital Impact

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost (\$000)	Approved Net Cost (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
Information Technology						
CPIT005721	EBS SAP Upgrade to ERP on HANA 2017	Transferring remaining funds of \$41,270.50 to PN 19713.	\$648.7	\$690.0	\$(41.3)	33121 Tax -Capital Reserve Fund
CPIT005899	EBS SAP Upgrade to ERP on HANA	Transferring remaining funds of \$1,734,629.38 to PN19513.	\$65.4	\$1,800.0	\$(1,734.6)	37100 Tax -Debt Management Reserve Fund - Tax Capital
CPIT007116	SAP S4 HANA Upgrade (part of the SAP Roadmap)	Partial Deferral: \$3,382,633. Expected completion Q2, 2021. Combining funds from PN17513 \$41,270.50 and 18513 \$1,775,899.88.	\$8,785.9	\$7,010.0	\$1,775.9	33121 Tax -Capital Reserve Fund
Information Technology Total			\$9,500.0	\$9,500.0	\$0.0	
TOTAL			9,500.0	9,500.0	0.0	

Project Adjustments with Funding Swaps

PROJECT NUMBER	PROJECT NAME	STATUS	Funding Source	Funding Swap (\$000)
MiWay				
TWTR00001	Transit GTA Farecard Project	Funding swap from 35183 Gas Tax -Federal Gas Tax-Regional Allocation #35183 to Federal Public Transit Reserve Fund #35180 in amount of \$212,491.65	35183 Gas Tax -Federal Gas Tax-Regional Allocation 35180 -Federal Public Transit Reserve Fund	\$(212.5) \$212.5
Total - MiWay				\$0.0
TOTAL				\$0.0

Requests for Establishment of New Ward-Specific Projects

Appendix 2-6

WARD	PROJECT NUMBER	PROJECT NAME	Approved Net Cost (\$000)	Funding Source
Ward 2	A20187	Pedestrian Crossover at Indian Road MUT crossing and the Truscott Road crossing	160.0	35182 Gas Tax -Federal Gas Tax-City Allocation
Ward 10	A20199	Traffic Calming on Osprey Boulevard between Waxwing Drive and Prairie Circle	15.0	35182 Gas Tax -Federal Gas Tax-City Allocation
TOTAL			175.0	

Active Ward-Specific Special Projects

Appendix 2-7

Ward	Project Number	Project Name	Approved Net Cost (\$000)
Ward 1	A16491	Small Arms Building Parking Lot construction	250.0
Ward 3	A19183	Noise Wall - Rathburn Road E Behind (1543 - 1591) Bryce Road	429.3
Ward 3	B19183	Noise Wall - Rathburn Road E Behind (1662 - 1608) Anworld Court & Behind (1508 - 1528) Grazia Court	310.3
Ward 3	A19427	Burnhamthorpe CC Renovation & Addition	700.0
Ward 5	19351	AVRO Arrow	500.0
Ward 5	C19312	Creative Ship Playground	250.0
Ward 5	C18351	Malton Sign	275.0
Ward 5	19351	AVRO Arrow	500.0
Ward 6	19351	AVRO Arrow	100.0
Ward 8	A20358	Shade Structures	330.0
Ward 8	B20358	Fitness Stations	330.0
Ward 9	20499	Meadowvale Lighting	60.0
Ward 10	E19352	Parking Lot - Forest Park (P-372)	92.0
Ward 10	D19352	Parking Lot - Cordingley (P-364)	96.0
Ward 10	A19352	Spray Pad - Lisgar Green Park (P-310)	544.0
Ward 10	B19352	Spray Pad - Jim Murray Community Park (P-477)	544.0
Ward 10	C19352	Washroom - Tobias Mason Park (P-385)	425.0
Ward 10	A19200	Speed Humps , Ward 10	50.0
Ward 10	A19189	Raised Pedestrian Crossover – at Osprey Boulevard, connecting Lisgar Meadowbrook Trail	60.0
Ward 10	B19189	Raised Pedestrian Crossover– at Churchill Meadows Boulevard, connecting pathway just north of Lacman Trail	60.0
Ward 11	E19353	Streetsville Pollinator Garden Stairs	28.0
Ward 11	F19353	Additional Lighting - Old Ridge Park (P_391)	50.0
Ward 11	19145	Public Parking/Fence	247.5
Ward 11	19351	AVRO Arrow	100.0
Ward 11	19182	Banner Poles- Streetsville	15.0
Ward 11	A19353	Shelters/Shelter Benches	23.0
Ward 11	B19353	Entrance Garden/Sign	30.0
Ward 11	19785	Meadowvale Village Bell/Belfry	110.0
Ward 11	C19353	Comprehensive signage and way finding program for Streetsville Memorial	40.0
			6,549.1

Open Projects With Funding Deferral

PROJECT NUMBER	PROJECT NAME	STATUS	Deferred to January 1, 2021 (\$000)	Funding Source
Business Services				
CPB006023	Integration of Candidate Sourcing and Assessment Tools	Funds are required but project can be deferred to 2021 due to complexities of procurement and S4 HANA implications.	50.0	33121 Tax -Capital Reserve Fund
CPBS005035	Digital Strategy	The funding is required to fund an essential training component of this project. The remaining spending on this project can be deferred to 2021, which is likely to occur anyway due to timing of the required procurement processes	45.7	33121 Tax -Capital Reserve Fund
CPBS006765	Digital Human Resources and Payroll Records Management	Funds are required but Project can be deferred to 2021 following the completion of the HR Roadmap	259.1	33121 Tax -Capital Reserve Fund
CPBS007771	Payroll Enhancement	Project can be deferred to 2021 but funding is still required. This is due to the delay in S4Hana implementation. This is a critical project to resolve some payroll issues and can't be canceled.	309.6	33121 Tax -Capital Reserve Fund
CPBS007772	Employee Communications Modernization (Proof of Concept)	The funding is required to fund proof of concept/pilot option for new employee communications software - scheduled for Q4 2020. Due to the current procurement situation, this could potentially be deferred to early 2021 but will need to ensure senior lead	200.0	33121 Tax -Capital Reserve Fund
Total - Business Services			864.4	
City Manager's Office				
CMO6265	City Centre Promotion Campaign	Due to the COVID-19 situation and reflecting on EDO's work plan and priorities, this project will not be addressed the work involved with this account this year.	26.0	33121 Tax -Capital Reserve Fund
City Manager's Office Total			26.0	
Culture				
CMCL00036	Public Art Program	Defer to 2021 - Budgets accumulated for large scale projects and maintenance	130.0	30195 Reserve for the Arts
CMCL00038	Public Art Program	Defer to 2021 - Budgets accumulated for large scale projects and maintenance	130.0	30195 Reserve for the Arts
CMCL00130	City-wide Archaeological Site Mapping	Defer to 2021 - project can be awarded in Q4 2020 with work starting in Q1 2021	125.0	33121 Tax -Capital Reserve Fund
Culture Total			385.0	
Facilities & Property Management				
CPFP006561	City Hall Ground Floor - Technology and Wayfinding Improvements	Partial Deferral \$1M-Project design in 2020 and construction in 2021	1,000.0	33121 Tax -Capital Reserve Fund
CPFP006562	City Hall Ground Floor - C-Café Ventilation Improvements	Consultant developed alternate cost effective solution - required approx. \$50k+ contingencies. Funds of \$430k to be deferred.	430.0	37778 Tax -Debt-Other
CPFP007145	Arena Renewal - Carmen Corbasson/Cawthra CC Arena	Partial Deferral \$480k-Uncommitted funds from B19710 can be deferred till 2021 since construction for this project has been delayed and cannot restart until Summer 2021.	480.0	33121 Tax -Capital Reserve Fun37100 Tax -Debt Management Reserve Fund - Tax Capital-

Open Projects With Funding Deferral

PROJECT NUMBER	PROJECT NAME	STATUS	Deferred to January 1, 2021 (\$000)	Funding Source
CPFP007148	Arena Renewal - Erin Mills Twin Arena	Partial Deferral \$2.5M-Project underway - Target completion by Q4 2021	2,500.0	33121 Tax -Capital Reserve Fund-35183 Gas Tax -Federal Gas Tax-Regional Allocation-37778 Tax -Debt-Other
CPFP007158	Arena Renewal - Paramount Fine Foods Centre	Partial Deferral \$1M	1,000.0	33121 Tax -Capital Reserve Fund-35182 Gas Tax -Federal Gas Tax-City Allocation
CPFP007171	Erin Meadows CC Pool & Library - Mechanical Systems Renewal	Partial Deferral \$1M-Project underway, in design phase, Target Completion in Q4 2021	1,000.0	33121 Tax -Capital Reserve Fund-35183 Gas Tax -Federal Gas Tax-Regional Allocation-37778 Tax -Debt-Other
CPFP007194	Mississauga Valley CC Pool & Arena - Roof and Mechanical Systems Renewal	Partial Deferral \$500k-Mechanical construction work is deferred to 2021. Deferring \$500,000 to 2021.	500.0	33121 Tax -Capital Reserve Fund-37778 Tax -Debt-Other
CPFP007230	Mechanical Systems and Controls Renewal - Edward J. Dowling Transit Facility (Bldg ABCD)	Partial Deferral \$1.35M-Partial funding of \$450,000 required from these funds to engage Siemens in order to complete the controls upgrades at this time. A saving of \$25k can be achieved by executing at this time. Remaining can be deferred till 2021.	1,350.0	33121 Tax -Capital Reserve Fund-35182 Gas Tax -Federal Gas Tax-City Allocation
CPFP007243	Roof and RTU Renewal - Various Locations	Partial Deferral \$1M-Project designed in 2020 and construction in 2021, deferred \$1m to 2021.	1,000.0	33121 Tax -Capital Reserve Fund-35183 Gas Tax -Federal Gas Tax-Regional Allocation-37778 Tax -Debt-Other
CPFP008175	Building Controls Renewal - Various Locations	Partial Deferral \$330k-The project for the child account B20785 . The funds included in this child account (\$332,400) can be deferred to 2021	330.0	37100 Tax -Debt Management Reserve Fund - Tax Capital
CPFP008178	Furniture & Relocations Improvements - City Wide 2020	Partial Deferral \$72k-Funds that can be deferred to 2021 = 72K ;Return funds = 94K	72.0	33121 Tax -Capital Reserve Fund-
CPFP008180	Hoists Renewal - Transit Facilities	Partial Deferral \$4.5M-Design in 2020 and construction in 2021, deferring \$4.5m to 2021.	4,500.0	33121 Tax -Capital Reserve Fund-35182 Gas Tax -Federal Gas Tax-City Allocation
CPFP008335	Ice Plant Optimization - Burnhamthorpe CC, Mississauga Valley CC, and Huron Park CC	Partial Deferral \$240k-Partial funding of \$30,000 required from these funds to engage a consultant for design. This PN received funds from the energy reserve and serves the purpose of advancing the 5-year energy conservation plan.	240.0	35587 Tax - Energy Rebate Reserve Fund
Total - Facilities & Property Management			14,402.0	
Information Technology Services				
CPIT005728	BOE Software and Maintenance	Partial deferral: \$277,663.	277.7	33121 Tax -Capital Reserve Fund
CPIT005900	TXM Platform Maintenance	Partial Deferral \$600,000 to 2021.	600.0	33121 Tax -Capital Reserve Fund

Open Projects With Funding Deferral

PROJECT NUMBER	PROJECT NAME	STATUS	Deferred to January 1, 2021 (\$000)	Funding Source
CPIT006401	Golf Operations Management Software System (GEN) Lifecycle Replacement	Total Deferral: \$40,000. Golf Now has accepted contract extension to end of 2022. Team will require to procure replacement starting Q1 2021.	40.0	33121 Tax -Capital Reserve Fund
CPIT006783	Work Management and Resource Capacity Planning Solutions	Partial Deferral \$600,000.	600.0	33121 Tax -Capital Reserve Fund
CPIT007116	SAP S4 HANA Upgrade (part of the SAP Roadmap)	Partial Deferral: \$3,382,633. Expected completion Q2, 2021. Combining funds from PN17513 \$41,270.50 and 18513 \$1,775,899.88.	3,382.6	33121 Tax -Capital Reserve Fund
CPIT007433	TXM Platform Maintenance	Total Deferral: \$1,125,000. Project delayed to 2021.	1,125.0	33121 Tax -Capital Reserve Fund
CPIT007440	AV Lifecycle Replacement of Projectors and Screens at Garry W Morden Centre	Total Deferral: \$325,000. Not Started as requires IT PMR from Community Services - should be completed in 2021.	325.0	33121 Tax -Capital Reserve Fund
CPIT007521	Dashboard Security Framework	Total Deferral: \$300,000. Project deferred until S4 HANA Project completion May 2021.	300.0	33121 Tax -Capital Reserve Fund
CPIT008055	Delphi Applications	Total Deferral \$125K to 2021. Delayed start due to workload pressures	125.0	33121 Tax -Capital Reserve Fund
CPIT008060	Fiori Timesheets Enhancement	Total Deferral: \$200,00. Project deferred until S4 HANA Project completion May 2021	200.0	33121 Tax -Capital Reserve Fund
CPIT008061	SAP Enhancements - benefit changes	Total Deferral: \$100,000. Project deferred until S4 HANA Project completion May 2021.	100.0	33121 Tax -Capital Reserve Fund
TWRG06619	Parking Enforcement Systems	Partial Deferral: \$367,828. Expected project completion May 2021.	367.8	33121 Tax -Capital Reserve Fund
Total - Information Technology Services			7,443.1	
Land Development Services				
COSP004251	Downtown 21 Updated Plan	Deferral of \$230K to year 2021.	230.0	30125 Fiscal Stability Reserve
PB005664	3D City Model	Deferral of \$350K to year 2021.	350.0	33121 Tax -Capital Reserve Fund
PB005671	Innovative Planning Tools	Deferral of \$200K to year 2021.	200.0	30125 Fiscal Stability Reserve-31357 DCA -Development Related Studies-Discounted Services
PB005672	Planning and Building Digital Strategy	Deferral of \$350K to year 2021.	350.0	33121 Tax -Capital Reserve Fund
PB005674	Special Planning Studies	Partial deferral of \$125K to year 2021.	125.0	30125 Fiscal Stability Reserve-31357 DCA -Development Related Studies-Discounted Services

Open Projects With Funding Deferral

PROJECT NUMBER	PROJECT NAME	STATUS	Deferred to January 1, 2021 (\$000)	Funding Source
PB006371	Municipal Growth Management	Deferral of \$500K to year 2021.	550.0	33121 Tax -Capital Reserve Fund-31357 DCA -Development Related Studies-Discounted Services
PB006374	ePlans Upgrades	Deferral of \$250K to year 2021	250.0	33121 Tax -Capital Reserve Fund
PB006375	Community Engagement Strategy - Imagining	Partial Deferral \$300k to year 2021. Due to not being able to hire staff to work on this project.	300.0	30125 Fiscal Stability Reserve-
PB008082	Major Transit Station Area (MTSA) Studies	Partial deferral of \$200K to year 2021.	200.0	30125 Fiscal Stability Reserve-31358 DCA -Development Related Studies-Non-Discounted Services
PB5645	Reconfiguration of 6th floor for ePlans collaboration	Partial deferral of \$83,526. This is due to Covid-19.	83.5	33121 Tax -Capital Reserve Fund
PB5650	Housing Strategy Operating Plan	Deferral of \$200K to year 2021.	200.0	33121 Tax -Capital Reserve Fund
PB5663	Streetscape/Public Realm Strategy	Partial deferral of \$150K to year 2021.	150.0	33121 Tax -Capital Reserve Fund
PB5665	Clarkson GO	Partial deferral of \$40K to year 2021.	40.0	33121 Tax -Capital Reserve Fund
PBLD0005	Planning Implementation Tools	Deferral of \$150K to year 2021.	150.0	33121 Tax -Capital Reserve Fund
PBLD004248	Municipal Growth Management	Partial deferral of \$50K due to Legal Audit completion delayed.	50.0	33121 Tax -Capital Reserve Fund
Total - Land Development Services			3,228.5	
Legislative Services				
CPLS004191	Electronic Document & Records Mgmt System	Partial Deferral \$135K of capital labour will be deferred to 2021.	135.0	33121 Tax -Capital Reserve Fund
CPLS005704	Enhanced Courthouse Security	Deferral of \$25K to year 2021	25.0	33121 Tax -Capital Reserve Fund
CPLS006767	EDRMS 2019	Partial Deferral \$385K of Professional services to year 2021.	385.0	33121 Tax -Capital Reserve Fund
CPLS007082	Elections Project Info Centre upgrade	Partial deferral of \$700K to year 2021.	700.0	33121 Tax -Capital Reserve Fund
CPLS007585	Court Modernization Project – Technology review	Partial deferral of \$100K to year 2021	100.0	33121 Tax -Capital Reserve Fund
Total - Legislative Services			1,345.0	
Mississauga Library				
CMLS00046	Burnhamthorpe Library-Makerspace	Total Deferral \$250,000 . Project on hold. To proceed once Library confirms \$100k of secured funding.	250.0	33121 Tax -Capital Reserve Fund

Open Projects With Funding Deferral

PROJECT NUMBER	PROJECT NAME	STATUS	Deferred to January 1, 2021 (\$000)	Funding Source
CMLS00059	Central Library Redevelopment	Partial Deferral \$2M-Project underway- In Design Phase - Target Design Completion 2021-Q1	2,000.0	37778 Tax -Debt-Other
CMLS007841	Enhanced Customer Access	Partial Deferral of \$240,000 to 2021.	240.0	33121 Tax -Capital Reserve Fund
CMLS007843	Creative Cloud & Apple Care Licenses	Project Deferred to 2021	218.3	33121 Tax -Capital Reserve Fund
CMLS007844	Security Action Plan	Project Deferred to 2021	200.0	33121 Tax -Capital Reserve Fund
Total - Mississauga Library			2,908.3	
MiWay				
TWTR00234	Transit Bus Acquisitions - Service Growth	A total of 106 buses were purchased with Projects: 16201, 16202, 16239, 17228 and 17229. Purchases are complete. Returning \$750K due to better pricing. \$200K deferred to 2021 for New Flyer training.	200.0	35183 Gas Tax -Federal Gas Tax-Regional Allocation-
TWTR00307	Transit Security Vehicles & Equipment - Replacement	\$40K deferred and project to be completed December 2021	40.0	35180 Gas Tax -Federal Public Transit Reserve Fund
TWTR00310	Transit Other Vehicles (Vans/Cars/Trucks) Acquisitions - Replacement	\$85K deferred and project to be completed December 2021	85.0	35180 Gas Tax -Federal Public Transit Reserve Fund
Total - MiWay			325.0	
Parks, Forestry & Environment				
CMPF007893	Shoreline Monitoring & Evaluation	Defer to 2021. Project Planning underway. Shoreline consultant recommendations to be complete Dec 2021.	60.0	30125 Fiscal Stability Reserve
CMPF004958	Hancock Building and Site Servicing (P_508)	Partial deferral \$280k to 2021. FPM Managed. Project planning underway.	280.0	B32121 CIL Structures
CMPF006112	Port Credit Harbour Dredging	Port Credit Harbour dredging to be deferred until 2021.	540.0	33121 Tax -Capital Reserve Fund
CMPF006187	Park Development - (F_105)-West Village, 70 Mississauga Road (Due west of J.C Saddington Park)	Partial deferral \$500k to 2021. Project in planning stages. Design & Development Agreement underway.	500.0	33121 Tax -Capital Reserve Fund 31315 DCA -Recreation and Parks Development-
CMPF006337	Park Improvements Program	Defer until January 2021. Remaining funding coming in 2021 Capital Request.	815.0	35574 Tax -2009 Special Capital Projects Reserve Fund-
CMPF006541	New Amenities - Basketball Hoops	Project planning underway to determine downtown location. Defer to 2021.	127.1	33121 Tax -Capital Reserve Fund
CMPF007547	Twin Spruce Park Development	Deferred to 2021. Awaiting termination of agreement with Stonebrook. On going process for recoveries.	301.0	33121 Tax -Capital Reserve Fund
CMPF007884	Park Development - Churchill Meadows Community Centre Park - Addition (P_459) (Argo)	Project Planning underway. Defer project to 2021.	165.0	33121 Tax -Capital Reserve Fund 31315 DCA -Recreation and Parks Development-
CMPF00836	Bridge Rehabilitation Program	Defer Bridge rehabilitations funded from B20324 and C20324 to 2021.	281.9	33121 Tax -Capital Reserve Fund

Open Projects With Funding Deferral

PROJECT NUMBER	PROJECT NAME	STATUS	Deferred to January 1, 2021 (\$000)	Funding Source
CMPF03040	Park Development - Northwest Sports Park - Phase 1 - (P_459)	Partial Deferral \$1.5M-F&PM Managed. Project is under construction.	1,500.0	33121 Tax -Capital Reserve Fund-35182 Gas Tax -Federal Gas Tax-City Allocation-37100 Tax -Debt Management Reserve Fund - Tax Capital-37778 Tax -Debt-Other-31315 DCA -Recreation and Parks Development-
Total - Parks, Forestry & Environment			4,570.0	
Recreation				
CMPF04255	Community Parks Phase 1 Site Servicing,Park Amenities Churchill Meadows CC	Partial Deferral \$1.5M-Project is under construction. Expected completion is December 2020.	1,500.0	33121 Tax -Capital Reserve Fund-35182 Gas Tax -Federal Gas Tax-City Allocation37778 Tax -Debt-OtherB32121 CIL Structures-31315 DCA -Recreation and Parks Development-
CMRC00087	Burnhamthorpe CC Indoor Pool Redevelopment	Partial Deferral \$2.5M-The schematic design phase is complete and design development is ongoing. Revised target completion due to Covid is 2023-Q1. Due to delay portion of 2020 funding (\$2,500,000) is deferred .	2,500.0	37778 Tax -Debt-Other-31315 DCA -Recreation and Parks Development
CMRC006244	Pylon Sign Redevelopment	Partial Deferral of \$192,976.25	193.0	33121 Tax -Capital Reserve Fund
Total - Recreation			4,193.0	
Regulatory Services				
TWRG00002	Radio Replacement - Parking Enforcement	Support deferral of PRC001354 submitted for the purchase of 14 Motorola APX 900 radios and accessories. Project to be differed. Total amount of \$33,000 can be deferred to 2021.	33.0	33121 Tax -Capital Reserve Fund
Total - Regulatory Services			33.0	
Roads				
TWBR00032	Bridge Repairs	Partial deferral of \$60,000 to 2021. Project is in progress.	60.0	35182 Gas Tax -Federal Gas Tax-City Allocation
TWBR00034	Bridge & Structure Renewal	Partial deferral of \$1,350,000 to 2021. Design Budget in place. HDR Consulting services has been retained for design and CI/CA. On hold until for further directions from Transportation Infrastructure Management Section	1,350.0	33121 Tax -Capital Reserve Fund-35182 Gas Tax -Federal Gas Tax-City Allocation
TWMR00047	Goreway Drive Rail Grade Separation	Partial deferral of \$9M to 2021.	9,000.0	31335 DCA Roads and Related Infrastructure
TWMR00183	QEW/Credit River Active Transportation Crossings Class Environmental Assessment Study and Detailed D	Defer \$774,821.19 to 2023. Working on design and construction agreement with MTO. Payment schedule expected at end of project.	774.8	31335 DCA Roads and Related Infrastructure-Recoveries-

Open Projects With Funding Deferral

PROJECT NUMBER	PROJECT NAME	STATUS	Deferred to January 1, 2021 (\$000)	Funding Source
TWMR00188	Credit River AT Bridge along northside of QEW	Total deferral of \$217,500 to 2023. Working on design and construction agreement with MTO. P3 project and therefore, payment schedule is typically at end of project.	217.5	31335 DCA Roads and Related Infrastructure
TWMR07114	Downtown Transitway Connection and Terminal - TPAP	Partial deferral of \$3million to 2021 (that leaves \$3.85million available for 2020). Ongoing discussion with Metrolinx and Oxford before initiating TPAP/Preliminary Design work. Completion December 31, 2022.	3,000.0	37778 Tax -Debt-Other
TWOE00178	Cycling Program	Total deferral \$38,753.24 to 2021.	38.8	35182 Gas Tax -Federal Gas Tax-City Allocation
TWOE00355	Property Acquisition	Defer total budget \$9,687K to 2021. Need for this property acquisition is being driven by LRT Loop. Timing uncertain.	9,687.1	33121 Tax -Capital Reserve Fund-31335 DCA Roads and Related Infrastructure
TWOE00361	Cycling Program	Total deferral of \$250,000 until 2021. Funds allocated for Rathburn MUT rehab in 2021.	250.0	33121 Tax -Capital Reserve Fund
TWOE00362	Cycling Program	Total deferral of \$194,595.57 to 2021.	194.6	35182 Gas Tax -Federal Gas Tax-City Allocation
TWOE006592	Sidewalk Property Acquisitions	Defer total project \$31,137.42 to 2021.	31.1	33121 Tax -Capital Reserve Fund
TWOE06849	Cycling Program (Improvements)	Total deferral of \$148,785.68 to 2021.	148.8	33121 Tax -Capital Reserve Fund
TWOE06850	Cycling Program (Improvements)	Total deferral of \$150,000 to 2021.	150.0	33121 Tax -Capital Reserve Fund
TWOE06871	Cycling Program	Partial deferral of \$1,750,000 to 2022. EA work to begin Q3 2020. Construction start in 2022. Keep \$500,000 for EA.	1,750.0	31335 DCA Roads and Related Infrastructure
TWOE06884	Transportation Master Plan Implementation	This budget is allocated for the Vision Zero Program Leader to untaken Vision Zero initiatives. Given the program leader position is currently in a recruitment process, total funds of \$250,000 can be deferred to 2021. Completion December 31, 2021.	250.0	31335 DCA Roads and Related Infrastructure
TWRR00026	Roadway Infrastructure Review (CASH FLOW)	Partial Deferral \$220,664. Project underway. Funding for commitment with consulting services can be cash-flowed to 2020 and \$20,000 can be returned.	220.7	33121 Tax -Capital Reserve Fund-35182 Gas Tax -Federal Gas Tax-City Allocation
TWRR00442	Parking Lot Rehabilitation	The Parking Lot Rehabilitation and Maintenance work associated with this funding will not take place during the next year. \$100,000 can be deferred.	100.0	33121 Tax -Capital Reserve Fund
TWRR00456	Leveraging Technology to Inventory and Inspect Assets	Partial deferral \$100K to 2021. \$160K allocated for work packages to be completed by December 2020.	100.0	33121 Tax -Capital Reserve Fund

Open Projects With Funding Deferral

PROJECT NUMBER	PROJECT NAME	STATUS	Deferred to January 1, 2021 (\$000)	Funding Source
TWRR06888	Roadway Infrastructure Review	Total project deferral of \$75K to 2021.	75.0	33121 Tax -Capital Reserve Fund
Total - Roads			27,398.4	
Stormwater				
TWSD00120	Cooksville Creek Erosion Control - Downstream of Central Pkwy. E. to Mississauga Valley Blvd.	Project not started. Defer \$60,000 to 2021.	60.0	31350 DCA -Stormwater Management Reserve Fund35992 Stormwater - Capital Reserve Fund-
TWSD00191	Mimico Creek Erosion Control - Etude Drive to Derry Road East	Construction not expected until 2021 or later. Defer \$400,000 to 2021.	400.0	31350 DCA -Stormwater Management Reserve Fund35992 Stormwater - Capital Reserve Fund-
TWSD00201	Cooksville Creek Impr & Flood Prot/Paisley Blvd E	Partial deferral of \$4M. (\$1M needed this year to relocate a gas line.)	4,000.0	31350 DCA -Stormwater Management Reserve Fund33121 Tax -Capital Reserve Fund-37778 Tax -Debt-Other
TWSD00214	Cooksville Creek Flood Storage Facility - Mississauga Valley	Construction not expected until 2021. Defer \$4,190,000 to 2021.	4,190.0	31350 DCA -Stormwater Management Reserve Fund35992 Stormwater - Capital Reserve Fund-
TWSD00337	Cooksville Creek Erosion Control - Mississauga Valley Blvd to CP Rail	Project has not started. Defer \$210,000 to 2021.	210.0	31350 DCA -Stormwater Management Reserve Fund35992 Stormwater - Capital Reserve Fund-
TWSD00362	Cooksville Creek Erosion Control - Camilla Road to North Service Road	Project not started. Defer \$200,000 to 2021.	200.0	31350 DCA -Stormwater Management Reserve Fund35992 Stormwater - Capital Reserve Fund-
TWSD007678	Wolfedale Creek Erosion Control - Burnhamthorpe Rd. to Credit River	Project not started. Defer \$600,000 to 2021.	600.0	31350 DCA -Stormwater Management Reserve Fund35992 Stormwater - Capital Reserve Fund
TWSD007688	Quality Control Retrofit Feasibility Study and Pre-Engineering	Study not expected for 2020 work plan. Defer \$500,000 to 2021.	500.0	35992 Stormwater - Capital Reserve Fund
TWSD007689	SWM Pond Dredging & Rehabilitation	Construction budget for the rehabilitation of Pond 5704. Defer \$1,200,000 to 2021.	1,200.0	35992 Stormwater - Capital Reserve Fund
Total - Stormwater			11,360.0	
TOTAL			78,481.7	

Canada 150 Intake 1 & 2 Projects Update

Appendix 3-1

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Gross Cost Including Ineligible (\$000)	Approved Gross Cost Including Ineligible (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
Culture						
16491	Small Arms Building Renovation	Committed & In Progress - Balance to be used to enhance electrical (indoor & outdoor)	\$1,500.0	\$1,500.0	\$0.0	37778 Tax -Debt-Other
			\$622.4	\$622.4	\$0.0	33121 Tax -Capital Reserve Fund
			\$500.0	\$500.0	\$0.0	35220 Misc Contributions S 37 Bonus Zoning
			\$1,000.0	\$1,000.0	\$0.0	590133 - Recovery From Federal
			\$1,566.9	\$1,566.9	\$0.0	590134 - Recovery-External Party
Culture Total			\$5,189.3	\$5,189.3	\$0.0	
Parks, Forestry & Environment						
17325	Major Redevelopment - Phase 2 Master Plan & Transition Plan - Wildwood Park P_059	Construction complete. Warranty expires May 2021.	\$248.0	\$248.0	\$0.0	31315 DCA -Recreation Reserve Fund
			\$27.6	\$27.6	\$0.0	33121 Tax -Capital Reserve Fund
			\$347.0	\$347.0	\$0.0	590103 - Recoveries-Insurance Claims
			\$224.5	\$224.5	\$0.0	590133 - Recovery From Federal
			\$150.0	\$150.0	\$0.0	590134 - Recovery-External Party
Parks, Forestry & Environment Total			997.0	997.0	0.0	
C150 Approved Total			6,186.3	6,186.3	0.0	

Clean Water Wastewater Fund (CWWF) Projects Update

Appendix 3-2

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Gross Cost Including Ineligible (\$000)	Approved Gross Cost Including Ineligible (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
Stormwater						
17004	Cooksville Ck Erosion Ctrl- QEW-Elaine	Construction expected to start in fall of 2020 contingent on acquiring easements. Request additional funds due to recent increases in construction costs.	\$101.3	\$92.8	\$8.5	31350 DCA -Stormwater Management Reserve Fund
			\$2,883.6	\$2,642.1	\$241.5	35992 Stormwater - Capital Reserve Fund
			\$54.9	\$54.9	\$0.0	590132 - Recovery From Province
			\$109.8	\$109.8	\$0.0	590133 - Recovery From Federal
17008	Cooksville Ck Erosion Ctrl-S of Rathburn	Construction is ongoing. Expected completion is June 2020.	\$140.8	\$140.8	\$0.0	31350 DCA -Stormwater Management Reserve Fund
			\$426.5	\$426.5	\$0.0	35992 Stormwater - Capital Reserve Fund
			\$3,578.5	\$3,578.5	\$0.0	37200 Stormwater - Debt Management Reserve Fund - Stormwater Capital
			\$35.8	\$35.8	\$0.0	590132 - Recovery From Province
			\$71.6	\$71.6	\$0.0	590133 - Recovery From Federal
17010	Cooksville Ck Erosion Ctrl- Miss Valley	Construction of Phase 2 for the North of Central Parkway East to the pedestrian bridge is ongoing.	\$43.0	\$43.0	\$0.0	31350 DCA -Stormwater Management Reserve Fund
			\$1,226.4	\$1,226.4	\$0.0	35992 Stormwater - Capital Reserve Fund
			\$369.3	\$369.3	\$0.0	590132 - Recovery From Province
			\$738.7	\$738.7	\$0.0	590133 - Recovery From Federal
17012	SWM Pond Rehab – Various Locations	Waiting for final invoice to complete project. Once invoice paid, account can be closed and funds returned.	\$430.9	\$430.9	\$0.0	35992 Stormwater - Capital Reserve Fund
			\$430.9	\$430.9	\$0.0	590132 - Recovery From Province
			\$861.8	\$861.8	\$0.0	590133 - Recovery From Federal

Clean Water Wastewater Fund (CWWF) Projects Update

Appendix 3-2

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Gross Cost Including Ineligible (\$000)	Approved Gross Cost Including Ineligible (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
17014	Levi Creek watercourse realignment	Construction was completed. The project is under warranty.	\$1.4	\$1.4	\$0.0	31350 DCA -Stormwater Management Reserve Fund
			\$399.7	\$399.7	\$0.0	35992 Stormwater - Capital Reserve Fund
			\$11.1	\$11.1	\$0.0	590132 - Recovery From Province
			\$22.2	\$22.2	\$0.0	590133 - Recovery From Federal
17015	Mary Fix Ck Erosion Ctrl- S of Dundas	Construction expected to start in fall of 2020 contingent on acquiring landowner permission. Request additional funds due to recent increases in construction costs and the need for a new concrete retaining wall.	\$15.4	\$13.8	\$1.5	31350 DCA -Stormwater Management Reserve Fund
			\$1,474.0	\$1,325.6	\$148.5	35992 Stormwater - Capital Reserve Fund
			\$21.9	\$21.9	\$0.0	590132 - Recovery From Province
			\$43.8	\$43.8	\$0.0	590133 - Recovery From Federal
17019	Cooksville Ck Flood SWMF #2103 (P-096	Project awarded to consultant. Design underway.	\$10.1	\$10.1	\$0.0	31350 DCA -Stormwater Management Reserve Fund
			\$278.2	\$278.2	\$0.0	35992 Stormwater - Capital Reserve Fund
			\$118.2	\$118.2	\$0.0	590132 - Recovery From Province
			\$236.4	\$236.4	\$0.0	590133 - Recovery From Federal
17020	Cooksville Ck Flood SWMF #3604 (P-309	Design completed and project tendered in April/May 2020 for construction. Remaining funds to be used for contract administration.	\$4.6	\$4.6	\$0.0	31350 DCA -Stormwater Management Reserve Fund
			\$135.6	\$135.6	\$0.0	35992 Stormwater - Capital Reserve Fund
			\$140.2	\$140.2	\$0.0	590132 - Recovery From Province
			\$280.4	\$280.4	\$0.0	590133 - Recovery From Federal

Clean Water Wastewater Fund (CWWF) Projects Update

Appendix 3-2

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Gross Cost Including Ineligible (\$000)	Approved Gross Cost Including Ineligible (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
17131	Cooksville Ck Flood SWMF #3603	Once all internal invoices are paid, the account can be closed.	\$84.7	\$84.7	\$0.0	31350 DCA -Stormwater Management Reserve Fund
			\$2,418.2	\$2,418.2	\$0.0	35992 Stormwater - Capital Reserve Fund
			\$1,602.9	\$1,602.9	\$0.0	590132 - Recovery From Province
			\$3,205.8	\$3,205.8	\$0.0	590133 - Recovery From Federal
17146	Lisgar Improvements- STM Sewer Lining	Construction of the FDC and trench dewatering pumping system started in January 2020. Due to be completed this year.	\$2.5	\$2.5	\$0.0	35992 Stormwater - Capital Reserve Fund
			\$500.0	\$500.0	\$0.0	33121 Tax -Capital Reserve Fund
			\$502.5	\$502.5	\$0.0	590132 - Recovery From Province
			\$1,005.0	\$1,005.0	\$0.0	590133 - Recovery From Federal
Stormwater Total			24,018.6	23,618.6	400.0	
CWWF-1 Total			24,018.6	23,618.6	400.0	

Public Transit Infrastructure Fund (PTIF) Project Update

Appendix 3-3

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost Including Ineligible (\$000)	Approved Net Cost Including Ineligible (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
Facilities & Property Management						
17795	Interior Finishes - Various	Project completed. To be closed, after final invoices have been paid.	\$88.9	\$88.9	\$0.0	33121 Tax -Capital Reserve Fund
			\$88.9	\$88.9	\$0.0	590133 - Recovery From Federal
17796	Exterior Door Replacement -Edward J. Dowling Transit Facility (Bldg ABCD)	Project Complete. Close Project after Federal Funds are received	\$19.1	\$19.1	\$0.0	33121 Tax -Capital Reserve Fund
			\$19.1	\$19.1	\$0.0	590133 - Recovery From Federal
17797	City Centre Transit Terminal -Lifecycle Mechanical & Electrical upgrades	Project completed. To be closed, after final invoices have been paid.	\$1,245.8	\$1,245.8	\$0.0	33121 Tax -Capital Reserve Fund
			\$1,245.8	\$1,245.8	\$0.0	590133 - Recovery From Federal
17798	Central Parkway - Lifecycle Mechanical & Electrical upgrades	Project completed. To be closed, after final invoices have been paid.	\$1,686.2	\$1,686.2	\$0.0	33121 Tax -Capital Reserve Fund
			\$1,686.2	\$1,686.2	\$0.0	590133 - Recovery From Federal
17799	Total - Parks, Forestry & Environment	Project completed. To be closed, after final invoices have been paid.	\$419.9	\$419.9	\$0.0	33121 Tax -Capital Reserve Fund
			\$419.9	\$419.9	\$0.0	590133 - Recovery From Federal
Facilities & Property Management Total			6,919.6	6,919.6	0.0	
Information Technology						
17500	Switches and Routers	PTIF - expected Q4, 2020 completion	\$226.0	\$226.0	\$0.0	33121 Tax -Capital Reserve Fund
			\$226.0	\$226.0	\$0.0	590133 - Recovery From Federal

Public Transit Infrastructure Fund (PTIF) Project Update

Appendix 3-3

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost Including Ineligible (\$000)	Approved Net Cost Including Ineligible (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
17504	Wireless Infrastructure	PTIF - expected Q4, 2020 completion	\$340.7	\$340.7	\$0.0	33121 Tax -Capital Reserve Fund
			\$150.7	\$150.7	\$0.0	590133 - Recovery From Federal
17524	Network Fibre	PTIF project - once federal recovery is processed, this project can be closed.	\$808.5	\$808.5	\$0.0	33121 Tax -Capital Reserve Fund
			\$571.5	\$571.5	\$0.0	590133 - Recovery From Federal
17544	VCOM Radio Network Replacement	PTIF - expected Q4, 2020 completion	\$581.6	\$581.6	\$0.0	33121 Tax -Capital Reserve Fund
			\$581.6	\$581.6	\$0.0	590133 - Recovery From Federal
Information Technology Total			3,486.5	3,486.5	0.0	
MiWay						
16201	Transit Bus Acquisitions - Growth	A total of 106 buses were purchased with Projects: 16201, 16202, 16239, 17228 and 17229. Purchases are complete. Project to be closed after full recovery from PTIF	\$131.1	\$131.1	\$0.0	33121 Tax -Capital Reserve Fund
			\$1,490.0	\$1,490.0	\$0.0	31330 DCA -Transit Reserve Fund
			\$131.1	\$131.1	\$0.0	590133 - Recovery From Federal
16216	Transit Bus Seat Modification-Warranty	Project underway and to be complete December 2020	\$753.3	\$753.3	\$0.0	33121 Tax -Capital Reserve Fund
			\$753.3	\$753.3	\$0.0	590133 - Recovery From Federal
16238	Transit Capital Bus Maint-Engine Rehab PTIF	Project underway and to be complete December 2020	\$1,893.8	\$1,888.0	\$5.7	33121 Tax -Capital Reserve Fund
			\$1,888.0	\$1,888.0	\$0.0	590133 - Recovery From Federal

Public Transit Infrastructure Fund (PTIF) Project Update

Appendix 3-3

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost Including Ineligible (\$000)	Approved Net Cost Including Ineligible (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
16239	Acquisition of up to 10 new transit buses to increase Service Hours	A total of 106 buses were purchased with Projects: 16201, 16202, 16239, 17228 and 17229. Purchases are complete. Project to be closed after full recovery from PTIF	\$2,923.2	\$2,923.2	\$0.0	33121 Tax -Capital Reserve Fund
			\$2,923.2	\$2,923.2	\$0.0	590133 - Recovery From Federal
17203	Transit Cap. Bus Mtce-Major Rehab/Repl	Project completed and to be closed after PTIF Claim are complete.	\$3,610.6	\$3,610.9	\$(0.4)	33121 Tax -Capital Reserve Fund
			\$3,610.6	\$3,610.9	\$(0.4)	590133 - Recovery From Federal
17205	Transit Change-Off Vehicle Acquisitions	Charging stations to be installed by end of 2021	\$29.7	\$29.7	\$0.0	33121 Tax -Capital Reserve Fund
			\$255.9	\$255.9	\$0.0	31330 DCA -Transit Reserve Fund
			\$145.6	\$145.6	\$0.0	590133 - Recovery From Federal
17212	Transit Security Vehicles&Equip - Repl	Project to be complete by September 2020	\$20.1	\$20.1	\$0.0	33121 Tax -Capital Reserve Fund
			\$20.1	\$20.1	\$0.0	590133 - Recovery From Federal
17215	Transit MiWay Signs	Project completed; waiting for full recovery from PTIF.	\$50.2	\$50.2	\$0.0	33121 Tax -Capital Reserve Fund
			\$50.2	\$50.2	\$0.0	590133 - Recovery From Federal
17219	Transit Change Off Vehicles	Project completed; waiting for full recovery from PTIF.	\$32.5	\$40.2	\$(7.6)	33121 Tax -Capital Reserve Fund
			\$32.5	\$40.2	\$(7.6)	590133 - Recovery From Federal
17221	Transit Other Veh Acquisitions-Repl	Project completed; waiting for full recovery from PTIF.	\$0.0	\$12.6	\$(12.5)	33121 Tax -Capital Reserve Fund
			\$0.0	\$12.6	\$(12.5)	590133 - Recovery From Federal

Public Transit Infrastructure Fund (PTIF) Project Update

Appendix 3-3

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost Including Ineligible (\$000)	Approved Net Cost Including Ineligible (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
17222	Transit Route Supervisor Veh Acqu-Repl	Project completed; waiting for full recovery from PTIF.	\$17.2	\$17.6	\$(0.3)	33121 Tax -Capital Reserve Fund
			\$17.2	\$17.6	\$(0.3)	590133 - Recovery From Federal
17224	Transit Bus Stops/Pads (Growth)	Project completed; waiting for full recovery from PTIF.	\$26.0	\$14.6	\$11.4	33121 Tax -Capital Reserve Fund
			\$217.5	\$122.0	\$95.5	31330 DCA -Transit Reserve Fund
			\$136.6	\$136.6	\$0.0	590133 - Recovery From Federal
17225	Transit Bus Stops/Pads (Replacement)	Project completed; waiting for full recovery from PTIF.	\$134.5	\$140.6	\$(6.2)	33121 Tax -Capital Reserve Fund
			\$134.5	\$140.6	\$(6.2)	590133 - Recovery From Federal
17227	Transit Mini Terminals/Bays/Bus Loops	CCTT Signage in progress, funds are required. Project to be completed by end of May 2020.	\$100.4	\$100.4	\$0.0	33121 Tax -Capital Reserve Fund
			\$100.4	\$100.4	\$0.0	590133 - Recovery From Federal
17228	Transit Bus Acquisitions 40FT - PTIF	A total of 106 buses were purchased with Projects: 16201, 16202, 16239, 17228 and 17229. Purchases are complete. Project to be closed after full recovery from PTIF	\$12,791.0	\$12,791.0	\$0.0	33121 Tax -Capital Reserve Fund
			\$1,985.0	\$1,985.0	\$0.0	31330 DCA -Transit Reserve Fund
			\$14,776.0	\$14,776.0	\$0.0	590133 - Recovery From Federal
17229	Transit Bus Acquisitions 60FT – PTIF	A total of 106 buses were purchased with Projects: 16201, 16202, 16239, 17228 and 17229. Purchases are complete. Project to be closed after full recovery from PTIF	\$13,855.1	\$13,855.1	\$0.0	33121 Tax -Capital Reserve Fund
			\$13,855.1	\$13,855.1	\$0.0	590133 - Recovery From Federal

Public Transit Infrastructure Fund (PTIF) Project Update

Appendix 3-3

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost Including Ineligible (\$000)	Approved Net Cost Including Ineligible (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
17234	Transit Facility Repairs (Minor)	Project completed; waiting for full recovery from PTIF.	\$93.8	\$70.3	\$23.4	33121 Tax -Capital Reserve Fund
			\$70.3	\$70.3	\$0.0	590133 - Recovery From Federal
17237	Transit Other Vehicles(Vans/Cars/Trucks)	Project completed; waiting for full recovery from PTIF.	\$48.8	\$42.7	\$6.1	33121 Tax -Capital Reserve Fund
			\$42.7	\$42.7	\$0.0	590133 - Recovery From Federal
17238	Transit Mtce Mgmt System Replacement	To be completed by June 2020, going live end of May.	\$1,253.3	\$1,253.3	\$0.0	33121 Tax -Capital Reserve Fund
			\$753.3	\$753.3	\$0.0	590133 - Recovery From Federal
17240	Transit Perf Metrics Module (Hastus)	Project underway and to be complete December 2020	\$200.9	\$200.9	\$0.0	33121 Tax -Capital Reserve Fund
			\$200.9	\$200.9	\$0.0	590133 - Recovery From Federal
17242	Transit New Facilities-Washrooms-Cardiff	Project complete. Close project after federal recoveries are received.	\$502.2	\$502.2	\$0.0	33121 Tax -Capital Reserve Fund
			\$502.2	\$502.2	\$0.0	590133 - Recovery From Federal
17244	Transit Anchor Terminals Study	Project completed; waiting for full recovery from PTIF.	\$258.9	\$251.1	\$7.8	33121 Tax -Capital Reserve Fund
			\$251.1	\$251.1	\$0.0	590133 - Recovery From Federal
17245	Transit Bus Landing Pads	Project completed; waiting for full recovery from PTIF.	\$523.4	\$502.2	\$21.1	33121 Tax -Capital Reserve Fund
			\$502.2	\$502.2	\$0.0	590133 - Recovery From Federal

Public Transit Infrastructure Fund (PTIF) Project Update

Appendix 3-3

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost Including Ineligible (\$000)	Approved Net Cost Including Ineligible (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
17246	Transit Terminal Pavement Treatment	Project completed; waiting for full recovery from PTIF.	\$135.7	\$100.4	\$35.3	33121 Tax -Capital Reserve Fund
			\$100.4	\$100.4	\$0.0	590133 - Recovery From Federal
17247	Transit Hastus Module	Partial completion and remaining funds returned due to unforeseen challenges at project implementation requiring significant scope change	\$23.2	\$286.3	\$(263.0)	33121 Tax -Capital Reserve Fund
			\$23.2	\$286.3	\$(263.0)	590133 - Recovery From Federal
17248	Additional bus shelters	Project completed; waiting for full recovery from PTIF.	\$43.0	\$5.5	\$37.5	33121 Tax -Capital Reserve Fund
			\$1,250.0	\$1,250.0	\$0.0	37778 Tax -Debt-Other
			\$1,255.5	\$1,255.5	\$0.0	590133 - Recovery From Federal
17249	Bus Communication Gateway Replacement	Project completed; waiting for full recovery from PTIF.	\$1,506.7	\$1,506.7	\$0.0	33121 Tax -Capital Reserve Fund
			\$1,506.7	\$1,506.7	\$0.0	590133 - Recovery From Federal
MiWay Total			89,940.6	90,276.8	(336.2)	
Parks, Forestry & Environment						
17334	Trail Reconstruction various locations	PTIF Project Complete. Awaiting recoverables from the Ministry of Transportation.	\$110.8	\$110.8	\$0.0	33121 Tax -Capital Reserve Fund
			\$96.7	\$96.7	\$0.0	590133 - Recovery From Federal
17335	Trail Reconstruction various locations	PTIF Project Complete. Awaiting recoverables from the Ministry of Transportation.	\$63.5	\$63.5	\$0.0	33121 Tax -Capital Reserve Fund
			\$55.8	\$55.8	\$0.0	590133 - Recovery From Federal

Public Transit Infrastructure Fund (PTIF) Project Update

Appendix 3-3

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost Including Ineligible (\$000)	Approved Net Cost Including Ineligible (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
17343	Trail Reconstruction - Max Ward Park (P_267)	PTIF Project Complete. Awaiting recoverables from the Ministry of Transportation.	\$108.6	\$108.6	\$0.0	33121 Tax -Capital Reserve Fund
			\$95.6	\$95.6	\$0.0	590133 - Recovery From Federal
17346	Trail Reconstruction -Crawford Green Park (P_299)	PTIF Project Complete. Awaiting recoverables from the Ministry of Transportation.	\$48.3	\$48.3	\$0.0	33121 Tax -Capital Reserve Fund
			\$42.0	\$42.0	\$0.0	590133 - Recovery From Federal
17360	Etobicoke Creek Trail Reconstruction	PTIF Project Complete. Awaiting recoverables from the Ministry of Transportation.	\$985.2	\$985.2	\$0.0	33121 Tax -Capital Reserve Fund
			\$452.0	\$452.0	\$0.0	37778 Tax -Debt-Other
			\$1,135.0	\$1,135.0	\$0.0	590133 - Recovery From Federal
17361	Waterfront Trail Improvements and trail reconstruction	PTIF Project Complete. Awaiting recoverables from the Ministry of Transportation.	\$328.9	\$328.9	\$0.0	33121 Tax -Capital Reserve Fund
			\$246.4	\$246.4	\$0.0	590133 - Recovery From Federal
17377	Trail Reconstruction - South Common Park	PTIF Project Complete. Awaiting recoverables from the Ministry of Transportation.	\$146.6	\$146.6	\$0.0	33121 Tax -Capital Reserve Fund
			\$128.5	\$128.5	\$0.0	590133 - Recovery From Federal
17378	Trail Reconstruction various locations	PTIF Project Complete. Awaiting recoverables from the Ministry of Transportation.	\$174.2	\$174.2	\$0.0	33121 Tax -Capital Reserve Fund
			\$152.5	\$152.5	\$0.0	590133 - Recovery From Federal

Public Transit Infrastructure Fund (PTIF) Project Update

Appendix 3-3

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost Including Ineligible (\$000)	Approved Net Cost Including Ineligible (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
17379	Trail Reconstruction various locations	PTIF Project Complete. Awaiting recoverables from the Ministry of Transportation.	\$70.8	\$70.8	\$0.0	33121 Tax -Capital Reserve Fund
			\$62.4	\$62.4	\$0.0	590133 - Recovery From Federal
17380	Trail Reconstruction -Huron Heights (P_273)	PTIF Project Complete. Awaiting recoverables from the Ministry of Transportation.	\$132.7	\$132.7	\$0.0	33121 Tax -Capital Reserve Fund
			\$116.6	\$116.6	\$0.0	590133 - Recovery From Federal
Parks, Forestry & Environment Total			4,752.8	4,752.8	0.0	
Roads						
14176	Multi-Use Trails along Hanlan Routes	Discussions scheduled with Region to finalize remaining construction costs and fees. Project to be completed by December 31, 2020.	\$2,284.2	\$2,284.2	\$0.0	31335 DCA -City Wide Engineering Reserve Fund
			\$329.2	\$329.2	\$0.0	590133 - Recovery From Federal
15102	Transportation Master Plan Study	Project is complete. Awaiting PTIF recovery. Completion December 2020.	\$432.8	\$432.8	\$0.0	31335 DCA -City Wide Engineering Reserve Fund
			\$132.8	\$132.8	\$0.0	590133 - Recovery From Federal
15104	Lakeshore Road Movement Study	Project is complete. Awaiting PTIF recovery. Completion December 2020.	\$1,442.8	\$1,442.8	\$0.0	31335 DCA -City Wide Engineering Reserve Fund
			\$132.8	\$132.8	\$0.0	590133 - Recovery From Federal
17168	At Grade Railway Crossing-Safety Asmnt	Project is completed. Awaiting recovery component from Public Transit Infrastructure Fund (PTIF) (50% contribution). Recommend project closure and return of excess funds once recovery has been received from PTIF.	\$53.1	\$53.1	\$0.0	33121 Tax -Capital Reserve Fund
			\$53.1	\$53.1	\$0.0	590133 - Recovery From Federal

Public Transit Infrastructure Fund (PTIF) Project Update

Appendix 3-3

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost Including Ineligible (\$000)	Approved Net Cost Including Ineligible (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
17170	Field Equip Repl - Traffic Controllers	Project is completed. Awaiting recovery component from the Public Transit Infrastructure Fund (50% contribution). Recommend project closure and return of excess funds once recovery has been received from PTIF.	\$100.9	\$100.9	\$0.0	33121 Tax -Capital Reserve Fund
			\$100.9	\$100.9	\$0.0	590133 - Recovery From Federal
17171	Traffic Signal Equipment Enhancements	Project is completed. Awaiting recovery component from the Public Transit Infrastructure Fund (50% contribution). Recommend project closure and return of excess funds once recovery has been received from PTIF.	\$79.7	\$79.7	\$0.0	31335 DCA -City Wide Engineering Reserve Fund
			\$79.7	\$79.7	\$0.0	590133 - Recovery From Federal
17173	Traffic System and ITS	Project is completed. Awaiting recovery component from the Public Transit Infrastructure Fund (50% contribution). Recommend project closure and return of excess funds once recovery has been received from PTIF.	\$39.8	\$39.8	\$0.0	31335 DCA -City Wide Engineering Reserve Fund
			\$39.8	\$39.8	\$0.0	590133 - Recovery From Federal
17182	Pedestrian & Cyclist Access -Transitway	Part 1 and 2 completed. Part 3 is ongoing.	\$1,991.3	\$1,991.3	\$0.0	31335 DCA -City Wide Engineering Reserve Fund
			\$2,442.7	\$2,442.7	\$0.0	33121 Tax -Capital Reserve Fund
			\$3,757.0	\$3,757.0	\$0.0	590133 - Recovery From Federal
17183	Airport Corp Ctr Pedestrian Sidewalk	Pending additional recoveries from PTIF. \$66k can be returned.	\$285.6	\$318.6	\$(33.0)	33121 Tax -Capital Reserve Fund
			\$285.6	\$318.6	\$(33.0)	590133 - Recovery From Federal
17186	Cycling Master Plan	Pending recoveries from PTIF.	\$53.1	\$53.1	\$0.0	33121 Tax -Capital Reserve Fund
			\$53.1	\$53.1	\$0.0	590133 - Recovery From Federal

Public Transit Infrastructure Fund (PTIF) Project Update

Appendix 3-3

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost Including Ineligible (\$000)	Approved Net Cost Including Ineligible (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
17187	Sidewalks-Accessible Pedestrian Crossing	Keep open for PTIF recoveries. Completion December 2020.	\$2,124.1	\$2,124.1	\$0.0	33121 Tax -Capital Reserve Fund
			\$2,124.1	\$2,124.1	\$0.0	590133 - Recovery From Federal
Roads Total			18,418.2	18,484.2	(66.0)	
PTIF-1 Total			123,517.8	123,920.0	(402.2)	

City of Mississauga
Corporate Report



<p>Date: May 28, 2020</p> <p>To: Chair and Members of Budget Committee</p>	<p>Originator's files:</p>
<p>From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works</p>	<p>Meeting date: June 24, 2020</p>

Subject

2021 through 2029 Winter Maintenance Contract

Recommendation

1. That the Purchasing Agent award contracts to the recommended bidders pursuant to Procurement No. PRC002049, in accordance with the Purchasing By-law #374-2006, for the base contract, as outlined in the report from the Commissioner of Transportation and Works dated May 28, 2020 and entitled "*2021 through 2029 Winter Maintenance Contract*", and that all necessary by-laws be enacted.
2. That Budget Committee provide direction on the new Winter Maintenance Contract related to the continuation of improved service levels for pedestrian accessibility at bus stops and priority sidewalks, as outlined in the report from the Commissioner of Transportation and Works dated May 28, 2020 and entitled "*2021 through 2029 Winter Maintenance Contract*".
3. That Budget Committee not implement increased service levels for residential sidewalk winter maintenance and/or residential driveway windrow clearing, as outlined in the report from the Commissioner of Transportation and Works dated May 28, 2020 and entitled "*2021 through 2029 Winter Maintenance Contract*".

Report Highlights

- The winter season of 2020/2021 will be the final year of the seven-year Winter Maintenance Contract (Procurement FA.49.324-14). The procurement for a new Winter Maintenance Contract has now been completed (Procurement PRC002049) to be in place in the fall of 2021.
- As per the direction from Budget Committee in BC-0178-2019, provisional items were included in the new Winter Maintenance Contract procurement for the following:

- An increased level of service for pedestrian accessibility at bus stops and priority sidewalks by providing winter maintenance activities in conjunction with priority roads.
- An increased level of service for sidewalks so that all sidewalks in the municipality (priority sidewalks and secondary (residential) sidewalks) receive winter maintenance. Currently, only priority sidewalks receive winter maintenance.
- An increased level of service to provide for windrow snow clearing on secondary (residential) roads.
- The operating cost increase in the base contract is \$3.8M annually. In 2021, the increase to operating costs from the new base contract is \$1.3M.
- The operating cost increase to continue improved pedestrian accessibility at bus stops and on priority sidewalks in the new Winter Maintenance Contract is \$1.1M annually. In 2021, the increase to operating costs under the existing contract from January to April 2021 - \$1.5M and from the new contract for November to December - \$0.4M and total is \$1.9M.
- The operating cost increase for winter maintenance on secondary (residential) sidewalks in the new Winter Maintenance Contract is \$2.4M annually. In 2021, the increase to operating costs for this service level increase is \$0.8M.
- The operating cost increase for the clearing of windrows on secondary (residential) roads in the new Winter Maintenance Contract is \$10.4M annually. In 2021, the increase to operating costs for this service level increase is \$3.4M.
- Current forecasts for year-end project an operating deficit of between \$50M and \$70M. Additional COVID-19 pressures of \$32M are projected in 2021 and an annual loss of GTAA PILT of \$18M in 2022 and beyond.
- The increase in the base contract will be incorporated into the 2021 budget to maintain service levels.
- Should Council decide to maintain the enhanced winter maintenance service levels for bus stops and priority sidewalks, it can be funded from the winter maintenance reserve for an additional year with the tax pressure being deferred to 2022.
- Staff do not recommend that winter maintenance service levels be increased for residential sidewalks and/or residential windrows. Should Council wish to increase winter maintenance service levels for residential sidewalks and residential windrows, these should be deferred until at least 2023 to minimize the budget impact in 2021 and 2022, which are going to be challenging budget years. If Council defers the implementation of these service level improvements to future years, staff would issue a new procurement for these items.

Background

The winter season of 2020/2021 will be the final year of the seven-year Winter Maintenance Contract (Procurement FA.49.324-14). The procurement for a new Winter Maintenance Contract has now been completed (Procurement PRC002049) to be in place in the fall of 2021.

At its meeting of July 3, 2019 Council approved the following recommendation from Budget Committee:

“BC-0178-2019

That increased winter maintenance service levels for pedestrian accessibility at bus stops and on priority sidewalks, be approved.

That the gross budget for cost centre Bus Stop Clearing and sanding (#24270) be increased a total of \$3.1 million over a two year period, funded from the Winter Maintenance reserve (#30120) with a net budget impact of \$0 for 2019 and 2020.

That the Purchasing Agent be authorized to increase the existing contracts for Winter Maintenance (issued pursuant to Procurement No. FA. 49.324.14).

That all necessary by-laws be enacted.

And that staff report back to General Committee on the results of the procurement for the new Winter Maintenance Contract, including recommendations regarding winter maintenance service levels over the duration of the new contract, as outlined in the report from the Commissioner of Transportation and Works, dated June 21, 2019 and entitled “Winter Maintenance Service Level Improvements”.”

A copy of the report from the Commissioner of Transportation and Works, dated June 21, 2019 and entitled “Winter Maintenance Service Level Improvements” has been attached as Appendix 1.

The purpose of this report is to respond to BC-0178-2019 as well as to provide the results of the procurement for the 2021 through 2029 Winter Maintenance Contract.

Comments

New Winter Maintenance Contract Tender

The new procurement for winter maintenance included the provision of contracted equipment and crews to perform various snow and ice control activities throughout the City of Mississauga for a eight-year period covering the 2021/2022 through 2028/2029 winter seasons. An eight-year period was selected to take advantage of more competitive pricing that is expected for a longer term contract. The existing contract was seven years in length. Staff decided to move forward with an eight-year contract based on discussions with other municipalities and also based on the financial benefit received from increasing the City’s previous contract from five to seven years.

Feedback from municipalities that have gone to nine or 10 year contracts indicated that in hindsight the contract term was too long for a contract for this type of operation, and suggested an eight-year term was ideal. For these reasons, staff determined that an eight-year contract would benefit the City for this procurement.

In preparation for the procurement, Transportation and Works staff reviewed winter maintenance operations with a focus on ensuring operational efficiency and setting equipment levels based on established best service delivery and salt management practices with a view to providing Council approved service levels and to meeting the Minimum Maintenance Standards (MMS) for winter operations under the Municipal Act 2001.

Materiel Management publicly advertised a bid call for 14 items (10 set items and four provisional items) for bidders to supply various winter equipment/crews. Bidding closed on May 4, 2020 and the City received 31 bids from different bidders on the 14 items.

Bidders were invited to submit bids for one or more of the 14 items listed for the 2021/2022 winter season. Bidders bid on the first season only to determine annual pricing; however, their bids carry over for the remainder of the contract with an annual increase identified in the contract as outlined later in this report. Each item specified a minimum number of units to be bid and allowed unit price bids to be submitted for standby. The City sets the operational rate for each item in the contract.

As per the direction from Budget Committee in BC-0178-2019, provisional items were included in the new Winter Maintenance Contract procurement for the following:

- An increased level of service for pedestrian accessibility at bus stops and priority sidewalks by providing winter maintenance activities in conjunction with priority roads.
- An increased level of service for sidewalks so that all sidewalks in the municipality (priority sidewalks and secondary (residential) sidewalks) receive winter maintenance. Currently, only priority sidewalks receive winter maintenance.
- An increased level of service to provide for windrow snow clearing on secondary (residential) roads.

Costing based on the results of the procurement to add these services are included in this report.

In the new procurement, there was a provision added that contractors could only be successful in one yard for items that apply across multiple yards. In other words, one contractor can only provide service for sidewalk clearing in one yard and not for sidewalk clearing in multiple yards. This was included to minimize the operational risk to the City by item should the contractor's

performance be inadequate and/or the contractor default. Works Operations and Maintenance operates out of the Clarkson, Malton, Mavis and Meadowvale yards.

The current contract included adjustments in the standby and operational rates for the contractor in line with the Consumer Price Index for Ontario (all items). In the new Winter Maintenance Contract, the rate for the annual increase is set: there is an automatic 1.75% increase starting in the second year of the contract (fall 2022), which continues for the remainder of the contract (seven years in total). This allows staff to forecast the estimated costs for the duration of the contract.

The Winter Maintenance Contract bids were reviewed and analyzed by Transportation and Works staff. In addition, staff from Finance, Legal Services, and Materiel Management reviewed this report, the bids and the evaluation process. Further, staff from Internal Audit reviewed the evaluation process and staff from Strategic Communications reviewed this report.

The bids were evaluated based on the lowest priced bids received from the number of equipment/crews identified for each of the items. In addition, bids were evaluated as to the capabilities and experience of the bidders, including ensuring the equipment being offered was in line with the specifications detailed in the bid request.

Base Contract:

Staff have revised the type and number of pieces of equipment for the new base contract to be in line with what is required to perform the work in order to meet both Council approved levels of service as well as the MMS time limits for winter operations, including the new snow removal requirements for the LRT on Hurontario, which will be implemented during the course of this contract. The bids provided an opportunity to ensure the City has the right equipment to perform the work. Almost all of the equipment in this procurement has more than one function in the City's winter maintenance program.

Further, in the existing Winter Maintenance Contract, there are 31 tractor and loader plow units, which using the same operator, are required to operate for more than 24 consecutive hours to complete their routes, which is outside MMS Regulation 239/02. To ensure the City is in compliance with the time limits around all applicable legislation for winter operations, including prescribed time limits that operators can work under the Hours of Service (HOS) requirements in the Highway Traffic Act, staff have replaced these 31 units with 55 units of single-axle and tandem axle vehicle plows, which are more appropriate for the intended work, and result in a net increase to the base contract of 24 units. The additional equipment will provide for a more effective removal of packed snow on the secondary roads, while applying road salt at the same time. This would be in keeping with best practices currently being performed by other GTA municipalities.

The City has developed and follows a Salt Management Plan in accordance with Environment Canada's Code of Practice for the Environment Management of Road Salts. As the City uses an average of 60,000 tonnes annually of road salt for its operations, staff are continually moving to a more "the right amount in the right place at the right time" methodology in accordance with the Code. Industry best practices confirm that the most effective way to remove snow from the road is by plowing and the required additional equipment will assist in this regard. In summary, more effective plowing should reduce the amount of road salt required. Both Environment Canada and local conservation authorities are also monitoring the impact of road salts near environmentally sensitive areas, and the request for additional equipment will also assist in reducing salt use near these areas.

The winter contract standby and operational project costs (excluding H.S.T.) for the first year (2021/2022) for the base contract are summarized as follows:

Standby Cost	Operational Cost	Total Cost
\$15,074,617	\$5,698,589	\$20,773,206

The operating cost increase in the base contract is \$3.8M annually. In 2021, the increase to operating costs from the new base contract is \$1.3M.

As part of the 2021 Business Planning and Budget Process staff have brought forward a budget request to provide temporary required additional vehicle and snow storage space on existing City-owned property (West Credit Avenue site) at an estimated capital cost of \$3.5M and an estimated annual operating cost of \$50,000 commencing in 2022 to maintain the site. The existing yards do not have sufficient space for the vehicle and equipment storage requirements included in the base contract. In addition, the City does not have sufficient snow storage space now, which will only be exacerbated when the LRT is constructed. Staff have engaged consulting services and are in the midst of preparing a Yard Master Plan, to inform future decision-making on yard capacity and requirements for the Works Operations and Maintenance, and Parks Forestry and Environment Divisions. The results of the Yard Master Plan will be incorporated into future Transportation and Works Department Business Plans.

Pedestrian Accessibility at Bus Stops and on Priority Sidewalks

Appendix 2 attached to this report presents the existing Council approved service levels for winter maintenance, which incorporates the increased level of service approved by Council at its meeting of July 3, 2019, for pedestrian accessibility at bus stops and on priority sidewalks. Winter maintenance on bus stops and priority sidewalks is now performed sooner and in conjunction with winter maintenance on priority roads, as opposed to past practice, where winter

maintenance on bus stops and priority sidewalks was performed after winter maintenance on secondary roads was completed.

Council approved this service level increase for November and December of 2019 and for 2020, and funded the additional cost of \$3.1M from the Winter Maintenance Reserve. To maintain this improved level of service for January to April 2021 as part of the existing winter contract, and for November and December 2021 and future years as part of the new winter maintenance contract, Council approval is required.

The operating cost increase for this service level improvement in the new Winter Maintenance Contract is \$1.1M annually. In 2021, the increase to operating costs under the existing contract from January to April 2021 - \$1.5M and from the new contract for November to December - \$0.4M and total is \$1.9M.

If this service improvement is not approved, winter maintenance on bus stops and priority sidewalks would commence after winter maintenance on secondary roads is completed.

Winter Maintenance of Secondary Sidewalks

The City of Mississauga does not perform winter maintenance on secondary sidewalks. Secondary sidewalks account for 700 kilometers (approximately 400 miles) of the City's existing sidewalk network of 2,400 kilometers (approximately 1,500 miles).

Under the new Winter Maintenance Contract, winter maintenance on secondary sidewalks would commence upon completion of winter maintenance activities on secondary roads. In addition, this service level increase also requires additional staffing (one assistant supervisor in each of the four yards to manage service delivery and inspection of the operations, as well as to address higher service request volumes).

The operating cost increase for this service level improvement in the new Winter Maintenance Contract is \$2.4M annually. In 2021, the increase to operating costs for this service level increase is \$0.8M.

This service level increase requires 36 additional units of vehicle and equipment in the new Winter Maintenance contract further augmenting the requirement for additional storage space, as previously mentioned in this report.

Clearing of Windrows on Secondary Roads

The Driveway Windrow Snow Clearing Program had 336 residents enrolled for the 2019/2020 winter season. For the past five seasons, the numbers have fluctuated with an average enrollment of 193. This program continues to be an option for seniors and people with physical disabilities who would like assistance with clearing their windrows. Those who are income qualified are able to receive this service free of charge whereas those that are not, pay a fee of \$200. The program has a capacity of 300 residents, which was stretched to include 36 additional residents for the 2019/2020 winter season to accommodate requests from members of Council. Under the new Winter Maintenance Contract, the capacity of the program can be increased from 300 to 500 residents.

With the exception of the residents enrolled in the Driveway Windrow Snow Clearing Program, the City does not clear windrows.

Under the new Winter Maintenance Contract, windrows on secondary roads would be cleared within four to six hours after the secondary road was plowed, which falls in the middle of the range of service levels for similar services provided by Toronto, Vaughan and Richmond Hill). In addition, this service level increase also requires additional staffing (one assistant supervisor in each of the four yards to manage service delivery and inspection of the operations, as well as to address higher service request volumes).

The operating cost increase for this service level improvement in the new Winter Maintenance Contract is \$10.4M annually. In 2021, the increase to operating costs for this service level increase is \$3.4M.

This service level increase requires 224 additional units of vehicle and equipment in the new Winter Maintenance contract further augmenting the requirement for additional storage space, as previously mentioned in this report.

Marketing and Communications Campaign:

Transportation and Works will work with Strategic Communications on its Winter Maintenance outreach campaign. A new creative Winter Maintenance campaign will be developed to support outreach efforts and increase awareness of the additional operational changes.

The Marketing and Communications campaign budget will continuously promote winter maintenance initiatives and is estimated at \$42,000 over the course of the eight-year contract.

This estimate includes new creative work in addition to tactics such as advertising and paid-promotion.

Financial Impact

Current forecasts for year-end project an operating deficit of between \$50M and \$70M. Additional COVID-19 pressures of \$32M are projected in 2021 and an annual loss of GTAA PILT of \$18M in 2022 and beyond.

The increase in the base contract will be incorporated into the 2021 budget to maintain service levels.

Should Budget Committee decide to maintain the enhanced winter maintenance service levels for bus stops and priority sidewalks, it can be funded from the winter maintenance reserve for an additional year with the tax pressure being deferred to 2022.

Staff are not recommending that Budget Committee increase winter maintenance service levels for residential sidewalks and residential windrows. Should Council wish to increase winter maintenance service levels for residential sidewalks and residential windrows, these should be deferred until at least 2023 to minimize the budget impact in 2021 and 2022, which are going to be challenging budget years. If Budget Committee defers the implementation of these service level improvements to future years, staff would issue a new procurement for these items.

The tax impact both annually and in 2021 (without use of the winter maintenance reserve) are shown in Table 1 below:

Table 1

(in millions)

Winter Services	Existing Contract Total	New Contract Total	Contract Increase Annual	% Tax Increase Annual	Contract Increase 2021	% Tax Increase 2021
Base Contract	\$14.8	\$18.6	\$3.8	0.71%	\$1.3	0.24%
Bus Stops and Priority Sidewalks	\$0	\$1.1	\$1.1	0.21%	\$1.9	0.34%
Residential Sidewalks	\$0	\$2.4	\$2.4	0.45%	\$0.8	0.15%
Windrows on Residential Roads	\$0	\$10.4	\$10.4	1.93%	\$3.4	0.64%
Total	\$14.8	\$32.5	\$17.7	3.30%	\$7.4	1.37%

Should Council wish to use the reserve to maintain the enhanced service level in 2021 for bus stops and priority sidewalks, the balance at the end of 2021 is projected to be \$7.1 million which is below the reserve target of \$7.6 million.

Conclusion

The Transportation and Works Department recommends that the Purchasing Agent award contracts to the recommended bidders pursuant to Procurement No. PRC002049, in accordance with the Purchasing By-law #374-2006, for the base contract, as outlined in this report. The increase in the base contract will be incorporated into the 2021 budget to maintain service levels.

The Transportation and Works Department also recommends that Budget Committee provide direction on the new Winter Maintenance Contract related to the continuation of improved service levels for pedestrian accessibility at bus stops and priority sidewalks.

The Transportation and Works Department does not recommend that Budget Committee approve increased winter maintenance service levels for residential sidewalks and/or residential driveway windrows.

Staff have already received positive comments from neighbouring municipalities regarding the format and content of the City's procurement. In addition, last year's successful renegotiation of the winter salt procurement (and its favourable pricing when compared to other municipalities) reconfirms staff's efforts to provide the City with best practices and prices to deliver the winter maintenance program.

Attachments

Appendix 1: Report from the Commissioner of Transportation and Works, dated June 21, 2019 and entitled "Winter Maintenance Service Level Improvements"

Appendix 2: Existing Council Approved Service Levels for Winter Maintenance



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

Prepared by: Scott Holmes, C.E.T., Senior Manager, Works Administration, Operations and Maintenance

City of Mississauga
Corporate Report



<p>Date: 2019/06/21</p> <p>To: Chair and Members of Budget Committee</p>	<p>Originator's files:</p>
<p>From: Geoff Wright, P. Eng., MBA, Commissioner of Transportation and Works</p>	<p>Meeting date: 2019/06/26</p>

Subject

Winter Maintenance Service Level Improvements

Recommendation

1. That Budget Committee provide direction on increased winter maintenance service level changes for the 2019/2020 winter season, effective November 1, 2019, as outlined in the report from the Commissioner of Transportation and Works dated June 21, 2019 related to:
 - a) pedestrian accessibility at bus stops and on priority sidewalks; and
 - b) winter maintenance of bike lanes on the roadway.

2. That should Budget Committee approve increased winter maintenance service levels for pedestrian accessibility at bus stops and on priority sidewalks, that:
 - a) the gross budget for cost centre Bus Stop Clearing and Sanding (#24270) be increased by \$900,000, funded from the Winter Maintenance Reserve (#30120), with a net budget impact of \$0 for 2019;
 - b) this service level improvement be incorporated into the Transportation and Works Department 2020 Business Plan and Budget;
 - c) the Purchasing Agent be authorized to increase the existing contracts for Winter Maintenance (issued pursuant to Procurement No. FA.49.324-14); and,
 - d) that all necessary by-laws be enacted.

3. That should Budget Committee approve increased winter maintenance service levels for winter maintenance of bike lanes on the roadway, that:
 - a) the gross budget for cost centre Bus Stop Clearing and Sanding (#24230) be increased by \$2,100,000, funded from the Winter Maintenance Reserve (#30120), with a net budget impact of \$0 for 2019;
 - b) this service level improvement be incorporated in the Transportation and Works Department 2020 Business Plan and Budget;
 - c) the Purchasing Agent be authorized to increase the existing contracts for Winter Maintenance (issued pursuant to Procurement No. FA.49.324-14);

- d) that staff report back to General Committee in September 2019 with additional capital cost information related to increased snow storage requirements; and,
e) that all necessary by-laws be enacted.
4. That staff report back to General Committee on the results of the procurement for the new Winter Maintenance contract, including recommendations regarding winter maintenance service levels over the duration of the new contract, as outlined in the report from the Commissioner of Transportation and Works, dated June 21, 2019 and entitled "*Winter Maintenance Service Level Improvements*".

Report Highlights

- Staff were requested to provide further information on service level increases to the following winter maintenance items:
 - pedestrian accessibility at bus stops and on priority sidewalks;
 - clearing of secondary sidewalks;
 - winter maintenance of bike lanes on the roadway; and,
 - clearing of windrows on secondary roads.
- The City's existing Winter Maintenance Contract has completed the fifth of seven years and expires in April of 2021. Staff have commenced work on the new contract. The new contract is targeted to be awarded in the summer of 2020 and would commence in the fall of 2021 for the 2021/2022 winter season.
- Increased service levels to improve winter maintenance for pedestrian accessibility at bus stops and on priority sidewalks can be implemented for November 1, 2019, subject to the necessary operating funding being approved. The operating cost increase for this service level improvement is \$2.2M annually. In 2019 the operating cost would be \$0.9M funded from the Winter Maintenance Reserve with a net budget impact of \$0 for 2019.
- Increased service levels for enhanced winter maintenance on bike lanes in the roadway can be implemented for November 1, 2019, subject to the necessary operating funding being approved. The operating cost increase for this service level improvement is \$5.2M annually. In 2019 the operating cost would be \$2.1M funded from the Winter Maintenance Reserve with a net budget impact of \$0 for 2019. Additional snow storage space is required and staff will report back in September 2019 with additional capital cost information to provide this additional capacity.
- Based on further assessment, it is not feasible to implement new winter maintenance service levels on secondary sidewalks and clearing of windrows on secondary roads for November 1, 2019.

Background

At its meeting of June 19, 2019 Council approved the following recommendations:

“GC-0359-2019

That the deputation by Mickey Frost, Director, Works Operations and Maintenance, on Revisions to Minimum Maintenance Standards for Highways and Winter Maintenance Pressures be received.

GC-0361-2019

That the report from the Commissioner of Transportation and Works, dated May 27, 2019 and entitled “Revisions to Minimum Maintenance Standards for Highways (Ontario Regulation 239/02)”, be received for information.

GC-0362-2019

That the report from the Commissioner of Transportation and Works, dated May 29, 2019 and entitled “Winter Maintenance Pressures” be received and referred to staff to report back to Budget Committee on:

- a) Secondary Sidewalk Program*
- b) Enhanced Bus Stop and Sidewalk Program*
- c) City-Wide Windrow Program*
- d) Priority bike routes”*

The purpose of this report is to respond to GC-0362-2019. Attached to this report as Appendices 1 and 2, respectively, are copies of the reports from the Commissioner of Transportation and Works entitled “Revisions to Minimum Maintenance Standards for Highways (Ontario Regulation 239/02)” and “Winter Maintenance Pressures”.

Comments

This report provides further information on increasing the following winter maintenance service levels in terms of operating and capital costs, feasibility to implement in advance of the expiry of the City’s existing Winter Maintenance Contract and next steps:

- Pedestrian Accessibility at bus stops and on priority sidewalks
- Winter maintenance of bike lanes on the roadway
- Winter Maintenance of secondary (residential sidewalks)
- Clearing of windrows on secondary (residential) roads

The City’s existing Winter Maintenance Contract has completed the fifth of seven years and expires in April of 2021. Staff have commenced work on the terms of reference for the new contract. The new contract is targeted to be awarded in the summer of 2020 and would commence in the fall of 2021 for the 2021/2022 winter season.

Pedestrian Accessibility at Bus Stops and on Priority Sidewalks:

Existing service levels have bus stops and sidewalks on priority roads cleared after winter maintenance activities on priority roads. All bus stops are located on priority roads.

This service level increase would provide for winter maintenance activities on bus stops and sidewalks on priority roads earlier and in concert with priority roads. This would enhance access for transit and sidewalk use.

The operating cost increase for this service level increase is \$2.2M annually. In 2019, the operating cost would be \$0.9M funded from the Winter Maintenance Reserve with a net budget impact of \$0 for 2019.

The additional funding for this service level enhancement is for increased use of existing city staff and contractor resources, as well as material (salt, pretreated salt and brine), to perform additional passes during a winter event to clear bus stops and priority sidewalks quicker. No additional equipment or snow storage capacity is required to implement this service improvement.

Winter Maintenance of Bike Lanes on the Roadway:

Bike lanes are salted and cleared of snow and ice as part of winter maintenance activities on priority roads. However, snow and ice tends to re-accumulate in bike lanes as a result of a lack of available snow storage space and freeze/thaw cycles. Enhanced service levels can be provided with snow removal from bike lanes.

The operating cost increase for this service level increase is \$5.2M annually. In 2019 the operating cost would be \$2.1M funded from the Winter Maintenance Reserve with a net budget impact of \$0 for 2019.

This service can be provided using existing city and contractor equipment for snow removal. The additional cost is for increased use of existing city staff and contractor resources to perform this additional work. However, additional snow storage space is required.

There are four snow storage facilities located in the City of Mississauga: West Credit Avenue, Mississauga Valley Community Centre, Dunton Athletic Fields parking lots and Clarkson yard. Snow removal is performed when snow can no longer be stored on walkways, at curbside, in Business Improvement Areas, on bridge decks and at major intersections.

Should Budget Committee provide direction to implement this service level increase for November 1, 2019, staff will report to General Committee in September 2019 on where additional snow storage space will be provided and capital cost implications.

Winter Maintenance of Secondary Sidewalks:

The City of Mississauga does not perform winter maintenance on secondary sidewalks. Secondary sidewalks account for 700 kilometers (approximately 400 miles) of the City's existing sidewalk network of 2,400 kilometers (approximately 1,500 miles).

In order to add the remaining 700 kilometers (approximately 400 miles) of sidewalks into the winter maintenance program, an additional 92 pieces of equipment would be required. Since the General Committee meeting of June 12, 2019, staff have consulted with the existing winter maintenance contractors and have confirmed that they cannot source and supply the required equipment for a November 1, 2019 implementation date. Further, the contractors have indicated that even if the required equipment could be sourced, it is not financially viable for them to acquire equipment and use it for the remaining two years of the existing Winter Maintenance Contract.

Issuing a new request for tender (RFT) for the winter maintenance of secondary sidewalks now, in advance of the expiry of the current winter maintenance contract, is not recommended as staff anticipate price escalation when not part of a larger RFT for winter maintenance and for a shorter term. Further, this is a complex procurement that could not be successfully completed by staff for a November 1, 2019 service implementation date.

Temporary land costs for a location to store the additional equipment would be required until additional yard capacity is available. A 0.81 hectare (approximately two acres) site is estimated with a potential acquisition cost of \$2.8M if purchased (or \$250K annually if leased).

Staff from Works Operations and Maintenance have partnered with staff from Realty Services, and Parks, Forestry and Environment to source appropriate additional space for vehicle and equipment storage. Realty Services staff have confirmed that the process for the City to lease or purchase property takes approximately 12 to 24 months. This timeline does not align with implementing a November 1, 2019 start date for secondary sidewalk snow clearing. Staff are working to determine if equipment storage for secondary sidewalk snow clearing can be accommodated on existing City-owned property. This review is ongoing. Any potential site may also need to be lighted, fenced and paved at an estimated capital cost of \$500K.

This service level increase also requires additional staffing (one assistant supervisor in each of the four yards to manage service delivery and inspection of the operations, as well as to address higher service request volumes).

The increased annual operating cost to provide secondary sidewalk snow clearing is approximately \$2.7M annually. Given the above information, staff recommend that the new winter maintenance contract include provisional items for winter maintenance on secondary sidewalks. In the meantime, staff will continue to source appropriate space should this service be provided in the future.

Clearing of Windrows on Secondary Roads:

Since the General Committee meeting of June 12, 2019, staff have further consulted with our municipal counterparts at the cities of Toronto and Vaughan to discuss the type of vehicles and equipment utilized for residential windrow clearing. Staff have confirmed that the specialized equipment required for windrow clearing is not provided by any of the contractors in the current winter maintenance contract. As a result, staff are required to issue a RFT to provide this service. Given the complexity of this new RFT, as well as the complexity of planning this service, it is not feasible to meet a November 1, 2019 implementation date.

Temporary land costs for a location to store the new equipment would be required until additional yard capacity is available. A 0.81 hectare (approximately two acres) site is estimated with a potential acquisition cost of \$2.8M if purchased (or \$250K annually if leased). The temporary land may also need to be lighted, fenced and paved at an estimated capital cost of \$0.5M.

This service level increase also requires additional staffing (one assistant supervisor in each of the four yards to manage service delivery and inspection of the operations, as well as to address higher service request volume due to expansion).

Further, windrows on all of the driveways on secondary roads would not be feasible to clear, given the close proximity of some of the driveways to each other on secondary roads and the lack of space to store snow between driveways on the road. In particular, this is common for townhouses that front directly onto secondary roads. The inability of the City to clear windrows on driveways located on secondary roads that are in close proximity to each other is similar to the experience of other municipalities who clear windrows on secondary roads.

The increased annual operating cost to provide windrow removal is approximately \$5.6M annually. Given the above information, staff recommend that the new winter maintenance contract include provisional items for residential windrow clearing. In the meantime, staff will continue to source appropriate space should this service be provided in the future.

Financial Impact

This report is requesting Budget Committee provide direction on implementing enhanced winter maintenance service levels starting November 1, 2019 on:

- pedestrian accessibility at bus stops and on priority sidewalks; and,
- winter maintenance of bike lanes on the roadway.

Improved winter maintenance for pedestrian accessibility at bus stops and on priority sidewalks would result in an operating cost of \$2.2M annually. In 2019, the operating cost would be \$0.9M funded from the Winter Maintenance Reserve (#30120) with a net budget impact of \$0 for 2019. This Reserve has a current balance of \$12.1M and a target balance of \$7.3M and thus can accommodate a drawdown to fund the 2019 cost of this option. The annualized impact of this service level change (\$2.2M), if approved, would be included in the Transportation and Works Department 2020 Business Plan and Budget. This represents a pressure of 0.4% on the annual budget, or \$7.40 on the average annual residential property assessed at \$645,000.

Improved winter maintenance on bike lanes on the roadway would result in an operating cost of \$5.2M annually. In 2019, the operating cost would be \$2.1M funded from the Winter Maintenance Reserve (#30120) with a net budget impact of \$0 for 2019. This Reserve has a current balance of \$12.1M and a target balance of \$7.3M and thus can accommodate a drawdown to fund the 2019 cost of this option. The annualized impact of this service level change (\$5.2M), if approved, would be included in the Transportation and Works Department 2020 Business Plan and Budget. This represents a pressure of 1.0% on the annual budget, or \$18.50 on the average annual residential property assessed at \$645,000. As described in the Comments section, additional snow storage space is required and staff will report to General Committee in September 2019 on where additional snow storage space will be provided and capital costs implications.

The other two options (secondary sidewalks and windrow removal) are not feasible for a November 1, 2019 start and are recommended to be included in the new winter maintenance contract as provisional items for a potential November 1, 2021 start.

Improved winter maintenance for secondary sidewalks has an estimated annualized operating cost of \$2.7M with four additional FTE's required. This represents a pressure of 0.5% on the annual budget or \$9.25 on a similar average residential property. Temporary land costs would also be required until additional yard capacity is available and would be requested through the tax-capital Reserve Fund.

Improved winter maintenance for clearing windrows on secondary roads has an estimated annualized operating cost of \$5.6M with four additional FTE's required. This represents a pressure of 1.1% on the annual budget or \$20.35 on a similar average residential property. Temporary land costs would also be required until additional yard capacity is available and would be requested through the tax-capital Reserve Fund.

The Winter Maintenance Reserve has a target of 33 per cent of the last five-year average of winter maintenance expenditures. The target is \$7.3M compared to the actual balance of \$12.1M. The budget is established based upon an average winter utilizing contract rates in effect for that season. As can be seen in Appendix 3, the reserve fund has not been used in the past five years as the Winter Maintenance program has achieved surpluses ranging from \$302,514 in 2016 to \$3.3M in 2015. 2019 year-to-date saw significant winter weather events, which is resulting in a potential year-to-date deficit of \$1.4M. The excess in the reserve, with Council approval, could also be used to provide for other significant weather events such as flooding and windstorms.

Conclusion

This report to Budget Committee is in response to General Committee's direction to staff to provide further information on service level increases for the following winter maintenance items:

- pedestrian accessibility at bus stops and on priority sidewalks;
- winter maintenance of bike lanes on the roadway;
- winter maintenance of secondary sidewalks; and,
- clearing of windrows on secondary roads.

Enhanced winter maintenance service levels to improve pedestrian accessibility at bus stops and on priority sidewalks, as well as enhanced winter maintenance of bike lanes on the roadway, can be implemented for November 1, 2019, subject to the necessary operating budget funding being approved.

Additional snow storage space will be required for enhanced winter maintenance on bike lanes on the roadway and if Budget Committee provides direction to increase this service level, staff will report back to General Committee in September 2019 on where additional snow storage space will be provided and capital cost implications.

It is not feasible to implement winter maintenance on secondary sidewalks and clearing of windrows on secondary roads for November 1, 2019. As a result, staff recommend that the new winter maintenance contract include provisional items for both of these service level improvements for future consideration by Council.

Attachments

- Appendix 1: Copy of the report from the Commissioner of Transportation and Works, dated May 27, 2019 entitled "Revisions to Minimum Maintenance Standards for Highways (Ontario Regulation 23902)"
- Appendix 2: Copy of the report from the Commissioner of Transportation and Works, dated May 29, 2019 entitled "Winter Maintenance Pressures"
- Appendix 3: Winter Maintenance Program Costs (2015-2019)



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

Prepared by: Mickey Frost, HBA, CPA, CGA, MPA, Director of Works Operations and Maintenance

City of Mississauga
Corporate Report



Date: 2019/05/27

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:
2019/06/12

Subject

Revisions to Minimum Maintenance Standards for Highways (Ontario Regulation 239/02)

Recommendation

That the report from the Commissioner of Transportation and Works, dated May 27, 2019 and entitled "Revisions to Minimum Maintenance Standards for Highways (Ontario Regulation 239/02)", be received for information.

Report Highlights

- The City's levels of service have traditionally met or exceeded many of the standards set out in the Minimum Maintenance Standards for Municipal Highways (Ontario Regulation 239/02) (MMS).
- On May 2, 2018 the Government of Ontario approved changes to the MMS in a number of key areas, namely winter maintenance of all sidewalks, greater inspection standards for sidewalks, winter maintenance of bicycle lanes and a new significant weather event declaration protocol.
- These changes were made effective on May 3, 2018.
- The City has a duty to maintain municipal roadways, including sidewalks in accordance with the *Municipal Act, 2001*. Due to recent amendments, the MMS now specifies sidewalk service levels, particularly in the area of winter maintenance, which the City is not presently meeting.

Background

On May 2, 2018 the Government of Ontario approved changes to the MMS in a number of key areas, namely:

- winter maintenance of sidewalks;
- inspection standards for sidewalks;
- winter maintenance of bicycle lanes; and,
- declaration of a significant weather event.

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These changes were made effective on May 3, 2018.

The MMS are reviewed by the Province every five years by a group led by the Ontario Good Roads Association (OGRA). Staff from a number of Ontario municipalities, the Ministry of Transportation, insurance carriers and lawyers were involved in the consultation process between the spring of 2015 and the fall of 2017.

Based on information shared by the Province during the consultation process, municipalities were expecting a “grace period” to plan and marshal resources in advance of the revisions taking effect; however, this was not the case due to the timing of the 2018 provincial election. It should be noted that one of the municipal representatives involved in the review is now employed with the City, and continues to provide support to the Department regarding the MMS changes and other road maintenance related matters.

The MMS are not mandatory, but they do provide the standard of care which, when met, satisfies a municipality’s duty to maintain a highway in a “state of repair” and provides a defense for municipalities against law suits and risk management claims. The City’s levels of service have traditionally met or exceeded many of the standards set out in the MMS.

Comments

Summary of Changes

The following summarizes the changes to the MMS:

- *New Winter Maintenance Standards for Sidewalks*

The MMS now includes a standard for sidewalk winter maintenance. The regulation states that:

“The standard for addressing snow accumulation on a sidewalk after the snow accumulation has ended is:

a) To reduce the snow to a depth less than or equal to eight centimetres within 48 hours; and

b) To provide a minimum sidewalk width of 1 metre. O. Reg. 366/18, s.15.”

Municipalities are under a duty to maintain all highways, including all sidewalks, in a “state of repair” pursuant to s. 44(1) of the *Municipal Act, 2001*. Currently, the City maintains priority sidewalks only. This accounts for approximately 1,700 kilometres (1,100 miles) out of a total of 2,400 kilometres (1,500 miles) of sidewalk. The remaining 700 kilometres (400 miles) of secondary sidewalks currently do not receive winter maintenance.

Staff are providing updated information on the cost to perform winter maintenance on secondary sidewalks in a separate report to General Committee, also being considered at its meeting of June 12, 2019.

- *New Inspection Standards for the Area Adjacent to the Sidewalk*

As outlined in Section 16.2 of the MMS, the area 45 centimetres (17.8 inches) on either side of the sidewalk should be inspected for encroachments once per calendar year. If the municipality identifies an encroachment that is highly unusual given its character and location, or constitutes a significant hazard to pedestrians, it must be treated within 28 days of making this determination to be considered in a state of repair. This is a new inspection standard for the MMS.

The City's sidewalk inspections are undertaken on an annual basis by the Works Operations and Maintenance Division's Technical Services section. The City's current sidewalk inspection program does not include the area immediately adjacent to the sidewalk.

The new standard may be incorporated into the current sidewalk inspection program without impacting staffing levels. However, there may be administrative and operational impacts related to addressing hazards given the various boulevard users (i.e. utilities, Region of Peel, City and residential/commercial/industrial encroachments).

- *New Winter Maintenance Standards for Bicycle Lanes*

Prior to the changes to the MMS, there were no MMS standards for winter maintenance of bicycle lanes. The City has cleared on-street bicycle lanes on priority roads as those roads are cleared. The new MMS provides a definition of "bicycle lane" and section 4.2 of the regulation outlines specific winter maintenance standards.

Under the MMS, a "bicycle lane" is defined as:

***“(a) a portion of a roadway that has been designated by pavement markings or signage for the preferential or exclusive use of cyclists, or
(b) a portion of a roadway that has been designated for the exclusive use of cyclists by signage and a physical or marked buffer.”***

Further, multi-use trails and bike paths are not considered bicycle lanes for the purposes of the MMS.

As a result, the City's Council-approved level of service for major/priority roads meets the new requirements for winter maintenance on bike lanes in the new MMS.

- *Significant Weather Event*

The new MMS includes a standard that allows municipalities to declare a “Significant Weather Event”. This allows municipalities to deploy in a timely manner during severe winter events and provides a level of reasonable protection against legal claims for the duration of the declaration. Roads and sidewalks are considered to be in “a state of repair” during the declaration and municipal and/or MMS service levels are deferred until after the end of both the event and declaration and resource deployment.

This change allows municipalities to effectively marshal resources to respond to significant winter weather events.

Standards for declaring a significant weather event have also been added to the MMS.

For instance, Section 16.4 of the regulation states:

“(1) If a municipality declares a significant weather event relating to snow accumulation, the standard for addressing snow accumulation on sidewalks until the declaration of the end of the significant weather event is,

- (a) to monitor the weather in accordance with section 3.1; and***
- (b) if deemed practicable by the municipality, to deploy resources to address snow accumulation on sidewalks starting from the time that the municipality deems appropriate to do so.”***

The regulation also outlines a requirement to communicate the declaration of a significant weather event to the public. The City has developed a protocol for the declaration and communication of a significant weather event this past winter season, which includes advising the Mayor and Members of Council when a significant weather event has been declared and advising the public through social media.

Key Considerations

The City has a duty to maintain municipal roadways, including sidewalks in accordance with the *Municipal Act, 2001*. Due to recent amendments, the MMS now specifies sidewalk service levels, particularly in the area of winter maintenance, which the City is not presently meeting.

The MMS are not mandatory, but they do provide a standard of care that must be met to satisfy a municipality’s duty to maintain a highway in a “state of repair”. When the MMS are met, they provide a possible defense for municipalities against law suits and risk management claims. However, municipalities can have service levels that differ from the MMS. A copy of the MMS has been attached as Appendix 1.

The City continues to be at risk for claims on sidewalks that do not receive winter maintenance.

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However, this level of risk appears to be consistent with the risk assumed on these sidewalks prior to the new MMS being enacted. For example, for the five-year period from 2013 to 2018, the City received 156 claims related to sidewalks during the winter months. Of these 156, 23 or 14.7%, were related to the City’s non-priority sidewalks and had a total claims value of \$370,000.

Enforcement staff have been investigating the feasibility of implementing a by-law requiring residents to clear their sidewalks not currently cleared by the City under the current service level, and are reporting to General Committee on this matter in a separate report also being considered at its meeting of June 12, 2019.

Actions of other Municipalities

Staff consulted with other local municipalities to determine how they were responding to the requirements of the new MMS given the lack of a grace period for implementation. In particular, staff contacted the following municipalities: Brampton, Burlington, Hamilton, Niagara Falls, Oakville, Richmond Hill, St. Catharines, Toronto, and Vaughan.

A chart showing staff’s findings is shown below:

Sidewalk Snow Clearing Municipal Scan			
Municipality	Are all sidewalks cleared now?	Are changes proposed to sidewalk winter maintenance?	Do you have an existing by-law for sidewalk clearing?
Brampton	No	No	Yes
Burlington	Yes, clear residential sidewalks once accumulation reaches two inches or greater.	No	No
Hamilton	No	No	Yes
Niagara Falls	No	No	Yes
Oakville	Yes after 5cm on Priority 8cm Residential	No	No
Richmond Hill	Yes	No	No
St. Catharines	No	No	Yes

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Toronto	No	No	Yes
Vaughan	Yes	No	No

Financial Impact

There are no financial impacts associated with this report as it is being presented for information. Should Council change service levels on sidewalk winter maintenance to align with the new MMS standards, additional resources would be required. The details of this impact are presented in a separate report to General Committee at its meeting of June 12, 2019.

Conclusion

This report summarizes Provincial changes to the MMS in a number of key areas, namely winter maintenance of sidewalks, greater inspection standards for sidewalks, winter maintenance of bicycle lanes and a new significant weather event declaration protocol.

There was no “grace period” provided between the announcement of the new MMS requirements by the Province and the date the new amendments came into effect. The MMS are not mandatory, but they do provide the standard of care which, when met, satisfies a municipality’s duty to maintain a highway in a “state of repair”.

Attachments

Appendix 1: Minimum Maintenance Standards for Highways (Ontario Regulation 239/02)



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

Prepared by: Scott Holmes, Senior Manager, Works Administration, Operations and Maintenance

Appendix 1

ONTARIO REGULATION 366/18

made under the

MUNICIPAL ACT, 2001

Made: May 2, 2018

Filed: May 3, 2018

Published on e-Laws: May 3, 2018

Printed in *The Ontario Gazette*: May 19, 2018

Amending O. Reg. 239/02

(MINIMUM MAINTENANCE STANDARDS FOR MUNICIPAL HIGHWAYS)

1. (1) The definition of “surface” in subsection 1 (1) of Ontario Regulation 239/02 is amended by striking out “roadway or shoulder” and substituting “sidewalk, roadway or shoulder”.

(2) Subsection 1 (1) of the Regulation is amended by adding the following definitions:

“bicycle facility” means the on-road and in-boulevard cycling facilities listed in Book 18 of the Ontario Traffic Manual;

“bicycle lane” means,

- (a) a portion of a roadway that has been designated by pavement markings or signage for the preferential or exclusive use of cyclists, or
- (b) a portion of a roadway that has been designated for the exclusive use of cyclists by signage and a physical or marked buffer;

“encroachment” means anything that is placed, installed, constructed or planted within the highway that was not placed, installed, constructed or planted by the municipality;

“pothole” means a hole in the surface of a roadway caused by any means, including wear or subsidence of the road surface or subsurface;

“sidewalk” means the part of the highway specifically set aside or commonly understood to be for pedestrian use, typically consisting of a paved surface but does not include crosswalks, medians, boulevards, shoulders or any part of the sidewalk where cleared snow has been deposited;

“significant weather event” means an approaching or occurring weather hazard with the potential to pose a significant danger to users of the highways within a municipality;

“utility” includes any air, gas, water, electricity, cable, fiber-optic, telecommunication or traffic control system or subsystem, fire hydrants, sanitary sewers, storm sewers, property bars and survey monuments;

“utility appurtenance” includes maintenance holes and hole covers, water shut-off covers and boxes, valves, fittings, vaults, braces, pipes, pedestals, and any other structures or items that form part of or are an accessory part of any utility;

“weather hazard” means the weather hazards determined by Environment Canada as meeting the criteria for the issuance of an alert under its Public Weather Alerting Program.

(3) Subsections 1 (2) and (3) of the Regulation are amended by striking out “annual” wherever it appears.

(4) Subsection 1 (4) of the Regulation is revoked and the following substituted:

(4) For the purposes of this Regulation, unless otherwise indicated in a provision of this Regulation, a municipality is deemed to be aware of a fact if, in the absence of actual knowledge of the fact, circumstances are such that the municipality ought reasonably to be aware of the fact.

(5) The Table to section 1 of the Regulation is revoked and the following substituted:

TABLE
CLASSIFICATION OF HIGHWAYS

Column 1 Average Daily Traffic (number of motor vehicles)	Column 2 91 - 100 km/h speed limit	Column 3 81 - 90 km/h speed limit	Column 4 71 - 80 km/h speed limit	Column 5 61 - 70 km/h speed limit	Column 6 51 - 60 km/h speed limit	Column 7 41 - 50 km/h speed limit	Column 8 1 - 40 km/h speed limit
53,000 or more	1	1	1	1	1	1	1

23,000 - 52,999	1	1	1	2	2	2	2
15,000 - 22,999	1	1	2	2	2	3	3
12,000 - 14,999	1	1	2	2	2	3	3
10,000 - 11,999	1	1	2	2	3	3	3
8,000 - 9,999	1	1	2	3	3	3	3
6,000 - 7,999	1	2	2	3	3	4	4
5,000 - 5,999	1	2	2	3	3	4	4
4,000 - 4,999	1	2	3	3	3	4	4
3,000 - 3,999	1	2	3	3	3	4	4
2,000 - 2,999	1	2	3	3	4	5	5
1,000 - 1,999	1	3	3	3	4	5	5
500 - 999	1	3	4	4	4	5	5
200 - 499	1	3	4	4	5	5	6
50 - 199	1	3	4	5	5	6	6
0 - 49	1	3	6	6	6	6	6

2. The Regulation is amended by adding the following section:

Purpose

2.1 The purpose of this Regulation is to clarify the scope of the statutory defence available to a municipality under clause 44 (3) (c) of the Act by establishing maintenance standards which are non-prescriptive as to the methods or materials to be used in complying with the standards but instead describe a desired outcome.

3. (1) The heading before section 3 of the Regulation is amended by striking out “MINIMUM” and substituting “MAINTENANCE”

(2) Subsections 3 (1) and (2) of the Regulation are amended by striking out “minimum” wherever it appears.

(3) Subsection 3 (4) of the Regulation is amended by striking out “section 16.1” and substituting “section 16.1, 16.2, 16.3 or 16.4”.

4. Subsections 3.1 (1) and (2) of the Regulation are amended by striking out “minimum” wherever it appears.

5. (1) Subsection 4 (1) of the Regulation is amended by striking out the portion before clause (a) and substituting the following:

Snow accumulation, roadways

(1) Subject to section 4.1, the standard for addressing snow accumulation on roadways is,

(2) Subsection 4 (3) of the Regulation is amended by adding “and, if applicable, lane width under clause (1) (b),” after “roadway” in the portion before paragraph 1.

(3) Subsection 4 (4) of the Regulation is amended by adding “and lane width” after “roadway” in the portion before clause (a).

(4) Subsections 4 (5) and (6) of the Regulation are revoked and the following substituted:

(5) For the purposes of this section, addressing snow accumulation on a roadway includes,

- (a) plowing the roadway;
- (b) salting the roadway;
- (c) applying abrasive materials to the roadway;
- (d) applying other chemical or organic agents to the roadway;
- (e) any combination of the methods described in clauses (a) to (d);
- (6) This section does not apply to that portion of the roadway,

- (a) designated for parking;
- (b) consisting of a bicycle lane or other bicycle facility; or
- (d) used by a municipality for snow storage;

(5) The heading of the Table to section 4 of the Regulation is revoked and the following substituted:

SNOW ACCUMULATION - ROADWAYS

7. The Regulation is amended by adding the following sections:

Snow accumulation on roadways, significant weather event

4.1 (1) If a municipality declares a significant weather event relating to snow accumulation, the standard for addressing snow accumulation on roadways until the declaration of the end of the significant weather event is,

- (a) to monitor the weather in accordance with section 3.1; and
- (b) if deemed practicable by the municipality, to deploy resources to address snow accumulation on roadways, starting from the time that the municipality deems appropriate to do so.

(2) If the municipality complies with subsection (1), all roadways within the municipality are deemed to be in a state of repair with respect to snow accumulation until the applicable time in the Table to section 4 expires following the declaration of the end of the significant weather event by the municipality.

(3) Following the end of the weather hazard in respect of which a significant weather event was declared by a municipality under subsection (1), the municipality shall,

- (a) declare the end of the significant weather event when the municipality determines it is appropriate to do so; and
- (b) address snow accumulation on roadways in accordance with section 4.

Snow accumulation, bicycle lanes

4.2 (1) Subject to section 4.3, the standard for addressing snow accumulation on bicycle lanes is,

- (a) after becoming aware of the fact that the snow accumulation on a bicycle lane is greater than the depth set out in the Table to this section, to deploy resources as soon as practicable to address the snow accumulation; and
- (b) after the snow accumulation has ended, to address the snow accumulation so as to reduce the snow to a depth less than or equal to the depth set out in the Table to this section to provide a minimum bicycle lane width of the lesser of 1 metre or the actual bicycle lane width.

(2) If the depth of snow accumulation on a bicycle lane is less than or equal to the depth set out in the Table to this section, the bicycle lane is deemed to be in a state of repair in respect of snow accumulation.

(3) For the purposes of this section, the depth of snow accumulation on a bicycle lane and, if applicable, lane width under clause (1) (b), may be determined in the same manner as set out in subsection 4 (4) and by the persons mentioned in subsection 4 (3), with necessary modifications.

(4) For the purposes of this section, addressing snow accumulation on a bicycle lane includes,

- (a) plowing the bicycle lane;
- (b) salting the bicycle lane;
- (c) applying abrasive materials to the bicycle lane;
- (d) applying other chemical or organic agents to the bicycle lane;
- (e) sweeping the bicycle lane; or
- (f) any combination of the methods described in clauses (a) to (e).

TABLE

SNOW ACCUMULATION – BICYCLE LANES

Column 1 Class of Highway or Adjacent Highway	Column 2 Depth	Column 3 Time
1	2.5 cm	8 hours
2	5 cm	12 hours
3	8 cm	24 hours
4	8 cm	24 hours
5	10 cm	24 hours

Snow accumulation on bicycle lanes, significant weather event

4.3 (1) If a municipality declares a significant weather event relating to snow accumulation, the standard for addressing snow accumulation on bicycle lanes until the declaration of the end of the significant weather event is,

- (a) to monitor the weather in accordance with section 3.1; and
 - (b) if deemed practicable by the municipality, to deploy resources to address snow accumulation on bicycle lanes, starting from the time that the municipality deems appropriate to do so.
- (2) If the municipality complies with subsection (1), all bicycle lanes within the municipality are deemed to be in a state of repair with respect to snow accumulation until the applicable time in the Table to section 4.2 expires following the declaration of the end of the significant weather event by the municipality.
- (3) Following the end of the weather hazard in respect of which a significant weather event was declared by a municipality under subsection (1), the municipality shall,
- (a) declare the end of the significant weather event when the municipality determines it is appropriate to do so; and
 - (b) address snow accumulation on bicycle lanes in accordance with section 4.2.

8. Section 5 of the Regulation is revoked and the following substituted:

Ice formation on roadways and icy roadways

5. (1) The standard for the prevention of ice formation on roadways is doing the following in the 24-hour period preceding an alleged formation of ice on a roadway:

- 1. Monitor the weather in accordance with section 3.1.
- 2. Patrol in accordance with section 3.
- 3. If the municipality determines, as a result of its activities under paragraph 1 or 2, that there is a substantial probability of ice forming on a roadway, treat the roadway, if practicable, to prevent ice formation within the time set out in Table 1 to this section, starting from the time that the municipality determines is the appropriate time to deploy resources for that purpose.

(2) If the municipality meets the standard set out in subsection (1) and, despite such compliance, ice forms on a roadway, the roadway is deemed to be in a state of repair until the applicable time set out in Table 2 to this section expires after the municipality becomes aware of the fact that the roadway is icy.

(3) Subject to section 5.1, the standard for treating icy roadways is to treat the icy roadway within the time set out in Table 2 to this section, and an icy roadway is deemed to be in a state of repair until the applicable time set out in Table 2 to this section expires after the municipality becomes aware of the fact that a roadway is icy.

(4) For the purposes of this section, treating a roadway means applying material to the roadway, including but not limited to, salt, sand or any combination of salt and sand.

(5) For greater certainty, this section applies in respect of ice formation on bicycle lanes on a roadway, but does not apply to other types of bicycle facilities.

TABLE 1
ICE FORMATION PREVENTION

Class of Highway	Time
1	6 hours
2	8 hours
3	16 hours
4	24 hours
5	24 hours

TABLE 2
TREATMENT OF ICY ROADWAYS

Class of Highway	Time
1	3 hours
2	4 hours
3	8 hours
4	12 hours
5	16 hours

Icy roadways, significant weather event

5.1 (1) If a municipality declares a significant weather event relating to ice, the standard for treating icy roadways until the declaration of the end of the significant weather event is,

- (a) to monitor the weather in accordance with section 3.1; and

(b) if deemed practicable by the municipality, to deploy resources to treat icy roadways, starting from the time that the municipality deems appropriate to do so.

(2) If the municipality complies with subsection (1), all roadways within the municipality are deemed to be in a state of repair with respect to any ice which forms or may be present until the applicable time in Table 2 to section 5 expires after the declaration of the end of the significant weather event by the municipality.

(3) Following the end of the weather hazard in respect of which a significant weather event was declared by a municipality under subsection (1), the municipality shall,

(a) declare the end of the significant weather event when the municipality determines it is appropriate to do so; and

(b) treat icy roadways in accordance with section 5.

8. (1) Subsection 6 (1) of the Regulation is amended by striking out “minimum”.

(2) Section 6 of the Regulation is amended by adding the following subsections:

(1.1) For the purposes of this section, the surface area and depth of a pothole may be determined in accordance with subsections (1.2) and (1.3), as applicable, by a municipal employee, agent or contractor whose duties or responsibilities include one or more of the following:

1. Patrolling highways.
2. Performing highway maintenance activities.
3. Supervising staff who perform activities described in paragraph 1 or 2.

(1.2) The depth and surface area of a pothole may be determined by,

- (a) performing an actual measurement; or
- (b) performing a visual estimate.

(1.3) For the purposes of this section, the surface area of a pothole does not include any area that is merely depressed and not yet broken fully through the surface of the roadway.

9. (1) Subsections 7 (1) and (2) of the Regulation are revoked and the following substituted:

Shoulder drop-offs

(1) If a shoulder drop-off is deeper than 8 cm, for a continuous distance of 20 metres or more, the standard is to repair the shoulder drop-off within the time set out in the Table to this section after becoming aware of the fact.

(2) A shoulder drop-off is deemed to be in a state of repair if its depth is less than 8 cm.

(2) The Table to section 7 of the Regulation is revoked and the following substituted:

TABLE
SHOULDER DROP-OFFS

Class of Highway	Time
1	4 days
2	4 days
3	7 days
4	14 days
5	30 days

10. (1) Subsections 8 (1) and (2) of the Regulation are revoked and the following substituted:

Cracks

(1) If a crack on the paved surface of a roadway is greater than 5 cm wide and 5 cm deep for a continuous distance of three metres or more, the standard is to repair the crack within the time set out in the Table to this section after becoming aware of the fact.

(2) A crack is deemed to be in a state of repair if its width or depth is less than or equal to 5 cm.

(2) The Table to section 8 of the Regulation is revoked and the following substituted:

TABLE
CRACKS

Column 1 Class of Highway	Column 2 Time
---------------------------------	------------------

1	30 days
2	30 days
3	60 days
4	180 days
5	180 days

11. Subsection 9 (1) of the Regulation is amended by striking out “minimum”.

12. Subsections 10 (0.1), (1), (2), (3), (4), (5) and (6) of the Regulation are revoked and the following substituted:

Luminaires

(1) The standard for the frequency of inspecting all luminaires to check to see that they are functioning is once per calendar year, with each inspection taking place not more than 16 months from the previous inspection.

(2) For conventional illumination, if three or more consecutive luminaires on the same side of a highway are not functioning, the standard is to repair the luminaires within the time set out in the Table to this section after becoming aware of the fact.

(3) For conventional illumination and high mast illumination, if 30 per cent or more of the luminaires on any kilometre of highway are not functioning, the standard is to repair the luminaires within the time set out in the Table to this section after becoming aware of the fact.

(4) Despite subsection (2), for high mast illumination, if all of the luminaires on consecutive poles on the same side of a highway are not functioning, the standard is to deploy resources as soon as practicable after becoming aware of the fact to repair the luminaires.

(5) Despite subsections (1), (2) and (3), for conventional illumination and high mast illumination, if more than 50 per cent of the luminaires on any kilometre of a Class 1 highway with a speed limit of 90 kilometres per hour or more are not functioning, the standard is to deploy resources as soon as practicable after becoming aware of the fact to repair the luminaires.

(6) Luminaires are deemed to be in a state of repair,

- (a) for the purpose of subsection (2), if the number of non-functioning consecutive luminaires on the same side of a highway does not exceed two;
- (b) for the purpose of subsection (3), if more than 70 per cent of luminaires on any kilometre of highway are functioning;
- (c) for the purpose of subsection (4), if one or more of the luminaires on consecutive poles on the same side of a highway are functioning;
- (d) for the purpose of subsection (5), if more than 50 per cent of luminaires on any kilometre of highway are functioning.

13. The Regulation is amended by striking out “minimum” wherever it appears in the following provisions:

1. Sections 11 to 16.

2. Subsection 16.1 (1).

14. Subsections 16.1 (2), (2.1), (3) and (4) of the Regulation are revoked and the following substituted:

(2) If a surface discontinuity on or within a sidewalk exceeds two centimetres, the standard is to treat the surface discontinuity within 14 days after acquiring actual knowledge of the fact.

(3) A surface discontinuity on or within a sidewalk is deemed to be in a state of repair if it is less than or equal to two centimetres.

(4) For the purpose of subsection (2), treating a surface discontinuity on or within a sidewalk means taking reasonable measures to protect users of the sidewalk from the discontinuity, including making permanent or temporary repairs, alerting users' attention to the discontinuity or preventing access to the area of discontinuity.

(5) In this section,

“surface discontinuity” means a vertical discontinuity creating a step formation at any joint or crack in the surface of the sidewalk or any vertical height difference between a utility appurtenance found on or within the sidewalk and the surface of the sidewalk.

15. The Regulation is amended by adding the following sections.

Encroachments, area adjacent to sidewalk

16.2 (1) The standard for the frequency of inspecting an area adjacent to a sidewalk to check for encroachments is once per calendar year, with each inspection taking place not more than 16 months from the previous inspection.

(2) The area adjacent to a sidewalk that has been inspected in accordance with subsection (1) is deemed to be in a state of repair in respect of any encroachment present.

(3) For greater certainty, the area adjacent to a sidewalk begins at the outer edges of a sidewalk and ends at the lesser of the limit of the highway, the back edge of a curb if there is a curb and a maximum of 45 cm.

(4) The area adjacent to a sidewalk is deemed to be in a state of repair in respect of any encroachment present unless the encroachment is determined by a municipality to be highly unusual given its character and location or to constitute a significant hazard to pedestrians.

(5) If a municipality determines that an encroachment is highly unusual given its character and location or constitutes a significant hazard to pedestrians, the standard is to treat the encroachment within 28 days after making such a determination, and the encroachment is deemed in a state of repair for 28 days from the time of the determination by the municipality.

(6) For the purpose of subsection (4), treating an encroachment means taking reasonable measures to protect users, including making permanent or temporary repairs, alerting users' attention to the encroachment or preventing access to the area of the encroachment.

Snow accumulation on sidewalks

16.3 (1) Subject to section 16.4, the standard for addressing snow accumulation on a sidewalk after the snow accumulation has ended is,

- a) to reduce the snow to a depth less than or equal to 8 centimetres within 48 hours; and
- b) to provide a minimum sidewalk width of 1 metre.

(2) If the depth of snow accumulation on a sidewalk is less than or equal to 8 centimetres, the sidewalk is deemed to be in a state of repair in respect of snow accumulation.

(3) If the depth of snow accumulation on a sidewalk exceeds 8 centimetres while the snow continues to accumulate, the sidewalk is deemed to be in a state of repair with respect to snow accumulation, until 48 hours after the snow accumulation ends.

(4) For the purposes of this section, the depth of snow accumulation on a sidewalk may be determined in the same manner as set out in subsection 4 (4) and by the persons mentioned in subsection 4 (3) with necessary modifications.

(5) For the purposes of this section, addressing snow accumulation on a sidewalk includes,

- (a) plowing the sidewalk;
- (b) salting the sidewalk;
- (c) applying abrasive materials to the sidewalk;
- (d) applying other chemical or organic agents to the sidewalk; or
- (e) any combination of the methods described in clauses (a) to (d).

Snow accumulation on sidewalks, significant weather event

16.4 (1) If a municipality declares a significant weather event relating to snow accumulation, the standard for addressing snow accumulation on sidewalks until the declaration of the end of the significant weather event is,

- (a) to monitor the weather in accordance with section 3.1; and
- (b) if deemed practicable by the municipality, to deploy resources to address snow accumulation on sidewalks starting from the time that the municipality deems appropriate to do so.

(2) If the municipality complies with subsection (1), all sidewalks within the municipality are deemed to be in a state of repair with respect to any snow present until 48 hours following the declaration of the end of the significant weather event by the municipality.

(3) Following the end of the weather hazard in respect of which a significant weather event was declared by a municipality under subsection (1), the municipality shall,

- (a) declare the end of the significant weather event when the municipality determines it is appropriate to do so; and
- (b) address snow accumulation on sidewalks in accordance with section 16.3.

Ice formation on sidewalks and icy sidewalks

16.5 (1) Subject to section 16.6, the standard for the prevention of ice formation on sidewalks is to,

- (a) monitor the weather in accordance with section 3.1 in the 24-hour period preceding an alleged formation of ice on a sidewalk; and

- (b) treat the sidewalk if practicable to prevent ice formation or improve traction within 48 hours if the municipality determines that there is a substantial probability of ice forming on a sidewalk, starting from the time that the municipality determines is the appropriate time to deploy resources for that purpose.
- (2) If ice forms on a sidewalk even though the municipality meets the standard set out in subsection (1), the sidewalk is deemed to be in a state of repair in respect of ice until 48 hours after the municipality first becomes aware of the fact that the sidewalk is icy.
- (3) The standard for treating icy sidewalks after the municipality becomes aware of the fact that a sidewalk is icy is to treat the icy sidewalk within 48 hours, and an icy sidewalk is deemed to be in a state of repair for 48 hours after it has been treated.
- (4) For the purposes of this section, treating a sidewalk means applying materials including salt, sand or any combination of salt and sand to the sidewalk.

Icy sidewalks, significant weather event

16.6 (1) If a municipality declares a significant weather event relating to ice, the standard for addressing ice formation or ice on sidewalks until the declaration of the end of the significant weather event is,

- (a) to monitor the weather in accordance with section 3.1; and
 - (b) if deemed practicable by the municipality, to deploy resources to treat the sidewalks to prevent ice formation or improve traction, or treat the icy sidewalks, starting from the time that the municipality deems appropriate to do so.
- (2) If the municipality complies with subsection (1), all sidewalks within the municipality are deemed to be in a state of repair with respect to any ice which forms or is present until 48 hours after the declaration of the end of the significant weather event by the municipality.
- (3) Following the end of the weather hazard in respect of which a significant weather event was declared by a municipality under subsection (1), the municipality shall,
- (a) declare the end of the significant weather event when the municipality determines it is appropriate to do so; and
 - (b) address the prevention of ice formation on sidewalks or treat icy sidewalks in accordance with section 16.5.

Winter sidewalk patrol

16.7 (1) If it is determined by the municipality that the weather monitoring referred to in section 3.1 indicates that there is a substantial probability of snow accumulation on sidewalks in excess of 8 cm, ice formation on sidewalks or icy sidewalks, the standard for patrolling sidewalks is to patrol sidewalks that the municipality selects as representative of its sidewalks at intervals deemed necessary by the municipality.

(2) Patrolling a sidewalk consists of visually observing the sidewalk, either by driving by the sidewalk on the adjacent roadway or by driving or walking on the sidewalk or by electronically monitoring the sidewalk, and may be performed by persons responsible for patrolling roadways or sidewalks or by persons responsible for or performing roadway or sidewalk maintenance activities.

Closure of a highway

16.8 (1) When a municipality closes a highway or part of a highway pursuant to its powers under the Act, the highway is deemed to be in a state of repair in respect of all conditions described in this Regulation from the time of the closure until the highway is re-opened by the municipality.

- (2) For the purposes of subsection (1), a highway or part of a highway is closed on the earlier of,
- (a) when a municipality passes a by-law to close the highway or part of the highway; and
 - (b) when a municipality has taken such steps as it determines necessary to temporarily close the highway or part of a highway.

Declaration of significant weather event

16.9. A municipality declaring the beginning of a significant weather event or declaring the end of a significant weather event under this Regulation shall do so in one or more of the following ways:

1. By posting a notice on the municipality's website.
2. By making an announcement on a social media platform, such as Facebook or Twitter.
3. By sending a press release or similar communication to internet, newspaper, radio or television media.
4. By notification through the municipality's police service.
5. By any other notification method required in a by-law of the municipality.

Commencement

16. This Regulation comes into force on the day it is filed.

Made by:

KATHRYN MCGARRY
Minister of Transportation

Date made: May 2, 2018

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City of Mississauga
Corporate Report



Date: 2019/05/29

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:
2019/06/12

Subject

Winter Maintenance Pressures

Recommendation

1. That the request for proposal for the new winter maintenance contract include provisional items for secondary sidewalk winter maintenance; residential windrow clearing; timing of winter maintenance on bus stops and priority sidewalks; clearing of secondary roads to bare pavement; physically removing snow from designated priority bike lanes; and, Hurontario LRT winter maintenance, as outlined in the report from the Commissioner of Transportation and Works, dated May 29, 2019 and entitled "Winter Maintenance Pressures".
2. That staff report back to General Committee on the results of the request for proposal on the new winter maintenance contract, including recommendations regarding winter maintenance service levels over the duration of the new contract, as outlined in the report from the Commissioner of Transportation and Works, dated May 29, 2019 and entitled "Winter Maintenance Pressures".

Report Highlights

- Currently, the City of Mississauga clears 5,600 lane kilometres (3,360 lane miles) of roads. Of that, approximately 4,000 kilometres (2,400 lane miles) are priority roads and approximately 1,600 kilometres (960 lane miles) are secondary roads.
- The City of Mississauga currently has 2,400 kilometres (1,500 miles) of sidewalks, 1,700 kilometres (1,100 miles) of which are included in the City's winter maintenance program.
- 174 residents were enrolled in the 2018/2019 Driveway Windrow Snow Clearing program. This program continues to be an option for seniors and people with physical disabilities who would like assistance with clearing their windrows. With the exception of residents enrolled in this program, the City does not clear windrows caused by winter maintenance activities.
- Winter maintenance on the Hurontario LRT (HLRT) will require additional resources and

equipment to maintain this new infrastructure. This could impact winter maintenance activities as early as late 2019 when construction is targeted to commence on the HLRT, and during the course of the next winter maintenance contract.

- The City's existing Winter Maintenance contract has completed the fifth of seven years expiring in April of 2021. Staff will bring a report to General Committee in the spring of 2020, which will outline the results of the tender and make recommendations on related winter maintenance services levels.
- The contract review period presents an opportunity to evaluate possible changes to winter maintenance operations and identify related costs. A preliminary estimate of the cost of these options is \$31.2M (including \$5.4M for land purchase) the first year and \$25.7M annually thereafter.

Background

In response to questions raised by Councillors Ras and Parrish at the General Committee meeting of February 13, 2019, the Commissioner, Transportation and Works, indicated that staff would report on the feasibility of clearing sidewalks and windrows on secondary (residential) roads. The purpose of this report is to provide updated information on sidewalk and windrow snow clearing on secondary roads. This report also provides information on other re-occurring winter maintenance issues.

At its meeting of June 25, 2014, the Budget Committee approved a report from the Commissioner of Transportation and Works dated June 6, 2014 and entitled "Winter Maintenance Operations". This report indicated that in 2014, the cost to perform winter maintenance on residential sidewalks would be approximately \$3M annually, including the cost for additional leased space to store the additional vehicles and equipment to perform this additional service. A copy of this report is attached as Appendix 1.

Council-approved Winter Maintenance Levels of Service

Winter maintenance is performed through the use of City staff and contractors. Currently, 10% of the equipment used for winter maintenance is City-owned. Contractors provide the remaining 340 pieces of equipment through the City's winter maintenance contract. This number has consistently increased over the past two contracts as it is not economically efficient for the City to purchase this type of single-use winter equipment as the program grows. This model is consistent with other large municipalities in the Greater Toronto Area.

Council has approved levels of service for winter maintenance of priority roads, secondary roads, dead ends, bends, cul-de-sacs, sidewalks, bus stops, pedestrian crossings and snow removal in Business Improvement Areas (BIA's). The levels of service are provided in Appendix 2 and key information is summarized below:

- Priority roads are cleared to bare pavement. Priority roads consist of major roads and collector routes and are addressed first to ensure that emergency services and the public can safely travel to hospitals, schools and access public transportation systems and work immediately after a winter event.
- Secondary roads are cleared once priority routes have been completed and are cleared to be safe and passable; bare pavement may not be achievable.
- Winter maintenance activities are performed on sidewalks that have been declared a priority sidewalk. Priority sidewalks are located on arterial, residential and industrial collector roads, transit routes; and, on roadways having school, nursing home and hospital frontage.
- Secondary roads, priority sidewalks, bus stops and pedestrian crossings are addressed after service levels have been met for priority roads.
- Winter maintenance activities are not performed on non-priority (secondary) sidewalks. Residents and businesses are encouraged to clear sidewalks in front of, or adjacent to, their property.
- With the exception of those residents enrolled in the Driveway Windrow Snow Clearing Program, windrows are not cleared.

Currently, the City performs winter maintenance on 5,600 lane kilometres (3,360 lane miles) of road. Of that, approximately 4,000 kilometres (2,400 lane miles) are priority roads and approximately 1,600 kilometres (960 lane miles) are secondary roads.

Comments

Secondary Sidewalk Winter Maintenance

The City of Mississauga has 2,400 kilometres (1,500 miles) of sidewalks. Of that, 1,700 kilometres (1,100 miles) are designated as priority sidewalks and are included in the City's winter maintenance program.

In order to add the remaining 700 kilometres (400 miles) of sidewalk into the winter maintenance program an additional 92 pieces of equipment would be required.

The addition of these units could be implemented as early as the 2019/2020 winter season. To do this, staff from Works Operations and Maintenance (WOM) and Revenue and Materiel Management would source the necessary equipment from contractors through the City's existing winter maintenance contract.

As outlined in the report from the Commissioner of Transportation and Works, dated June 6, 2014 and entitled "*Winter Maintenance Operations*", a location to store this additional equipment would also have to be sourced since the City's Works yards do not have room to safely store additional vehicles and equipment. The report is attached as Appendix 1, as previously mentioned.

The cost of additional storage could be mitigated somewhat by using existing City-owned land, such as recreation centres and community centres. However, suitable locations would have to be available and adequate security fencing, power and lighting would need to be installed.

The cost to provide winter maintenance on secondary sidewalks has been estimated based on the costs in the City's existing winter maintenance contract. It should be noted that when staff requested secondary sidewalk winter maintenance as a provisional item in the last contract, prices were higher than the cost to perform priority sidewalk winter maintenance. This is because sidewalk clearing in densely populated areas is a complex operation. Residential areas often have more obstacles such as encroachments, which can cause operators to drive more slowly and may increase the risk of damage to equipment.

Staff forecast the following costs to perform winter maintenance on secondary sidewalks:

- Operational and standby costs for the additional units of \$1.85M;
- Additional salt costs of \$370,000;
- Additional staffing costs of \$520,000 (one assistant supervisor in each of the four yards to manage service delivery and inspection of the operation, as well address higher service request volume due to service expansion); and,
- Temporary land costs for equipment storage until additional yard capacity is available. Staff continue to evaluate options that could include purchasing property (\$2.7M for a .81 hectare (2.0 acre) site) or leasing land at an estimated annual cost of \$250,000. Alternatively, contractors could be required to source their own storage locations as a condition of the contract. The latter could present operational concerns and may result in higher costs as the contractors would likely pass along the expense with a built in overhead fee to the City.

The following should also be considered when evaluating the addition of this service:

- potential increase in claims due to damages to encroachments such as curbs, landscaping and sprinklers;
- increased call volumes to the Citizen Contact Centre;
- additional windrows placed on driveways from the sidewalk plows;
- increased salt use complaints and impact to pets due to new service on secondary sidewalks;
- increased sod and driveway damage and associated complaints;
- increased use of salt and pretreated salt (4,000 tonnes annually) and resultant negative environmental impacts to natural areas and watercourses;
- purchased land may require rezoning to store equipment and/or material;
- travel times may increase depending on the location of land used to house equipment; and,
- requirements to sustain the program as new sidewalks are constructed.

In summary, the inclusion of all sidewalks could be accommodated for the 2019/2020 winter season, as outlined above, at an increased annual operating cost of \$2.7M. It is recommended, however, that staff include this new service level as a provisional item in the new winter maintenance contract for future consideration. Staff will continue to assess options for temporary land for equipment storage which would add additional costs as reference above.

City-wide Windrow Clearing

The Driveway Windrow Snow Clearing Program had 174 residents enrolled during the 2018/2019 winter season. For the past five seasons, the numbers have fluctuated slightly with an average enrollment of 164. This program continues to be an option for seniors and people with physical disabilities who would like assistance with clearing their windrows. Those who are income qualified are able to receive this service free of charge whereas those that are not, pay a fee of \$200. The program has a maximum capacity of 300 residents.

With the exception of the residents enrolled in the Driveway Windrow Snow Clearing Program, the City does not clear windrows.

Windrow Clearing Programs in Other Municipalities

Staff consulted with the following municipalities regarding their windrow clearing winter maintenance activities: Brampton, Burlington, Hamilton, London, Markham,

Newmarket, Niagara Falls, Oakville, Ottawa, Richmond Hill, Toronto, and Vaughan. A summary of the benchmarking exercise conducted by staff is attached as Appendix 3.

Of the 12 nearby municipalities that were consulted, two municipalities, Richmond Hill and Vaughan, offer a city-wide windrow clearing program; Toronto offers the program to the areas of Etobicoke, North York and Scarborough only; four municipalities namely, London, Newmarket, Niagara Falls and Ottawa do not offer any type of windrow program; Brampton, Burlington, Hamilton, Markham, Oakville and Richmond Hill offer a program for eligible residents only.

It should be noted that in speaking with the City of Toronto regarding their windrow program, complaints related to this program increased by 50% once it was implemented. Staff would expect something similar to this increase if implemented here due to resident expectations for this service.

Based on information received from the municipalities that are currently clearing windrows, staff forecast the following costs for the addition of a city-wide windrow program in our winter maintenance program:

- Operational and standby costs for the additional units of \$5.1M;
- Additional staffing costs of \$520,000 (one assistant supervisor staff in each of the four yards to manage execution and inspection of the operation, as well address service

request volume, which is anticipated to be higher given the experience of other municipalities); and,

- Similar to the sidewalk clearing, temporary land costs for equipment storage would be required until additional yard capacity is available. These costs would be similar and include options such as purchasing property (\$2.7M for a .81 hectare (2.0 acre) site) or leasing land at an estimated annual cost of \$250,000. Alternatively, contractors could be required to source their own storage locations as a condition of the contract.

In summary, the inclusion of a city-wide windrow program could be accommodated for the 2019/2020 winter season, as outlined above, at an increased annual operating cost of \$5.6M. It is recommended, however, that staff include this new service level as a provisional item in the new winter maintenance contract for future consideration. Staff will continue to assess options for temporary land for equipment storage which would add additional costs as reference above.

Other Winter Maintenance Service Level Considerations

Re-occurring Winter Maintenance Issues

In addition to the performance of winter maintenance activities on secondary sidewalks and the clearing of windrows on secondary roads, staff have observed other re-occurring issues with winter maintenance service levels. These are noted below and may present opportunities to review winter maintenance service levels in the future:

3. The timing of winter maintenance on bus stops and sidewalks on priority roads: Existing service levels have bus stops and sidewalks on priority roads addressed after winter maintenance activities are completed on priority roads. A consideration for the future may be to perform winter maintenance activities of bus stops and sidewalks on priority roads at the same time as plowing and/or salting of priority roads. This would provide quicker access for transit and sidewalk use. The cost to increase the level of service for this operation is estimated at \$2.2M annually.
4. Clearing secondary roads to bare pavement: Existing service levels require secondary roads to be made safe and passable and not cleared to bare pavement. The cost to increase the level of service for this operation is estimated at \$7.0M annually.
5. Winter maintenance on bike lanes: Bike lanes are salted and cleared of snow and ice as part of winter maintenance activities on priority roads. However, snow and ice tends to re-accumulate in bike lanes as a result of a lack of available snow storage space and freeze/thaw cycles. In the future, designating some bike lanes as priority bike lanes and physically removing snow and ice from them may be a more effective practice. The City's Active Transportation office, in consultation with the Mississauga Cycling Advisory Committee could designate the priority bike lanes for winter maintenance, subject to Council approval. The cost to perform enhanced snow removal from priority bike routes would be approximately \$5.2M annually.

Hurontario LRT Project

Winter maintenance on the HuLRT will require additional resources and equipment to maintain this new infrastructure. This could impact winter maintenance activities as early as late 2019 when construction is targeted to commence on the HLRT and during the course of the next winter maintenance contract.

The construction of the HuLRT will present winter maintenance challenges given the lack of space to store snow on the road. This will require additional, specialized equipment to remove snow from the road allowance and transport it to snow storage sites and will increase the City's snow storage requirements. WOM's existing snow storage sites are at capacity and new snow storage locations will need to be identified. The cost to perform snow removal from the HRLT would be approximately \$3.0M annually.

Snow storage capacity will continue to be a consideration upon completion of HuRLT construction. Storage space in the boulevard will be limited and clearing of boulevard infrastructure such as sidewalk, cyclepath and a possible multi-use trail will add to snow volume. This will mean an increase in snow removal activities after every plowing event.

Winter Maintenance Contract

The City's existing Winter Maintenance contract has completed the fifth of seven years and expires in April of 2021. Staff have commenced work on the new contract. The new contract is targeted to be awarded in summer of 2020 and would commence in the fall of 2021 for the 2021/2022 winter season. It is recommended that the new contract include provisional items for the following:

- secondary sidewalk winter maintenance;
- residential windrow clearing;
- changes to winter maintenance on bus stops and priority sidewalks;
- clearing of secondary roads to bare pavement;
- snow removal from priority bike lanes; and,
- HLRT winter maintenance.

Including these items in the request for proposal as provisional items will assist staff in determining the actual cost of these items and identify any related winter maintenance service level changes for Council's consideration.

Further, given the space limitations at the existing Works yards to store any additional vehicles and equipment required for winter maintenance, the request for proposal for the next winter maintenance contract will also seek costing options for contractors to provide local storage for winter maintenance vehicles and equipment.

Regarding existing operational yard capacity, staff in Community Services and Transportation and Works are currently:

- Assessing the capacity of the Parks, Forestry and Environment (PFE) Division and WOM Division's four shared yards, the PFE yard at 950 Burnhamthorpe and various PFE satellite yard locations.
- Assessing the capacity of the present WOM snow storage locations.
- Identifying the PFE and WOM Division's yard requirements in the short, medium and long-term.
- Justifying short, medium and long-term yard and snow storage requirements using industry best practices, benchmarking, measurable data and quantifiable outcomes.
- Developing a strategy and implementation plan to meet the PFE and WOM Division's short-term yard requirements, as well as the WOM Division's short-term snow storage requirements, considering industry best practices in service delivery, environmental sustainability and energy efficiency.
- Developing a strategy and implementation plan to meet the PFE and WOM Division's medium and long-term yard requirements, as well as the WOM Division's medium and long-term snow storage requirements, considering industry best practices in service delivery, environmental sustainability and energy efficiency.

The results of the above-mentioned review will be built into the 2021 Business Plan and form the basis of a Yards Master Plan.

Staff will provide a report to General Committee in the spring of 2020 to outline the results of the Winter Maintenance tender and make recommendations on related winter maintenance services levels.

Financial Impact

The City's current winter maintenance contract had a budget of \$15.6M for the 2018 winter season. Early estimates for potential changes to service levels based on requests and opportunities for improvement are as follows:

- | | |
|---|---|
| • Secondary Sidewalk Program | \$2.8M annually (plus temporary land costs) |
| • City-Wide Windrow Program | \$5.6M annually (plus temporary land costs) |
| • Enhance Bus Stop and Sidewalk Program | \$2.2M annually |
| • Secondary Routes to Bare Pavement | \$7.0M annually |
| • Snow Removal on Priority Bike Routes | \$5.2M annually |
| • HuLRT winter maintenance | \$3.0M annually |

It is recommended that these items be included in the upcoming request for tender for the new winter maintenance contract as provisional items. These will be reported back to Council in the Spring of 2020 for future direction.

Conclusion

The report provides updated information and estimated costs for six enhanced levels of service options for consideration in the winter maintenance program. It is recommended that these items be included in the upcoming tender for the new winter maintenance contract as provisional items. This will enable staff to present Council with the actual costs from a competitive procurement process for consideration and future direction.

Attachments

Appendix 1: Report from the Commissioner of Transportation and Works, dated June 6, 2014 and entitled "Winter Maintenance Operations"

Appendix 2: Existing Council-approved Levels of Service for Winter Maintenance

Appendix 3: Actions of Other Municipalities – Windrow Clearing Winter Maintenance Activities



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

Prepared by: Scott Holmes, C.E.T., Senior Manager, Works Administration, Operations and Maintenance



Corporate Report

Clerk's Files

Originator's Files MG.23.REP



DATE: June 6, 2014

TO: Chair and Members of Budget Committee
Meeting Date: June 25, 2014

FROM: Martin Powell, P.Eng.
Commissioner, Transportation and Works

SUBJECT: Winter Maintenance Operations

- RECOMMENDATION:**
1. That the Purchasing Agent be authorized to award a seven-year contract for the 2014/2015, 2015/2016, 2016/2017, 2017/2018, 2018/2019, 2019/2020 and 2020/2021 winter seasons to the vendors as outlined in Appendix 2 of the Corporate Report dated June 6, 2014 from the Commissioner of Transportation and Works Department for the provision of winter maintenance services.
 2. That Council provide direction regarding the addition of Secondary Sidewalks Winter Maintenance as a new service level with an estimated annual cost of \$3.0 million which equates to a 0.8% tax rate increase in 2015.
 3. That subject to Council approval of the new service level for Secondary Sidewalks Winter Maintenance that the 2014 Sidewalk Snow Clearing budget be increased by \$1.1 million and be funded from the Reserve for Winter Maintenance.
 4. That subject to Council Approval of the new service level for Secondary Sidewalks Winter Maintenance that the City's 2014 full time equivalent be increased by two.

5. That the Purchasing Agent be authorized to renew the existing contract as a single source for a period of seven years to Webtech Wireless Inc. in the estimated amount of \$2.1 million for the provision of GPS/AVL and Software as a Service for the Fleet Management System.
6. That a new project for the (PN14192) West Credit Snow Storage site be established with a gross budget of \$480,000, recovery of \$24,000 and net budget of \$456,000.
7. That the West Credit Temporary Snow Storage Site project be funded from the Capital Reserve Fund (Account #33121) for \$456,000.

**REPORT
HIGHLIGHTS:**

- The 2013/14 winter season was the final year of the previously approved five year Winter Maintenance Contract.
- A new Winter Maintenance Contract was tendered with an increase in duration from five to seven years.
- A review of the City's winter maintenance operations was completed and several changes have been incorporated into the new tender that will improve efficiency and effectiveness of operations.
- A provisional item was included in Winter Maintenance Contract tender to identify the cost of adding Secondary Sidewalks Winter Maintenance as a new service level for the municipality.
- The annual cost to add a new level of service for Secondary Sidewalks Winter Maintenance is \$3.0 Million.
- The previous five-year GPS/AVL Fleet Management System contract expires in 2014 with Webtech Wireless Inc. The new contract is proposed as a single source award for seven years plus an optional three years to align with the timing and award of the new seven year Winter Maintenance Contract.
- A temporary snow storage facility is proposed to be established in the North West quadrant of the city by utilizing recently purchased city lands.

BACKGROUND:

The winter season of 2013/2014 was the final year of the five-year Winter Maintenance Contract (Procurement FA.49.133-09). A new Winter Maintenance Contract has now been tendered (Procurement FA.49.324-14). During the past few winter seasons, a number of operational issues had been identified with respect to the provided levels of service and quality of the snow clearing operations. In response to these issues, a review of winter maintenance operations was completed. The new Winter Maintenance Tender incorporated changes from the previous contract to address these issues. In an effort to secure competitive pricing, to acquire the appropriate winter maintenance vehicles and to meet evolving industry standards, a new seven-year contract period was chosen.

Requests were received by the Transportation & Works Department to evaluate an increased level of service for sidewalks so that all sidewalks in the municipality (Priority Sidewalks and Secondary Sidewalks) receive winter maintenance. Currently only Priority Sidewalks receive winter maintenance. The estimated budget for the addition of Secondary Sidewalks was presented at the February 19, 2014 Transportation Committee. In an effort to get an accurate costing for this service, a provisional item was included in the new Winter Maintenance Contract tender. A full updated costing to add this new service is included in this report.

The existing GPS/AVL Fleet Management System Contract (Procurement FA.49.121-09) expires in 2014. It is proposed that this contract be renewed (Procurement FA49.441-14) for a term of seven years to align with the timing and award of the new seven year Winter Maintenance Contract. This renewal contract will allow the City to transition from hardware ownership to a lease arrangement to take advantage of changing technology for future hardware upgrades.

Currently the City has very limited snow storage capacity. Depending on the amount of snowfall received, the facilities currently used can quickly reach capacity. Snow removal requirements also continue to grow with increased expectations in BIA's, Transit Stops including the Transitway, dead ends and the desire to maintain sight lines.

Long term permanent snow storage solutions have been identified and are incorporated into the Business Plan for future considerations. An opportunity currently exists to utilize recently purchased city owned land for snow storage capacity in the North West quadrant of the city. This will help bridge the gap until permanent solutions are available.

Based on the above, this report will cover the following items:

1. New Winter Maintenance Contract Tender
2. Secondary Sidewalks Winter Maintenance
3. GPS/AVL Fleet Management System - Contract Renewal
4. Snow Storage Requirements

COMMENTS:**New Winter Maintenance Contract Tender**

The new tender for winter maintenance included the provision of contracted equipment and crews to perform various snow and ice control activities throughout the City of Mississauga for a seven year period covering the 2014 through 2021 winter seasons. A seven year period was selected to take advantage of more competitive pricing that is expected for a longer contract.

In preparation for the tender, Transportation and Works staff reviewed winter maintenance operations with a focus to ensure operational efficiency and establish equipment levels to provide Council approved service levels for winter operations.

Material Management publicly advertised a call for 14 items including one provisional item for the winter maintenance of all secondary sidewalks throughout the City for tenders to supply of various winter equipment/crews, and vendors were invited to submit bids for one or more of the 14 items listed for the 2014/2015 winter season. Each item specified a minimum number of units to be bid and allowed unit price bids to be submitted for standby.

For the first 10 items and item 14 (provisional item for all Secondary Sidewalks), the tender established hourly operational rates for the specified equipment/crews. Items 11 and 12 in the tender invited vendors to submit unit price bids for the operation of snow removal/melting crews. Item 13 is specified as an operational rate only for anti-icing purposes.

The tender provides a price adjusting index per winter season over the duration of the contract to increase or decrease the standby and operational unit prices for the subsequent winter seasons (2015 through 2021). The price adjusting index will be based on the Consumers Price Index for Ontario (all items), as recorded by Statistics Canada, for the annual percentage change from September to September on each year.

A total of 83 vendors registered for this procurement where 48 bid submissions were received.

Appendix 1 outlines all bids received for the 2014/2015 winter season for all 14 tendered items.

Appendix 2 provides detailed bid costs for the recommended vendors and equipment/crews required for each of the 14 tendered items for the contract duration. The equipment/crews will allow Transportation and Works to meet the services levels approved by Council.

The Winter Maintenance Contract Tender was reviewed and analyzed by Transportation and Works staff. In addition, staff from Materiel Management and Financial Services also reviewed the bids and evaluation process.

The tenders were evaluated based on the lowest bids received from the number of equipment/crews identified for each of the items. In addition, tenders were evaluated as to the capabilities and experience of the vendors, including equipment suitability.

In this tender, there were items included to expand the City's anti-icing program. Presently, we use our own water trucks to place brine (a salt water solution) on our bridges and steep hills and curves to help minimize slippery conditions including the formation of black ice. We are now planning on providing this operation on all our arterial roads throughout the City as an enhanced winter service level. We will have dual purpose vehicles that have side saddle tanks as well as an item for water tankers to help with this operation

The anti-icing program has been expanded to allow the city to meet recent changes to the provincial Minimum Maintenance Standards

(MMS). This program reduces liability risk for the city by reducing or preventing the formation of black ice and also helps reduce the bonding of snow to the roadway which improves plowing efficiency. The anti-icing program places a brine solution on the roadway in key areas which will now include arterial roads. Anti-icing can be achieved prior to the snow event and can remain in place for several days.

Also included in this tender were some equipment changes. In an effort to reduce sod damage, sidewalk skid steer machines were removed and replaced with standard sidewalk tractor plows which allow for better steering capability. The number of street tractor plows were reduced and replaced with single axle dual purpose vehicles. This will allow the routes to be plowed and salted at the same time improving efficiency and providing cost savings. Similarly, graders used in the Malton District were replaced with dual purpose vehicles. A snow melting machine was removed from the tender resulting in a savings of \$100,000 per season in standby costs alone.

Based on the challenges faced in clearing sidewalks during larger snow events, snow blower attachments were included for the sidewalk machines. This will allow the sidewalks to be cleared with greater efficiency in large volume snow events reducing the number of required passes.

Sidewalk Winter Maintenance Level of Service

A Corporate Report was presented to Transportation Committee on February 19, 2014 where the cost to undertake sidewalk winter maintenance on all Secondary Sidewalks was presented. In an effort to refine the cost estimate, staff included provisional items for this work in the current tender. The level of service included in the tender is based on meeting the Provincial Minimum Maintenance Standards. The tender has closed and the updated cost estimate is presented in this report.

To clear Secondary Sidewalks, an additional 1,000 km (621 miles) of sidewalks need to be added. Based on the tender process it is calculated that the annual cost would be \$3.0 million for an average winter. This cost estimate includes standby and operational costs for

contracted equipment, additional costs for pretreated salt, additional staff resources, cost to repair sod and boulevard damages from encroachments and cost to lease land for equipment storage and dispatching. Leasing of land was considered a more economical approach to land purchase costs.

The following should be considered when evaluating the addition of this service:

- Potential increase in claims due to boulevard damages to encroachments such as curbs, gardens and sprinklers;
- An expected increase in calls to the 311 call centre;
- Additional windrows placed onto driveways from sidewalk plows;
- Complaints regarding salt use and the impact to pets due to higher pet usage in these areas;
- Increase in sod damages and associated complaints; and
- Increase in pretreated salt usage (5,000 to 6,000 tonnes) and resultant negative environmental impacts to natural areas and watercourses

GPS/AVL Fleet Management System – Contract Renewal

The GPS/AVL Fleet Management System is a web based solution, Software as a Service (SAAS) that allows the city to monitor its winter operations, contractor vehicles as well as the city's mobile fleet assets. The system previously selected was competitively bid, and Webtech Wireless Inc. was the successful vendor for providing mobile telematics portfolio. The renewal contract allows the City to transition from hardware ownership to a lease arrangement from 2014 through 2021 to take advantage of changing technology for future hardware upgrades and aligning with the seven year Winter Maintenance Contracts starting form 2014/2014 winter season.

Transitioning from a hardware ownership to a lease arrangement is very advantageous to the City. Any issues that arise during the term of the contract are covered by a service plan. Any hardware failures will be replaced automatically at no cost to the City. The existing units purchased are up to five years old and will be replace and will be upgraded automatically to keep pace with technological advances.

Leasing of these GPS/AVL equipment's will provide flexibility and protection against technological obsolescence. The equipment will be upgraded automatically to keep pace with Technology. Additional equipment can be easily installed should the fleet be expanded. A service plan is part of the lease agreement that includes a turnkey solution covering any related hardware issues, installation and other services as required to maintain GPS/AVL equipment and SAAS Fleet Management System.

The GPS/AVL locator hardware units were designed and manufactured by Webtech Wireless Inc. and functions with their proprietary system. Webtech Wireless Inc. is the exclusive and unique sole source provider to all Webtech Wireless AVL hardware and software. Webtech products have copyrighted proprietary source code and intellectual property that is owned by Webtech Wireless. No other vendor or service provider has the rights or source code for this service offering.

The renewal contract includes additional services such as Route Compliance package, Public Information package to provide service to the Mobile Roads App, Sensors to be installed on all plows that will enable verification of plow up/plow down status, preseason service and "light up" to test functionality and reporting of all hardware locator units, training modules and a hardware maintenance package.

Snow Storage Requirements

In early 2014, the City took ownership of a parcel of land located at 7300 West Credit Avenue. The property is identified for a future transit maintenance and storage facility. Until such time, it is proposed that the lands be available for use by Transportation & Works, Community Services and Enersource for the storage of materials.

In order to utilize a portion of the site for snow storage, an access driveway and asphalt pad will be required to accommodate vehicles and snow placement. Snow melt treatment structures will also be installed to meet environmental requirements.

The use of this parcel of land will have the positive impact of reducing the snow storage requirements at Dunton Park. The park is typically

scheduled for use by the first week of May and with excessive snow storage it is not possible to prepare the park for early season usage without mechanically removing the snow.

Additional future permanent snow storage requirements have been previously identified in the business plan for future consideration. These requirements will be addressed at three future permanent sites including the proposed Loreland South East Works Yard, and two additional locations to be determined in the North West and North Central zones. Further, the City is also currently working with the Region of Peel to find land in the South West quadrant of the city for a shared use facility. The addition of the temporary snow storage site at 7300 West Credit Avenue will alleviate pressure until permanent sites become available.

FINANCIAL IMPACT: Winter Maintenance Tender

Detailed winter contract bid costs by each vendor for each of the 14 items tendered are provided in Appendix 2.

An overall summary of winter contractor costs is provided in Appendix 3. The winter contract standby and operational project costs (excluding H.S.T.) for the first year (2014/15) are summarized as follows:

Standby Cost	Operational Cost	Total Cost
\$9,810,908.66	\$4,015,046.22	\$13,825,954.88

The contract project costs for the first winter season are established as per the tender, while the contract project costs for the subsequent six winter seasons are subject to a consumer price adjusting index (CPI) which may increase or decrease the seasonal contract project costs.

The unadjusted seven-year contract project cost is estimated to be valued at \$96,781,683.60 (excl. HST).

The 2015 Preliminary Budget included an expected inflation increase of approximately \$0.7 million. When added to the approved 2014 budget of \$14.5 million, the total 2015 preliminary budget was \$16.2

million.

If the tender is awarded as recommended in this report, the estimated 2015 Winter Maintenance Cost is \$15,176,000 as shown in Appendix 3. This results in a \$971k reduction in the 2015 estimated original budget.

Secondary Sidewalk Winter Maintenance Level of Service

To add a new service level of Secondary Sidewalk Winter Maintenance an annual budget of \$3.0 million which equates to a 0.8% tax rate increase in 2015 is required. These costs would be required to fund contract costs associated with the works as well as additional staff to supervise and inspect the work.

As the new service level will begin in the Fall of 2014, the 2014 sidewalk winter maintenance budget will need to be increased by \$1.1 million and funded from the Reserve for Winter Maintenance. Two new full time positions would need to be hired in 2014 which would require Council approval.

The 2014 costs will need to be recovered from the Reserve for Winter Maintenance. The balance in this Reserve is \$8.3 million but this may change at year end due to over expenditures as a result of the severe winter weather.

GPS/AVL Fleet Management System – Contract Renewal

A monthly leasing unit price including a service plan and GPS/AVL hardware installation on all vehicles has been obtained. The unit leasing price also includes all desired reporting, public information services, winter light up and professional services.

Annual Lease of Hardware	Annual Lease of Services (SAAS)	Extended Annual Cost
\$72,735.04	\$224,573.88	\$297,308.92

Snow Storage Requirements

In order to facilitate use of the 7300 West Credit Avenue site for snow storage purposes, the site will need to be upgraded. This will require the installation of an access road, earthworks, granular and asphalt, storm sewers and culvert installation, snow melt treatment structures and fencing for a total cost estimate of \$480,000. It is anticipated that a recovery cost share for the access road in the amount of \$24,000 can be obtained giving a net cost of \$456,000.

A new capital project (PN 14-192) for the West Credit Temporary Snow Storage Site will need to be created which will be funded from the Capital Reserve Fund (Account #33121).

CONCLUSION:

Winter Maintenance Tender

The Transportation and Works Department recommends that a seven year contract be awarded to the vendors as outlined in Appendix 2 of this report. A seven year contract period as well as process improvements identified in the tender have resulted in very competitive bid prices.

The equipment levels recommended incorporate the Council approved enhanced level of service for priority sidewalk and bus stop winter maintenance as per the October 16, 2008 Corporate Report from the Commissioner of Transportation and Works.

The funding for the recommended bid award for the Winter Maintenance Tender is within budget for the proposed budget amount for 2015.

Sidewalk Winter Maintenance Level of Service

In non-priority areas the City has adopted the practice of regularly

requesting residents to cooperate with the City by clearing sidewalks adjoining their property through advertisements, flyers and staff visits in response to complaints on non-priority sidewalks. This practice has worked well on non-priority sidewalks.

Adding this new service of winter maintenance on non-priority sidewalks, which generally has lower pedestrian and vehicular roadway counts, would have a substantial impact on the winter maintenance budget and require an additional \$3.0 million annually in funding. Original estimates included land purchase costs in order to store the required winter equipment. This has now been included as a land lease and it is anticipated that land will be available for lease in the required areas. It is expected that resident complaints will increase significantly due to windrows left behind from sidewalk plows, damages to sod and other encroachments, effect of salt on pets and the general increase of salt impacts to our watercourses and natural areas.

GPS/AVL Fleet Management System – Contract Renewal

The current contract for GPS/AVL Fleet Management System expires in 2014 with Webtech Wireless Inc. The new contract renewal is proposed as a single source award for seven years to align with the timing and award of the new seven year Winter Maintenance Contract. A monthly leasing unit price arrangement has been obtained which includes service plan and GPS/AVL hardware installation on all vehicles.

Snow Storage Requirements

Utilizing the property located at 7300 West Credit Avenue will provide a temporary snow storage facility. This will alleviate the issues from the snow storage at Dunton Park by reducing snow storage requirements at that location. This will allow Parks Department to bring early spring programs online reducing concern for potential program start delays.

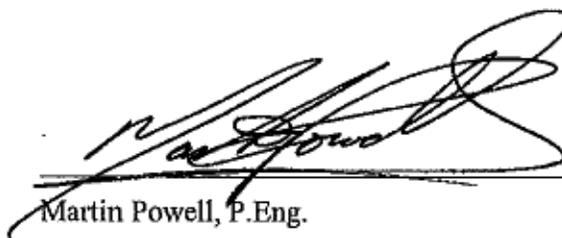
This temporary snow storage facility will provide temporary measures until such time as additional permanent snow storage sites becomes available through the development of the Loreland Works Yard, the proposed North-West and North Central sites as well as additional snow storage through a shared joint facility with the region of Peel which is currently under study.

ATTACHMENTS:

Appendix 1: Winter Maintenance Tender Bids Received

Appendix 2: 2014/15 Costs

Appendix 3: Winter Contractor Costs



Martin Powell, P.Eng.

Commissioner of Transportation and Works

Prepared By: Bob Levesque, P.Eng.

Manager, Works Maintenance and Operations

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14

BIDS RECEIVED

**ITEM 1: DUAL PURPOSE TANDEM AXLE SPREADER/PLOW TRUCK WITH OPERATOR
C/W PLOW AND WING, SPREADER BOX, DUAL SIDE OR REAR SPINNERS,
AND ELECTRONIC SPREADER CONTROL SYSTEM**

Winter Season
2014/2015 Winter Season

Operational Amount per Unit (excl. HST)
\$65.00 per hour x 200 hours = \$13,000.00

Order	Vendor	2014/2015 Bid Amount Per Unit (Excl. HST)	No. of Units Offered (Min. 15 Units)	Comments
1	PACIFIC PAVING 5845 Luke Road, Suite 204 Mississauga, ON L4W 2K5	\$59,835.00	19	19 units required
2	BONUM CONTRACTING INC. 11 Hugo Road Brampton, ON L6P 1W4	\$60,705.00	20	20 units required
3	MELROSE PAVING CO. LTD. 3540 Hawkestone Rd. Mississauga, ON L5C 2V2	\$67,238.70	25	10 of 25 units required
4	A & G THE ROAD CLEANERS LTD. 47 Simpson Road Bolton, ON L7E 2R6	\$67,375.00	21	Units not required
5	742731 ONTARIO INC. o/a HART LAKE INDUSTRIES 15276 Dixie Rd. Caledon, ON L7C 2M3	\$67,955.00	19	Units not required
6	RAFAT GENERAL CONTRACTOR INC. 8850 George Bolton PKWY Caledon, ON L7E 2Y4	\$71,000.00	19	Units not required
7	S&J GRERI TRUCKING LTD. 4111 Clevedon Drive Mississauga, ON L4Z 1J4	\$72,435.50	19	Units not required
8	STEED AND EVANS LIMITED 3000 Amenl Line St. Jacobs, ON N0B 2N0	\$85,500.00	19	Units not required

Total Units Available: 142

Total Units Required: 49

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14

BIDS RECEIVED

**ITEM 2: DUAL PURPOSE TANDEM AXLE SPREADER/PLOW TRUCK WITH OPERATOR
C/W PLOW AND WING, SPREADER BOX, DUAL SIDE OR REAR SPINNERS,
DIRECT LIQUID APPLICATION CAPABILITY AND ELECTRONIC SPREADER CONTROL SYSTEM**

Winter Season Standby Days Per Unit Operational Amount per Unit (excl. GST)
2014/2015 Winter Season 145 Days (\$65.00 per hour x 200 hours) = \$65.00 per hr x 35 hours) = \$15,275.00

Order	Vendor	2014/2015 Bid Amount Per Unit (Excl. HST)	No. of Units Offered (Min. 6 Units)	Comments
1	BONUM CONTRACTING INC. 11 Hugo Road Brampton, ON L6P 1W4	\$64,430.00	6	6 units required
2	A & G THE ROAD CLEANERS LTD. 47 Simpson Road Bolton, ON L7E 2R6	\$71,825.00	15	9 of 15 units required
3	RAFAT GENERAL CONTRACTOR INC. 8850 George Bolton PKWY Caledon, ON L7E 2Y4	\$75,415.67	6	Units not required
4	PAVE-TAR CONSTRUCTION LTD. 388 Watline Avenue Mississauga, ON L4Z 1X2	\$76,900.00	7	Units not required
6	2375072 OTARIO INC. 1230 Mid-way Blvd. Mississauga, ON L5T 2B8	\$77,190.00	10	Units not required
6	STEED AND EVANS LIMITED 3000 Ament Line St. Jacobs, ON N0B 2N0	\$89,355.00	6	Units not required

Total Units Available: 60

Total Units Required: 15

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14**BIDS RECEIVED**

**ITEM 3: DUAL PURPOSE SINGLE AXLE SPREADER/PLOW TRUCK WITH OPERATOR
C/W PLOW AND WING, SPREADER BOX, DUAL SIDE OR REAR SPINNERS,
AND ELECTRONIC SPREADER CONTROL SYSTEM**

Winter Season Standby Days Per Unit Operational Amount per Unit (excl. GST)
2014/2015 Winter Season 145 Days \$60.00 per hour x 200 hours = \$12,000.00

Order	Vendor	2014/2015 Bid Amount Per Unit (Excl. HST)	No. of Units Offered (Min. 10 Units)	Comments
1	RAFAT GENERAL CONTRACTOR INC. 8850 George Bolton PKWY Caledon, ON L7E 2Y4	\$48,250.00	10	10 units required
2	PACIFIC PAVING 5845 Luke Road, Suite 204 Mississauga, ON L4W 2K5	\$58,110.00	10	10 units required
3	PAVE-TAR CONSTRUCTION LTD. 366 Watline Avenue Mississauga, ON L42 1X2	\$59,705.00	20	20 units required
4	742731 ONTARIO INC. o/a HART LAKE INDUSTRIES 15276 Dixie Rd. Caledon, ON L7C 2M3	\$62,460.00	10	3 of 10 units required
5	FERMAR PAVING LIMITED 1921 Albion Rd. Rexdale, ON M9W 6S9	\$65,625.25	20	Units not required
6	T. BOLTON SOD CO. LIMITED 9043 Country Road 1, R.R. #1 Palgrave, ON L0N 1P0	\$65,940.00	10	Units not required
7	STEED AND EVANS LIMITED 3000 Arment Line St. Jacobs, ON N0B 2N0	\$79,555.00	10	Units not required
8	DEFINA HAULAGE LTD. 42 Prince Adam Crt. King City, ON L7B 1M1	\$80,585.00	20	Units not required
9	ASHLAND PAVING LTD. 340 Bowes Rd. Concord, ON L4K 1K1	\$82,325.00	15	Units not required
10	2375072 OTARIO INC. 1230 Mid-way Blvd. Mississauga, ON L6T 2B8	\$83,920.00	10	Units not required
11	GAZZOLA PAVING LIMITED 529 Carlingview Drive Etobicoke, ON M9W 5H2	\$106,260.00	10	Units not required

Total Units Available: 135

Total Units Required: 43

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14

BIDS RECEIVED

ITEM 4: TANDEM AXLE TRUCK PLOW WITH OPERATOR C/W PLOW AND WING

Winter Season Standby Days Per Unit Operational Amount per Unit (excl. GST)
 2014/2015 Winter Season 103 Days \$65.00 per hour x 60 hours = \$3,260.00

Order	Vendor	2014/2015 Bid Amount Per Unit (Excl. HST)	No. of Units Offered (Min. 5 Units)	Comments
1	RAFAT GENERAL CONTRACTOR INC. 8850 George Bolton PKWY Caledon, ON L7E 2Y4	\$34,150.00	6	6 units required
2	CLEANSITE DISPOSAL INC. 118 Bloomsbury Ave. Brampton, ON L6P 2X1	\$35,592.00	6	6 units required
3	A & G THE ROAD CLEANERS LTD. 47 Simpson Road Bolton, ON L7E 2R6	\$36,725.00	6	6 units required
4	2375072 OTARIO INC. 1230 Mid-way Blvd. Mississauga, ON L6T 2B8	\$43,214.00	4	3 of 4 units required
5	STEED AND EVANS LIMITED 3000 Ament Line St. Jacobs, ON N0B 2N0	\$48,168.00	4	Units not required
6	JOHN EEK & SON LTD. 190 Artesian Parkway P.O. Box 149 Bradford, ON L3Z 2A7	\$57,428.00	6	Units not required

Total Units Available: 31

Total Units Required: 20

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14

BIDS RECEIVED

ITEM 5: ARTICUATED LOADER PLOW WITH OPERATORC/W PLOW AND BUCKET

Winter Season Standby Days Per Unit Operational Amount per Unit (excl. GST)
 2014/2015 Winter Season 103 Days \$65.00 per hour x 65 hours = \$4,225.00

Order	Vendor	2014/2015 Bid Amount Per Unit (Excl. GST)	No. of Units Offered (Min. 6 Units)	Comments
1	2415188 ONTARIO INC. o/a JEFFERY BULLOCK R.R. #1 Faversham, ON MoC 1C0	\$29,161.00	12	12 units required
2	ROBERT B. MEISNER CONSTRUCTION INC. 125 Orenda Road Brampton, ON L6W 1W3	\$29,973.97	20	9 of 20 units required
3	614128 ONTARIO LTD. o/a TRISAN CONSTRUCTION 17250 HWY, 27 Schomberg, ON L0G 1T0	\$32,653.00	10	Units not required
4	PACIFIC PAVING 6845 Luke Road, Suite 204 Mississauga, ON L4W 2K5	\$38,165.00	10	Units not required
5	ALTON CENTURY FARMS LTD. 85565 Lucknow Line, R.R. #2 Lucknow, ON N0G 2H0	\$38,970.00	10	Units not required
6	RAFAT GENERAL CONTRACTOR INC. 8850 George Bolton PKWY Caledon, ON L7E 2Y4	\$37,185.00	10	Units not required
7	LAKESIDE CONTRACTING COMPANY LIMITED 3513 Mavis Road Mississauga, ON L6C 1T7	\$40,275.00	10	Units not required
8	ISLINGTON NURSURIES LTD. 1000 Islington Avenue Toronto, ON M6Z 4P8	\$41,620.00	10	Units not required
9	VBN PAVING LIMITED 385 Enford Road, Unit 2 Richmond Hill, ON L4C 3G2	\$44,189.00	10	Units not required
10	SUPCO CONSTRUCTION LIMITED, Suite 381 18-13085 Yonge St. Richmond Hill, ON L4E 0K2	\$50,060.00	10	Units not required
11	MTM LANDSCAPING CONTRACTORS INC. 2034 Dixie Rd. Mississauga, ON L4Y 1Y8	\$210,225.00	10	Units not required

Total Units Available: 122

Total Units Required: 21

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14

BIDS RECEIVED

ITEM 6: TRACTOR PLOW WITH OPERATOR C/W PLOW AND BUCKET

Winter Season Standby Days Per Unit Operational Amount per Unit (excl. HST)
 2014/2016 Winter Season 103 Days \$65.00 per hour x 85 hours = \$5,525.00

Order	Vendor	2014/2016 Bid Amount Per Unit (Excl. HST)	No. of Units Offered (Min. 10 Units)	Comments
1	614128 ONTARIO LTD. o/a TRISAN CONSTRUCTION 17250 HWY. 27 Schomberg, ON L0G 1T0	\$22,507.00	10	10 units required
2	ROBERT B. MEISNER CONSTRUCTION INC. 125 Orenda Road Brampton, ON L6W 1W3	\$29,790.00	10	Units not required
3	CEDAR SPRINGS LANDSCAPE GROUP LIMITED 1328 Butler Road West Aricaster, ON L9G 3L1	\$32,305.00	10	Units not required
4	ALTON CENTURY FARMS LTD. 85565 Lucknow Line, R.R. # 2 Lucknow, ON N0G 2H0	\$34,671.00	10	Units not required
5	1336668 ONTARIO INC. o/a WINSOM LANDSCAPING 11 Veneto Drive Vaughan, ON L4L 8X4	\$34,777.00	10	Units not required
6	DONALDSON CUSTOM FARMING INC. P.O. Box 209, 2390 Haldibrook Rd. Binbrook, ON L0R 1C0	\$34,880.00	10	Units not required
7	RAFAT GENERAL CONTRACTOR INC. 8850 George Bolton PKWY Caledon, ON L7E 2Y4	\$36,425.00	10	Units not required

Total Units Available: 70

Total Units Required: 10

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14**BIDS RECEIVED****ITEM 7: SNOW CLEARING LOADER BACKHOE WITH OPERATOR C/W BUCKET**

Winter Season Standby Days Per Unit Operational Amount per Unit (excl. HST)
 2014/2015 Winter Season 103 Days \$60.00 per hour x 50 hours = \$1,500.00

Order	Vendor	2014/2015 Bid Amount Per Unit (Excl. GST)	No. of Units Offered (Min. 2 Units)	Comments
1	MAVIS GARDEN SUPPLIES CO. LTD. 3539 Mavis Road Mississauga, ON L5C 1T7	\$13,197.00	2	2 units required
2	R-CON CONTRACTING INC. 112 Summitcrest Drive Richmond Hill, ON L4S 1A8	\$16,184.00	12	8 of 12 units required
3	EXTREME LANDSCAPING & CONTRACTING LTD. 60 Bristol Road East Mississauga, ON L4Z 3K8	\$16,287.00	2	Units not required
4	MUNICIPAL MAINTENANCE INC. 52 Proctor Road Schomberg, ON L0G 1T0	\$18,450.00	2	Units not required
4	SUPCO CONSTRUCTION LIMITED, Suite 361 19-13085 Yonge St Richmond Hill, ON L4E 0K2	\$18,450.00	4	Units not required
6	DIAMOND EARTHWORKS CORPORATION 74 Meeley Rd. Bolton, ON L7E 6A7	\$19,401.00	2	Units not required
7	DI BROS INC. 23 Torkork Dr. Toronto, ON M9L 1X9	\$21,952.00	5	Units not required
8	LAKESIDE CONTRACTING COMPANY LIMITED 3513 Mavis Road Mississauga, ON L5C 1T7	\$23,085.00	2	Units not required
9	MADILL FARMS R.R. #3 (Fire #076676) Markdale, ON M0C 1H0	\$23,210.77	13	Units not required
10	RAFAT GENERAL CONTRACTOR INC. 8850 George Bolton PKWY Caledon, ON L7E 2Y4	\$23,600.00	2	Units not required
11	814128 ONTARIO LTD. o/a TRISAN CONSTRUCTION 17250 HWY 27 Schomberg, ON L0G 1T0	\$25,361.00	4	Units not required
12	DEFINA HAULAGE LTD. 42 Prince Adam Crt. King City, ON L7B 1M1	\$25,454.00	2	Units not required
13	1338588 ONTARIO INC. o/a WINSOM LANDSCAPING 11 Veneto Drive Vaughan, ON L4L 8X4	\$28,029.00	2	Units not required
14	IPAC PAVING LTD. 9251 Yonge Street, Suite B - 872 Richmond Hill, ON L4C 9T3	\$31,840.00	3	Units not required
15	2376072 ONTARIO INC. 1230 Mid-way Blvd. Mississauga, ON L5T 2B8	\$33,282.00	2	Units not required

Total Units Available: 59

Total Units Required: 10

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14**BIDS RECEIVED****ITEM 8: SIDEWALK PLOW/SPREADER WITH OPERATOR
C/W PLOW, BLOWER, SPREADER AND MATERIAL FEEDING**

Winter Season Standby Days Per Unit Operational Amount per Unit (excl. HST)
 2014/2015 Winter Season 145 Days \$70.00 per hour x 200 hours + \$75.00 per hr x 50 hrs = \$17,750.00

Order	Vendor	2014/2015 Bid Amount Per Unit (Excl. HST)	No. of Units Offered (Min. 12 Units)	Comments
1	J. DI IORIO CONSTRUCTION LTD. 11 Julland Road Toronto, ON M8Z 2G6	\$30,085.00	14	14 units required
2	614128 ONTARIO LTD. o/a TRISAN CONSTRUCTION 17250 HWY. 27 Schomberg, ON L0G 1T0	\$32,550.00	36	36 units required
3	AQUATECH SOLUTIONS Box 276 Schomberg, ON L0G 1T0	\$33,710.00	24	22 of 24 units not required
4	MUNICIPAL MAINTENANCE INC. 52 Proctor Road Schomberg, ON L0G 1T0	\$35,450.00	12	Units not required
5	SALID INVESTMENTS LTD. 8314 Ninth Line Mississauga, ON L6N 0C1	\$35,491.67	12	Units not required
6	T. BOLTON SOD CO. LIMITED 9043 Country Road 1, R.R. #1 Palgrave, ON L0N 1P0	\$39,810.00	24	Units not required
7	1338568 ONTARIO INC. o/a WINSOM LANDSCAPING 11 Venajo Drive Vaughan, ON L4L 8X4	\$42,855.00	12	Units not required
8	LIMA'S GARDENS & CONSTRUCTION INC. 115 Toryork Drive Toronto, ON M9L 1X6	\$47,060.00	12	Units not required
9	MTM LANDSCAPING CONTRACTORS INC. 2034 Dixie Rd. Mississauga, ON L4Y 1Y8	\$53,576.00	24	Units not required

Total Units Available: 170

Total Units Required: 72

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14**BIDS RECEIVED****ITEM 9: SNOW CLEARING/SPREADING CREW FOR BUS STOPS AND CROSSINGS INCLUDING MATERIAL FEEDING & TRAFFIC PROTECTION C/W EQUIPMENT, OPERATORS AND LABOUR**

Winter Season Standby Days Per Unit Operational Amount per Crew (excl. HST)
 2014/2015 Winter Season 145 Days (\$55.00 per hour x 120 hours) + (\$115.00 per hour x 60 hours) = \$13,500.00

Order	Vendor	2014/2015 Bid Amount Per Crew (Excl. HST)	No. of Crews Offered (Min. 15 Crews)	Comments
1	MUNICIPAL MAINTENANCE INC. 52 Proctor Road Schomberg, ON L0G 1T0	\$32,350.00	45	45 crews required
2	DIAMOND EARTHWORKS CORPORATION 74 Mealey Rd. Bolton, ON L7E 5A7	\$34,561.25	15	15 crews required
3	614126 ONTARIO LTD. o/a TRISAN CONSTRUCTION 17250 HWY. 27 Schomberg, ON L0G 1T0	\$34,670.00	45	17 of 45 crews required
4	R-CON CONTRACTING INC. 112 Summitcrest Drive Richmond Hill, ON L4S 1A8	\$34,960.00	25	Crews not required
5	BONUM CONTRACTING INC. 11 Hugo Road Brampton, ON L6P 1W4	\$35,105.00	25	Crews not required
6	AQUATECH SOLUTIONS Box 276 Schomberg, ON L0G 1T0	\$35,505.00	15	Crews not required
7	ROCKLAND CONTRACTING INC. 2415 Poplar Cres. Mississauga, ON L5J 4H2	\$35,585.00	15	Crews not required
8	2128087 ONTARIO INC. o/a DOBROCON 14398 Gradview Rd. Chellenham, ON L7C 1N5	\$43,660.00	15	Crews not required
9	LIMA'S GARDENS & CONSTRUCTION INC. 116 Toryork Drive Toronto, ON M9L 1X6	\$50,188.00	15	Crews not required
10	CEDAR SPRINGS LANDSCAPE GROUP LIMITED 1326 Butler Road West Ancaster, ON L9G 3L1	\$54,100.00	15	Crews not required
11	VBN PAVING LIMITED 385 Enford Road, Unit 2 Richmond Hill, ON L4C 8Q2	\$62,220.00	16	Crews not required

Total Crews Available: 245

Total Crews Required: 77

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14

BIDS RECEIVED

ITEM 10: SNOW BLOWER WITH OPERATOR (MINIMUM 1.8 M WIDTH)
C/W FRONT MOUNTED DUAL STAGE BLOWER

Winter Season Standby Days Per Unit Operational Amount per Unit (excl. HST)
2014/2015 Winter Season 103 Days \$65.00 per hour x 30 hours = \$1,950.00

Order	Vendor	2014/2015 Bid Amount Per Unit (Excl. HST)	No. of Units Offered (Min. 4 Units)	Comments
1	MAVIS GARDEN SUPPLIES CO. LTD. 3539 Mavis Road Mississauga, ON L6C 1T7	\$22,035.00	4	4 units required
2	614128 ONTARIO LTD. o/a TRISAN CONSTRUCTION 17250 HWY. 27 Schomberg, ON L0G 1T0	\$23,680.00	4	1 of 4 units required
3	AQUATECH SOLUTIONS Box 276 Schomberg, ON L0G 1T0	\$24,713.00	4	Units not required
4	1938588 ONTARIO INC. o/a WINBOM LANDSCAPING 11 Veneto Drive Vaughan, ON L4L 8X4	\$29,142.00	8	Units not required
6	ALTON CENTURY FARMS LTD. 85665 Lucknow Line, R.R. # 2 Lucknow, ON N0G 2H0	\$31,099.00	6	Units not required
8	DONALDSON CUSTOM FARMING INC. P.O. Box 209, 2380 Haldenbrook Rd. Binbrook, ON L0R 1C0	\$36,800.00	4	Units not required

Total Units Available: 28

Total Units Required: 6

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14

BIDS RECEIVED

**ITEM 11: SNOW REMOVAL SERVICES FOR THE TRELAWNY LANES AND TENTH LINE LANES
C/W EQUIPMENT, OPERATORS AND LABOUR**

Winter Season Standby Days Per Unit Operational Amount per Unit (excl. HST)
2014/2015 Winter Season 103 Days Varies per Snow Event

Order	Vendor	2014/2015 Bid Amount Per Unit (Excl. HST)	No. of Crews Offered (Min. 2 Crews)	Comments
1	614126 ONTARIO LTD. o/a TRISAN CONSTRUCTION 17260 HWY. 27 Schomberg, ON L0G 1T0	\$88,614.00	2	2 crews required
2	ROBERT B. MEISNER CONSTRUCTION INC. 126 Orenda Road Brampton, ON L6W 1W3	\$108,500.00	2	Crews not required
3	MACHINABILITY ROBOTICS 1616 Rebecca St. P.O. Box 60011 Oakville, ON L6L 6R4	\$118,850.00	2	Crews not required
4	MAVIS GARDEN SUPPLIES CO. LTD. 3530 Mavis Road Mississauga, ON L6C 1T7	\$128,295.00	2	Crews not required
5	WINTER WEATHER SPECIALISTS INC. P.O. Box 214 Oakville, ON L6K 0A4	\$213,944.50	2	Crews not required
6	LAKESIDE CONTRACTING COMPANY LIMITED 3513 Mavis Road Mississauga, ON L6C 1T7	\$275,018.00	2	Crews not required
7	782873 ONTARIO LIMITED o/a H&S EQUIPMENT 8171 Yonge St., Suite 303 Thornhill, ON L3T 2C6	\$535,000.00	2	Crews not required

Total Crews Available: 14

Total Crews Required: 2

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14**BIDS RECEIVED****ITEM 12: SNOW REMOVAL CREW FOR VARIOUS LOCATIONS CW EQUIPMENT, OPERATORS AND LABOUR**

Winter Season Standby Days Per Unit Operational Amount per Crew (excl. HST)
 2014/2015 Winter Season 103 Days Varies per Snow Event

Order	Vendor	2014/2015 Bid Amount Per Crew (Excl. HST)	No. of Crews Offered (Min. 1 Crew)	Comments
1	LAKESIDE CONTRACTING COMPANY LIMITED 3513 Mavis Road Mississauga, ON L5C 1T7	\$62,800.00	1	1 crew required
2	MAVIS GARDEN SUPPLIES CO. LTD. 3539 Mavis Road Mississauga, ON L5C 1T7	\$82,947.00	3	3 crews required
3	614128 ONTARIO LTD. o/a TRISAN CONSTRUCTION 17250 HWY. 27 Schomberg, ON L0G 1T0	\$79,494.00	5	3 of 5 crews required
4	SUPCO CONSTRUCTION LIMITED, Suite 361 19-13085 Yonge St. Richmond Hill, ON L4E 0K2	\$80,786.00	1	Crews not required
6	AQUATECH SOLUTIONS INC. Box 276 Schomberg, ON L0G 1T0	\$81,863.00	2	Crews not required
6	PAVE-TAR CONSTRUCTION LTD. 366 Watline Avenue Mississauga, ON L4Z 1X2	\$88,300.00	3	Crews not required
7	WINTER WEATHER SPECIALISTS INC. P.O. Box 214 Oakville, ON L8K 0A4	\$89,691.00	2	Crews not required
8	FUSILLO GROUP LTD. 3038 Frenze Drive Mississauga, ON L6A 2R7	\$89,627.00	3	Crews not required
9	PACIFIC PAVING 6945 Luke Road, Suite 204 Mississauga, ON L4W 2K6	\$90,497.00	2	Crews not required
10	792873 ONTARIO LIMITED o/a H&S EQUIPMENT 8171 Yonge St., Suite 303 Thornhill, ON L3T 2C6	\$122,400.00	4	Crews not required
11	2376072 OTARIO INC. 1230 Mid-way Blvd. Mississauga, ON L5T 2B8	\$169,986.00	1	Crews not required

Total Crews Available: 27

Total Crews Required: 7

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14

BIDS RECEIVED

ITEM 13: DIRECT LIQUID APPLICATION VEHICLES C/W EQUIPMENT, OPERATORS

Winter Season Standby Days Per Crew Operational Amount per Crew (excl. HST)
 2014/2015 Winter Season Dates Vary, 93 Days To Be Bid On

Order	Vendor	2014/2015 Bid Amount Per Unit (Excl. HST)	No. of Units Offered (Min. 2 Units)	Comments
1	A & G THE ROAD CLEANERS LTD. 47 Simpson Road Bolton, ON L7E 2R6	\$7,875.00	3	3 units required
2				
3				
4				

Total Crews Available: 3

Total Crews Required: 6

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14

BIDS RECEIVED

**ITEM 14: PROVISIONAL ITEM
SIDEWALK PLOW/SPREADER WITH OPERATOR
C/W PLOW, BLOWER, SPREADER AND MATERIAL FEEDING**

Winter Season Standby Days Per Unit Operational Amount per Crew (excl. HST)
2014/2015 Winter Season 145 Days \$70.00 per hour x 200 hours + \$75.00 per hr x 50 hrs = \$17,750.00

Order	Vendor	2014/2015 Bid Amount Per Crew (Excl. HST)	No. of Crews Offered (Min. 12 Crews)	Comments
1	614128 ONTARIO LTD. c/a TRISAN CONSTRUCTION 17250 HWY. 27 Schomberg, ON L0G 1T0	\$37,561.52	23	23 crews required
2	AQUATECH SOLUTIONS INC. Box 276 Schomberg, ON L0G 1T0	\$35,885.00	12	12 crews required
3	T. BOLTON SOD CO. LIMITED 9043 County Road 1, R.R. # 1 Palgrave, ON L0N 1P0	\$40,235.00	12	12 crews required
4	GMS SERVICE CONTRACTING LIMITED 42 Montcalm Place Brampton, ON L6S 2X6	\$40,670.00	12	3 of 12 crews required
5	MUNICIPAL MAINTENANCE INC. 52 Proctor Road Schomberg, ON L0G 1T0	\$41,250.00	12	Crews not required

Total Crews Available: 71

Total Crews Required: 60

WINTER MAINTENANCE TENDER - PROCUREMENT FA.49.324-14

2014/2015 PROPOSED COSTS FOR NEW CONTRACT - Based on Actual Bid Costs

EQUIPMENT	NUMBER OF UNITS	2014/2015 STANDBY COSTS (Excl. Taxes)				2014/2015 STANDBY COSTS (Excl. Taxes)				2014/2015 TOTAL STANDBY AND OPERATIONAL COSTS (Excl. Taxes)	
		DAYS PER UNIT	AVERAGE STANDBY PER DAY RATE PER UNIT	AVERAGE STANDBY COST PER UNIT	STANDBY COST (Excl. Tax)	EST. HOURS PER UNIT	OPERATIONAL RATE PER UNIT	AVERAGE OPERATIONAL COST PER UNIT	OPERATIONAL COST (Excl. Tax)		
Dual Purpose Tandem Axle Spreaders/Plows	49	145	\$342.00	\$49,590.00	\$2,429,910.00	200	\$65.00	\$13,000.00	\$637,000.00	\$3,066,910.00	
Dual Purpose Tandem Axle Spreaders/Plows With Direct Liquid Application	15	145 (incl. street)	\$365.00	\$5,475.00	\$790,875.00	236	\$65.00	\$15,276.00	\$229,125.00	\$1,020,000.00	
Single Axle Dual Purpose Spreaders/Plow	43	145	\$313.00	\$49,385.00	\$1,591,565.00	200	\$60.00	\$12,000.00	\$416,000.00	\$2,487,555.00	
Tandem Axle Truck Plows	20	103	\$322.00	\$33,186.00	\$663,320.00	36	\$65.00	\$2,276.00	\$45,500.00	\$708,820.00	
Articulated Loader Plows	21	103	\$246.00	\$25,338.00	\$532,098.00	65	\$65.00	\$4,225.00	\$88,725.00	\$620,823.00	
Tractor Plows	10	103	\$215.00	\$22,145.00	\$221,450.00	65	\$65.00	\$5,325.00	\$35,250.00	\$276,700.00	
Snow Clearing Loader/Backhoes	10	103	\$114.00	\$11,742.00	\$117,420.00	50	\$60.00	\$3,000.00	\$30,000.00	\$147,420.00	
Sidewalk Plow/Spreaders/Blower	72	145	\$112.00	\$16,240.00	\$1,169,280.00	210	\$73.00	\$15,330.00	\$1,103,760.00	\$2,273,040.00	
Bus Stop/Crossing Snow Clearing Crews	77	145	\$142.00	\$20,590.00	\$1,585,430.00	150	\$77.00	\$11,550.00	\$889,360.00	\$2,474,790.00	
1.8 m Wide Snow Blowers	5	103	\$303.00	\$20,905.00	\$104,545.00	30	\$65.00	\$1,950.00	\$9,750.00	\$114,295.00	
Snow Removal of Trunkway & Tenth Line	2	103	\$334.00	\$34,402.00	\$68,804.00	6 (Events)	\$9,000.00	\$54,000.00	\$108,000.00	\$176,804.00	
Snow Removal Crews	6	103	\$203.00	\$29,992.00	\$143,994.00	5,000 (Curb-Metres)	\$3.80	\$44,500.00	\$267,000.00	\$410,994.00	
Direct Liquid Application Trucks	3	0	\$0.00	\$0.00	\$0.00	36	\$228.00	\$7,875.00	\$23,625.00	\$23,625.00	
Sidewalk Plow/Spreaders/Blower	50	145	\$157.00	\$22,765.00	\$1,138,250.00	210	\$73.00	\$15,330.00	\$766,600.00	\$1,904,750.00	
Total 2014/2015 Standby Amount (excl. Taxes):					\$10,919,031.00	Total 2014/2015 Operational Amount (excl. Taxes):					\$4,769,585.00
13% HST:					\$1,419,591.03	13% HST:					\$620,046.06
Sub-Total:					\$12,338,622.03	Sub-Total:					\$5,389,631.06
Less Tax Rebate (11.24%):					(\$1,227,400.24)	Less Tax Rebate (11.24%):					(\$536,101.56)
Total 2014/2015 Standby Cost:					\$11,112,121.79	Total 2014/2015 Operational Cost:					\$4,853,529.70
Total 2014/2015 Standby Cost: Without additional sidewalk machines					\$8,810,908.66	Total 2014/2015 Operational Cost: Without additional sidewalk machines					\$4,015,646.22
										\$15,889,516.00	
										\$2,009,637.08	
										\$17,729,153.08	
										(\$1,783,501.60)	
										\$15,965,651.48	
										\$13,825,954.88	

Focus on Contractor Costs

Estimated 2015 Costs

Description	Amount (\$000's)
AVL leasing	360
Contractor Costs	13,850
Secondary contracts	300
Winter Fencing	50
Weather Monitoring	16
Snow Melting Equipment Annual Allowance on demand	300
Subtotal	14,876
Contingency at 2%	300
Total	15,176

2015 Estimated Original Budget

Description	Amount (\$000's)
2014 Budget	15,470
Estimated 2015 Increase BAU	676.8
Estimated 2015 Budget Total	16,147

\$971K reduction

Appendix 2

Existing Council-approved Levels of Service for Winter Maintenance

Winter Maintenance Service Standards

Snowfall Accumulation of:	Less than 8 cm (3")	8 cm (3") to 15 cm (6")	15 cm to 30 cm (6"-12")	More than 30 cm (12") or Back to Back Storms
Major/Priority Road	Salting Only	Plowing and salting Cleared within 12 hrs after the end of a snowfall	Plowing and salting Cleared within 24 hrs after the end of a snowfall	Plowing and salting More than 24 hrs after the end of a snowfall
Residential/Secondary Roads Priority Sidewalks Bus Stops Pedestrian Crossings	Salting Only	Plowing and salting Cleared within 24 hrs after the end of a snowfall	Plowing and salting Cleared within 36 hrs after the end of a snowfall	

Appendix 3

Actions of other Municipalities – Windrow Clearing Winter Maintenance Activities	
Brampton, Ontario	City Council has authorized a Financial Assistance Program to help senior citizens and physically challenged homeowners with costs incurred from hiring a service provider to remove snow from their sidewalks and driveways. Qualifying applicants can receive a grant of up to \$200 for non-corner lot properties or up to \$300 for corner lot properties with sidewalks on two sides of the property and where both sidewalks are not cleared by City forces.
Burlington, Ontario	The City of Burlington offers a windrow clearing program for person with disabilities. Within 16 hours of the road being plowed, a contractor working on behalf of the city will plow the windrow at the bottom of driveway. Proof of disability must be shown at registration. A non-refundable fee of \$53.58 must be paid upon registration. The program is limited to the first 150 registrants and is only opened to residents living south of Dundas street and within the Alton community only.
Hamilton, Ontario	The City of Hamilton offers a support program called "Helping Hands" which provides home support to eligible low income seniors (65 and older) and the disabled. Snow shovelling is included in this program.
London, Ontario	Currently does not offer windrow program.
Markham, Ontario	The City of Markham provides windrow-clearing service for residents who meet the following criteria. Are 65 years of age or older, and or physically disabled. Crews will be dispatched to clear the centre portion of snow windrows (one car width only) on all roads following a 7.5 cm snow fall. Windrows will be cleared within 8 hours after crews plow the road. The City reserves the right to decide when snow windrow service will take place.
Mississauga, Ontario	Current in-house program includes approximately 170 homes for eligible residents who are 65 years of age and older and for residents with disabilities which prevent them from performing the task.
Newmarket, Ontario	Currently does not offer windrow program.
Niagara Falls, Ontario	Currently does not offer windrow program.
Oakville, Ontario	The Town of Oakville provides windrow-clearing service for residents who meet the following criteria. Are 65 years of age or older, and or physically disabled or have a medical condition. The service is provided after a snowfall exceeds 7.5cm and will only be complete after all roads have been plowed. It may take up to 36 hours for windrows to be cleared. The cost of this service is non-refundable \$102.
Ottawa, Ontario	Currently does not offer windrow program.
Richmond Hill, Ontario	Revised their program in 2019 to include a windrow clearing program for all residential driveways.
Toronto, Ontario	For Etobicoke, North York and Scarborough only, windrow clearing will commence on local roads at the same time as roadway ploughing only when a windrow height exceeds 25cms and is to be completed within 2 hours of roadway ploughing. Collector and arterial roads will commence at the final round of the roadway ploughing when windrow height exceeds 25 cm
Vaughan, Ontario	The City of Vaughan provides windrow-clearing service for all residential driveways. Windrow machines are designed to clear about 80 per cent of snow left by plows at the end of the driveway within four hours after the plow has passed. Due to the limited size and reach of the windrow clearing units, they can only clear a portion of the driveway entrance. The service does not clear windrows left by sidewalk plows, hardened snow, ice or the entire driveway.

Winter Maintenance Program - 2015-2019 YTD

	2019 Actual June YTD	2019 Budget June YTD	Variance Surplus (Deficit)	2018 Actual	2018 Budget	Variance Surplus (Deficit)	2017 Actual	2017 Budget	Variance Surplus (Deficit)	2016 Actual	2016 Budget	Variance Surplus (Deficit)	2015 Actual	2015 Budget	Variance Surplus (Deficit)
Total Costs	18,381,117	17,029,037	-1,352,080	22,579,081	23,012,743	433,662	20,583,066	23,208,633	2,625,567	22,808,113	23,236,974	428,861	19,496,091	22,731,625	3,235,534
Recoveries (Internal & External)	-413,507	-415,125	-1,618	-814,131	-703,500	110,631	-618,185	-703,500	-85,315	-517,153	-643,500	-126,347	-701,677	-613,500	88,177
Total Winter Program (Net)	17,967,610	16,613,912	-1,353,698	21,764,950	22,309,243	544,293	19,964,881	22,505,133	2,540,252	22,290,960	22,593,474	302,514	18,794,414	22,118,125	3,323,711
Transfer to Winter Reserve			0			544,293			0			0			0

Note 1 - Costs include labour; vehicle expenses; contractor costs; salt, brine and pretreated salt costs; and, other operating costs.

Note 2 - 2018 Was the first year that the Surplus from the Winter Program was transferred to the Winter Reserve. Prior year surplus was addressed through the year-end surplus by-law.

Note 3 - 2018 Contractor Budget was reduced by \$200k as a result of historical trends.

Note 4 - Winter Reserve (#30120) Balance as of June, 2019 is \$12,157,217.

Note 5 - Recoveries External - Include Region Roads (Cawthra, Winston Churchill & Queensway); Toronto (Matheson & Eglinton; Halton (Dundas St) for Salt Spreading, Plowing and Standby Charge.

Recoveries Internal - Transitway- Charge to Transit and then Transit recovers from Metrolinx; Parks & Forestry- For Salt Pickup for Community Centers and trails.

Appendix 2

Winter Maintenance Service Levels

Snowfall Accumulation of:	Less than 8 cm (3")	8 cm (3") to 15 cm (6")	15 cm to 30 cm (6"-12")	More than 30 cm (12") or Back to Back Storms
Major/Priority Roads Priority Sidewalks Bus Stops Pedestrian Crossings Designated Roadside Multi-use Trails	Salting Only Within 12 hrs after the end of a snowfall	Plowing and salting Cleared within 12 hrs after the end of a snowfall	Plowing and salting Cleared within 24 hrs after the end of a snowfall	Plowing and salting More than 24 hrs after the end of a snowfall
Residential/Secondary Roads	Salting Only Within 24 hrs after the end of a snowfall	Plowing and salting Cleared within 24 hrs after the end of a snowfall	Plowing and salting Cleared within 36 hrs after the end of a snowfall	Plowing and salting More than 36 hrs after the end of a snowfall

City of Mississauga
Corporate Report



<p>Date: June 9, 2020</p> <p>To: Chair and Members of Budget Committee</p>	<p>Originator's files:</p>
<p>From: Shari Lichterman, CPA, Commissioner of Community Services</p>	<p>Meeting date: June 24, 2020</p>

Subject

Park Development - Use of Consultants

Recommendation

That the Corporate Report entitled "Park Development – Use of Consultants" dated June 9, 2020 from the Commissioner of Community Services be received.

Report Highlights

- Park Development staff was asked to provide information on consultant fees and criteria for capital projects
- Park Development procures consultants to prepare detailed design documents prior to tender which require engineering and other technical expertise as well as in other circumstances
- Approximately 23% of Park Development projects utilize consultants at an average cost of 10% of total project cost
- Consultant fees in 2019 totalled \$1,700,000 for Park Development projects

Background

Councillor Saito requested more information on consulting fees for capital projects in Park Development. The Park Development Section provides comprehensive services on capital development and lifecycle replacement and repair projects related to Parks and Open Space, Park Facilities, Park Bridges, Park Trails & Multi-use Recreational routes and Community Centre open spaces.

Comments

Park Development's primary role is to contribute to the [City's Strategic Plan](#) through the new development or redevelopment of parks & associated park facilities including maintaining existing infrastructure service levels through scheduled lifecycle repairs and forecasts. Park Development's expertise lies in:

- Project Management and financial stewardship for capital projects;
- Master Planning, Visioning, Conceptual & Detailed Design;
- Continuous Improvement and Innovation in Design Standards,
- Construction, Contracts & Administration and project closeout

The majority of Capital projects are carried out 'in-house' by professional staff consisting of Landscape Architects & Landscape and Engineering Technicians while some projects require the expertise of multi-disciplinary consultant teams.

Consultant teams are hired for capital projects requiring professional expertise in multiple areas to deliver projects under the management of Park Development staff thereby allowing the delivery of multiple, concurrent Council priorities. Consultant team expertise lies in:

- Pre-Engineering background studies and site investigations
- Legislated project processes, approvals and project complexities
- Indigenous project consultations and heritage archaeology
- Environmental Impact and assessment
- Detail design, engineering and subject matter specialists required for permitting, approvals & tendering
- Construction compliance and certification by "Qualified Persons"
- Time constraints and professional liability based on project complexity
- Delivery of grant or higher ordered government sponsored projects under tight timelines

Examples of in-house projects carried out by Park Development staff without consultants include:

- Conceptual design including facility fit exercises
- Site planning
- Trail reconstruction
- New & redevelopment sport courts, playgrounds, outdoor fitness, skate parks, shelters, artificial turf projects, horticultural planting projects, specialty projects, 2017 CIP 150 Canada Infrastructure Program and 2017 PTIF Public Transit Infrastructure Funding.
- Cross departmental collaboration with T&W and F&PM for design in park standards
- Project investigations concepts & 3D visualization as requested by Ward Councillors

Examples of projects where Park Development would require the involvement of a consultant team include:

- Major Park Development: (ie. Scholars Green, Park 459 Sports Park, Willow Glen)
- Master Planning: (ie. Paul Coffey Master Plan, Pinnacle Lands Park, M-City Parkland)
- Park Redevelopments: (ie. Pheasant Run, Port Credit Memorial)
- Specialty area park facilities: spray pads, synthetic track & artificial turf fields, bridges, retaining walls and shoreline repairs and projects requiring building permits or structural analysis.

Staff have reviewed Park Development consulting and construction expenses with the assistance of Financial Services and present the following statistics from 2018 and 2019.

Park Development Project Statistics			
Project Statistics	2018	2019	Average
Total Number of Projects	211	280	245.5
Number of Projects using Consultants	52	58	55
<i>% of Projects Using Consultants</i>	25%	21%	23%
<i>% of Projects completed by City Staff</i>	75%	79%	77%
Capital Spending (\$'000)			
Construction	\$ 9,800	\$ 14,800	\$ 12,300
Consulting	\$ 1,100	\$ 1,700	\$ 1,400
Total Spending	\$ 10,900	\$ 16,500	\$ 13,700
Total Budget	\$ 12,600	\$ 12,800	\$ 12,700
<i>% of projects spent on consulting</i>	10%	10%	10%

The Park Development section strives to minimize the need for consulting services for efficiencies in capital spending and to maximize funding available for the construction of city wide projects. Over the past two years, the number of projects requiring consulting services was less than 25% of the Park Development work plan. The average annual percentage of spending on consulting services was 10% of construction costs in Mississauga as compared to municipal comparators at 15% to 20%.

Financial Impact

There are no financial impacts resulting from the recommendation in this report. In 2018 Park Development spent \$1,100,000 and in 2019 1,700,000 on consulting fees associated with projects.

Conclusion

Staff have prepared a review of spending on consulting services from 2018 to 2019 which found that on an annual basis 75% of Park Development projects are designed and managed in-house which minimizes the need for consultants.



Shari Lichterman, CPA, Commissioner of Community Services

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