City of Mississauga
Agenda

MISSISSAUGA

Council

Date
2017/10/11

Time
9:00 AM

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

Members

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

Contact
Karen Morden, Legislative Coordinator, Legislative Services
905-615-3200 ext. 5471
karen.morden@mississauga.ca

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1. **CALL TO ORDER**

2. **INDIGENOUS LAND STATEMENT**

3. **APPROVAL OF AGENDA**

4. **DECLARATION OF CONFLICT OF INTEREST**

5. **MINUTES OF PREVIOUS COUNCIL MEETING**

5.1. September 27, 2017

6. **PRESENTATIONS** - Nil.

7. **DEPUTATIONS**

7.1. Waste Reduction Week

Christopher Pyke, Supervisor, Waste Management to speak regarding Waste Reduction Week.

8. **PUBLIC QUESTION PERIOD - 15 Minute Limit (5 Minutes per Speaker)**

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

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

1. **The question must pertain to a specific item on the current agenda and the speaker will state which item the question is related to.**

2. **A person asking a question shall limit any background explanation to two (2) statements, followed by the question.**

3. **The total speaking time shall be five (5) minutes maximum, per speaker.**

9. **CONSENT**

10. **INTRODUCTION AND CONSIDERATION OF CORPORATE REPORTS**

10.1. Report dated September 26, 2017 from the City Solicitor: ***Construction Lien Amendment Act, 2017***

Recommendation
That staff be authorized to make submissions to the Province to outline the issues of interest and concern to the City with respect to Bill 142, the *Construction Lien Amendment Act, 2017.*

11. **PRESENTATION OF COMMITTEE REPORTS**

11.1. Planning and Development Committee Report 10-2017 dated September 25, 2017

11.2. General Committee Report 15-2017 dated October 4, 2017 ***(Note: This item will be circulated and posted when it becomes available)***

12. **UNFINISHED BUSINESS** - Nil.

13. **PETITIONS** - Nil.

14. **CORRESPONDENCE**

14.1. *Information Items*

14.1.1. Report dated October 4, 2017 from Mayor Bonnie Crombie: **Mississauga Investment Mission to Japan**.

Recommend Receipt

14.2. *Direction Items*

14.2.1. Correspondence dated September 29, 2017 from Toronto and Region Conservation Authority (TRCA): **Request for Appointment to the Regional Watershed Alliance**.

Direction Required

15. **NOTICE OF MOTION**

15.1. Councillor Tovey is requesting that a report be brought to General Committee with respect to free parking for the month of December in Port Credit in sufficient time to implement free parking in December 2017.

16. **MOTIONS**

16.1. To close to the public a portion of the Council meeting to be held on October 11, 2017, to deal with various matters. (See Item 21 Closed Session).

16.2. To express sincere condolences to the family of Alessandro (Sandro) D'Ovidio, City Employee who passed away on September 9, 2017.

17. **INTRODUCTION AND CONSIDERATION OF BY-LAWS**

17.1. A by-law to amend By-law 0225-2007, being the Zoning By-law, to remove the "H" Holding Symbol, 75 Skyway Drive, northeast corner of Maritz Drive, west of Hurontario Street, Ward 5.

PDC-0047-2017/ September 25, 2017

17.2. A by-law to establish and require payment of Transportation and Works Fees and Charges and to repeal By-law 0214-2016, as amended.

BC-0015-2017/ September 20, 2017

17.3. A by-law to amend the Road Occupancy, Lot Grading and Municipal Services Protection Deposit By-law 0251-2012, with respect to Section 9 of the by-law and Schedule "A".

BC-0016-2017/ September 20, 2017

17.4. A by-law to establish certain lands as part of the municipal highway system, with respect to Kencourt Drive and Belbin Street, Ward 5. (Registered Plan 43M-1988)

Registered Plan 43M-1988; SP 15/077

17.5. A by-law to amend By-law 0068-2017, being the Tax Ratio By-law, to reduce the Multi-Residential Property Class Tax Ratio to 1.000000.

General Committee - October 4, 2017

17.6. A by-law to delegate authority for the approval and execution of the agreement between the City of Mississauga and Creative Cities Network of Canada.

General Committee - October 4, 2017

17.7. A by-law to authorize the City of Mississauga Economic Development Office to execute partnership agreements with key partners for sector development programs.

General Committee - October 4, 2017

17.8. A by-law to allocate sums from the Parkland Dedication Reserve Fund (Account 32121) to the Land Acquisition Downtown Growth Area, Cooksville Creek (F542) project (PN17390) and to authorize withdrawal therefrom.

General Committee - October 4, 2017

17.9. A by-law to authorize the execution of an Agreement of Purchase and Sale (Offer to Sell), with respect to 71 Paisley Boulevard East. (Ward 7)

General Committee - October 4, 2017

17.10. A by-law to adopt Mississauga Official Plan Amendment No. 63, with respect to land use designation changes in the Gateway Corporate Centre and the Lakeview and Rathwood Neighbourhood Character Areas.

PDC-0049-2017/September 25, 2017

17.11. A by-law to amend By-law 0225-2007, as amended, being the Zoning By-law, with respect to land use designation changes in the Gateway Corporate Centre and the Lakeview and Rathwood Neighbourhood Character Areas.

PDC-0049-2017/ September 25, 2017

17.12. A by-law to authorize the execution of a Development Agreement between Southlawn Developments Inc. and The Corporation of the City of Mississauga, 630-670 Courtney Valley Road, southwest corner of Eglinton Avenue and Mavis Road. (OZ 13/001 W6)

PDC-0056-2015/ October 14, 2015

18. **MATTERS PERTAINING TO REGION OF PEEL COUNCIL**

19. **ENQUIRIES**

20. **OTHER BUSINESS/ANNOUNCEMENTS**

21. **CLOSED SESSION**

Pursuant to the *Municipal Act*, Section 239(2):

21.1. Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board: **Committee of Adjustment Appeals of:**
1. **1389 Glenwood Drive – Zenon Kasshynskiy – Ward 1**
2. **1313 & 1319 Queen Victoria Avenue – Sylvia Mackenzie – Ward 2**

21.2. A proposed or pending acquisition or disposition of land by the municipality or local board: **Agreement of Purchase and Sale for the Transfer of Lands from Canada Lands Company CLC Limited to the City of Mississauga for marina purposes**.

21.3. Personal matters about an identifiable individual, including municipal or local board employees: **Accessibility Advisory Committee Member**.

22. **CONFIRMATORY BILL**

22.1. A by-law to confirm the proceedings of the Council of The Corporation of the City of Mississauga at its meeting held on October 11, 2017.

23. **ADJOURNMENT**

City of Mississauga
Corporate Report

MISSISSAUGA

Date: 2017/09/26	Originator's files:
To: Mayor and Members of Council	
From: Mary Ellen Bench, BA, JD, CS, CIC.C, City Solicitor	Meeting date: 2017/10/11

Subject
Construction Lien Amendment Act, 2017

Recommendation
That staff be authorized to make submissions to the Province to outline the issues of interest and concern to the City with respect to Bill 142, the *Construction Lien Amendment Act, 2017.*

Report Highlights
- The Province introduced Bill 142, the *Construction Lien Amendment Act, 2017* in May 2017. It significantly changes the *Construction Lien Act* (**"the Act"**), which governs payment in all construction projects in Ontario. At the time of this report, the Bill is going through second reading, but hearing dates have not been set.
- Two major changes to the construction payment rules are introduced by Bill 142: 1) All construction projects will be subject to a new Prompt Payment Regime, requiring payments to be made within a very short timeframe and to be made without first obtaining payment certification. 2) Any disputes with payment will be subject to a new Adjudication process that the Province is establishing under Bill 142 and subsequent regulations.
- Ontario will become the only jurisdiction in the world that will have both a lien regime and a prompt payment and an adjudication process to protect subcontractor payments.
- There are other changes to the Act that will have significant impact to the City's operations and management of construction projects, including the new mandatory requirement for bonding for all public contracts, subject only to threshold requirements to be enacted by Regulations.
- When Bill 142 becomes law, the City will incur significantly greater project administration

and legal costs for all future construction projects. The City will have to make payments to contractors in a compressed time, meaning payment will be made for work regardless of whether there are deficiencies, and the City will have to go through an adjudication process for any payment dispute.

- Staff have made submissions to the Province since it initiated its review of the Act in 2015. We have also been working with other public owners and the Association of Municipalities of Ontario (AMO) in the process. Some of our submissions have been received and incorporated into the legislation while others have not been included. We remain concerned with the implications of the new legislation to the City.

Background

The Province launched a comprehensive review of the *Construction Lien Act* in 2015. The process actually started in 2013, when the private member bill - the *Prompt Payment Act, 2013* (Bill 69) - was introduced in the Provincial legislature and was passed through first and second reading without consultation of owners of construction projects such as municipalities. Bill 69 introduced tight timelines for payments and undermined owners' ability to contract freely. As a result, the City, together with AMO and other public owners such as the City of Toronto, made submissions to the Standing Committee on Regulations and Private Bills, raising its concerns with the Bill 69. Bill 69 did not proceed to its third reading. Instead, the Ministry of the Attorney General and the Ministry of Economic Development, Employment and Infrastructure pulled it and announced that the Province would engage in a thorough expert review of the *Construction Lien Act* and that all stakeholders would be consulted.

In 2015, the Province hired Bruce Reynolds and Sharon Vogel of the law firm Borden Ladner and Gervais ("BLG") as expert counsel to oversee the review and produce an extensive report of their findings. They held meetings and solicited comments from interested parties. Their report, "Striking a Balance: An Expert Review of Ontario's Construction Lien Act" ("Expert Report") was published in 2016.

Most of the recommendations in the Expert Report were incorporated into Bill 142, the *Construction Lien Amendment Act, 2017*, which was introduced by the Attorney General to the Legislature on May 31, 2017. At the time of this report, the Bill is going through second reading but has not been referred to Standing Committee.

In 2015, Council authorized staff to make submissions to the Province and its counsel on behalf of the City in the course of the consultation process. Legal Services staff have since submitted several sets of written submissions at different points of the consultation process, met with BLG's counsel during their consultation phase together with AMO and staff from other municipalities, and have participated in a meeting with the Attorney General and AMO. Some of our submissions have been accepted, resulting in certain recommendations in the Expert Report being dropped from Bill 142. Some of our submissions were adopted in the new

legislation but there remains significant concern with the impact of the new legislation to the City.

Comments

Bill 142 creates a unique regime for managing payments in construction projects.

Under the current *Construction Lien Act*, subcontractors are protected by owners maintaining 10% holdback on construction payments. If contractors fail to pay subcontractors, subs can lien a project for the work that they have done, up to 10% of the holdback held by the owner. This lien regime remains with the new legislation, and the timeframe allowed to lien is extended.

In addition to the ability to lien a project, Bill 142 introduces further protection to construction payment through the new prompt payment regime and mandatory adjudication to resolve construction payment disputes.

Staff have started the due diligence work required to put the City in the best position possible when this legislation becomes law.

Prompt Payment

Under Bill 142, owners of construction projects must make payment within 28 days upon receipt of a proper invoice. If the owner disputes the amount to be paid, the owner has 14 days to provide a notice of non-payment specifying the amount withheld with reasons. These timelines would normally not be problematic to the City but for the fact that the new legislation also prohibits the right to rely on payment certification by a payment certifier or the owner's prior approval as a trigger for payment.

No longer will the City be able to rely on our payment certifier to certify that work has been properly done before accepting an invoice and making payment. Instead, the regime introduces a "pay now and argue later" concept so as to ensure that money continues to flow through the project, but which ignores the importance of paying only for work properly completed. This is particularly concerning for public owners, as we are holders of the public purse and it is important that we get value for money and spend with diligence.

Practically speaking, there will be significant impact on medium to large scale projects that the City undertakes. We will have very limited time to review the work being done and detailed assessments are almost always impossible within the timelines. If this remains in the legislation, it is anticipated that significant increases in project management staff and consultant fees will be required to manage the review of work, such that ongoing reviews will need to be conducted throughout the project so that deficiencies can be readily identified to avoid/minimize overpayment.

Adjudication

To supplement the prompt payment regime, the Province introduced mandatory adjudication. If an owner withholds payment, the general contractor will issue a notice of non-payment to the subcontractor(s) whose payments are being withheld. This must be done within seven (7) days. At the same time, the general contractor must refer the matter to adjudication.

Adjudication is meant as interim relief, until the parties decide to litigate fully before the courts at a later date. The Province will set up an Authorized Nominating Authority that would qualify adjudicators and provide a list of same for parties to select for their adjudication. The parties to adjudication would pay for all costs incurred by the adjudicator and any third party experts that the adjudicator wishes to retain to complete the adjudication process. Adjudication is similar to arbitration and is intended to be done quickly, with a decision to be made within 30-44 days unless the parties agree otherwise. At this time, the Province still needs to create Regulations that will provide greater clarity on the adjudication process and to establish the Authorized Nominating Authority.

Currently, the City (or through our payment certifier) often engages with our contractors to confirm values and work completed before making payment, particularly in large scale projects where there is a wide range of work being completed each month. Applications for payment are often adjusted after these discussions to capture any errors or deficiencies identified. With the prompt payment regime described above, the City and the contractors will have very limited time to work out any issues. With the mandatory adjudication regime, the City and contractors and subcontractors may be forced to have these issues adjudicated by a third party rather than working them out amicably.

Other concerns with respect to adjudication include:

- Anyone within the construction payment chain can request adjudication. This could increase the number of adjudications where the City may be drawn in.

- The adjudicator can hire anyone s/he wishes to assist with the adjudication. The parties will have no say in who may be used to assist with the adjudication, but the parties must bear all costs. This creates cost uncertainty for the parties involved.

- An adjudicator's decision may be overturned by application to court within 30 days based on limited grounds. Those grounds do not include errors in the adjudicator's decision.

Overall, the creation of the prompt payment regime and mandatory adjudication is expected to require significant changes to our construction contracts. The review of work and payment provisions in all of our contracts will need to be rewritten. The City also needs to review our current payment processes and revamp them to ensure compliance with the legislation.

With adjudication, there will likely be an increase in litigation. Contractors and subcontractors may now have "two kicks at the can" for payment protection as they can utilize both the adjudication process as well as the traditional lien process, if they are not satisfied with the result of the former. This is concerning because an increase in litigation will increase the costs for staff and external experts to handle the legal proceedings.

Further, as adjudication processes take place during the life of the contract whenever there are payment disputes, project management staff will need to manage the ongoing construction while providing the necessary evidence and support in legal proceedings. This could significantly increase staff's workload.

Unfortunately, the effect of the legislation escalates the conflict amongst the parties by not allowing them to negotiate through their differences. Rather than focusing their energy and efforts on the construction at hand, parties could end up having to spend time and money on litigation at the same time as trying to complete the project.

Mandatory Surety Bonds on Public Projects

Aside from prompt payment and mandatory adjudication, another aspect of Bill 142 that would potentially have a major impact on City construction contracts and costs is mandatory surety bonds on all public projects, subject to a monetary threshold to be determined by way of regulations. Currently, the City requires bonds for most of our large scale construction projects. However, depending on what the threshold is set at, the City may be required to impose bonding requirements on more projects, which would lead to an increase in overall project costs.

For example, there are many smaller scale maintenance contracts that would be considered a construction contract but that we do not currently require bonding, such as erection of snow fencing ($103K); curb cutting and paving saw cutting (2 year contract at $41K) or sidewalk repairs (2 year contract at $274K). Currently, staff would assess the risks associated with the contracts and then decide whether to require performance bonds. The new legislation takes away our control and requires surety bonds irrespective of risks.

Also, not every construction contracts should be subject to performance and labour and material bonds, irrespective of dollar threshold. For example, it is not industry practice to require such bonds from engineer consultants and architects. These are not services whereby anyone in the industry can step in and complete the work, which is generally the purpose of performance bonds. In the case of a general contractor subject to a performance bond, if the contractor defaults on a project, the surety would step in and hire someone else to finish the job under the bonding arrangements. This does not apply to professional services. Owners would want control over the professionals hired to complete professional services, and in fact, copyright laws would likely prohibit anyone from just stepping in and modifying designs.

Other contracts that would now potentially require bonds are public art installations. Due to the installation component, these artist contracts will be considered construction contracts. If the dollar value reaches the threshold introduced in the Regulations, artists would need to start obtaining bonds for their projects. This is certainly not industry practice.

If the legislation is enacted with mandatory bonding requirements for all public projects subject only to monetary thresholds, the City will incur significant additional costs by imposing bonding requirements on contracts that traditionally do not require bonds.

Liens – No Longer attached to Public Property

One positive outcome as a result of submissions made by many public owners (including ourselves) and AMO is that liens are no longer attached to municipal property.

Under the current legislation, no liens are attached to crown property or municipal highways. However, if someone wishes to lien other properties such as a community centre, they can register the lien on title. With Bill 142, municipal properties are treated the same as crown lands. All liens are to be served by giving it to the Clerk; they are not to be placed on title.

This is a positive change as the City will no longer need to conduct title searches before releasing payments in construction projects. Currently City staff spends time and incurs costs in conducting title searches to ensure that no liens are attached to our premises before releasing holdback funds, and sometimes progress payments. This will no longer be necessary as liens are only effective if they are served on the Clerk.

Financial Impact

As noted above, there will be significant financial impact to the City as a result of Bill 142.

To implement the legislation at the outset, we will need to rewrite the work review and payment provisions of all of our construction contracts and establish new or revise our existing internal payment processes to ensure compliance. This will require significant internal staff time and external counsel assistance. Staff are currently reviewing our existing practices, and will be in a better position later after the legislation receives Royal Assent to determine the costs of implementation and report to Council.

Aside from the upfront implementation costs, there will be ongoing additional costs to the City due to the changes in the legislation. In order to ensure compliance with the tight timeframe to issue payment, the City will need additional project management staff or additional external resources to review work as they are being completed, or risk paying for incomplete or deficient work. Since adjudication is mandatory, and anyone within the construction payment chain may request adjudication, this potential increase in litigation will require not only additional legal resources, but also additional project staff time and resources in order to gather all the required

evidence. Budgeting for construction projects will become increasingly difficult, and large contingencies may be required to be set aside in order to deal with the potential of litigation.

Further, mandatory bonding requirements under Bill 142 could increase the capital costs of our projects.

Conclusion

The Province introduced Bill 142, the *Construction Lien Amendment Act, 2017*, in May 2017, which will introduce major changes to the construction law regime in Ontario. With the introduction of a new prompt payment regime and mandatory adjudication, as well as the requirement for mandatory bonding for all public construction contracts, there will be significant cost impact to the City. Significant staff time and external resources will be required to implement the changes of the legislation and to carry out the new requirements in future construction contracts. Staff have started to prepare now.

At the time of this report, Bill 142 has passed second reading but has yet been referred to Standing Committee. Given the concerns as raised in this report and the uncertainties with many of the rules needed to implement Bill 142 still to be passed through Regulations, it is recommended that Council authorize staff to make further submissions to the Province.

Mary Ellen Bench, BA, JD, CS, CIC.C, City Solicitor

Prepared by: Wendy Law, Deputy City Solicitor

REPORT 10-2017

To: MAYOR AND MEMBERS OF COUNCIL

The Planning and Development Committee presents its tenth report for 2017 and recommends:

PDC-0045-2017

1. That Planning and Building review, cost out, and report back to the Planning and Development Committee what it would take to require developers to submit all 'significant' development applications in a 3D BIM format so that the City of Mississauga can display them inside the Planning Information Hub's new 3D map and related products;

2. That Planning and Building determine the definition of significant development applications;

3. That Transportation and Works review, cost out, and report back to the Planning and Development Committee what it would take to publish the City's high-resolution terrain mapping data on open data in combination with the new 3D Massing Model from Planning and Building.

PDC-0046-2017

1. That the following Sign Variances **be granted**:

   Sign Variance Applications 16-03821, 17-04319, 17-4329 (Ward 9)
   CVL Group, 6599 Glen Erin Drive & 2757 Battleford Road

   To permit the following:
   (a) Two (2) ground signs, one adjacent to each driveway leading to the properties of 2757 Battleford Road and 6599 Glen Erin Drive
   (b) Two (2) ground signs displaying the municipal addresses and commercial advertising, each with a sign face area of 1.9 sq. m.

2. That the following Sign Variance **not be granted**:

   Sign Variance Application 16-03821 (Ward 9)
   To permit the following:
   (a) One (1) ground sign, fronting Glen Erin Drive, with a 2.5m (8.2ft) setback from a driveway leading to 6599 Glen Erin Drive.
   (b) One (1) ground sign, located at the southwest corner of the property of 2757 Battleford Road.

PDC-0047-2017

That the report dated September 1, 2017, from the Commissioner of Planning and Building recommending approval of the removal of the "H" holding symbol application, under File H-OZ 16/003 W5, Fremato Canada Ltd., 75 Skyway Drive, east side of Maritz Drive, north of

Skyway Drive, be adopted and that the Planning and Building Department be authorized to prepare the by-law for Council's passage.

PDC-0048-2017

1. That the report dated September 1, 2017, from the Commissioner of Planning and Building regarding the proposed Zoning By-law Amendments and Urban Design Guidelines for Back to Back and Stacked Townhouses under File CD.06 HOR (All Wards), be received for information.

2. That one oral submission to the Planning and Development Committee made on September 25, 2017, be received.

PDC-0049-2017

That the Report dated September 1, 2017, from the Commissioner of Planning and Building regarding the revised proposed City initiated amendments to Mississauga Official Plan and Zoning By-law 0225-2007, be adopted in accordance with the following:

1. That notwithstanding the planning protocol, the proposed City initiated amendments to Mississauga Official Plan, as detailed in Appendix 3 and the revisions to the proposed City initiated changes to Zoning By-law 0225-2007, as detailed in Appendix 4, be approved.

PDC-0050-2017

That the amendment to Mississauga Official Plan proposed in the report titled "Recommendation Report (Ward 3) Imagining Ward 3 – Mississauga Official Plan Amendment – Applewood and Rathwood Neighbourhood Character Area Policies" dated September 1, 2017, from the Commissioner of Planning and Building, be adopted in accordance with the report.

PDC-0051-2017

1. That the report titled "*Recommendation Report - Lakeview Local Area Plan – Mississauga Official Plan Amendment and Implementing Zoning*" dated September 1, 2017 from the Commissioner of Planning and Building recommending approval of the official plan and zoning by-law amendments, be adopted.

2. That subsequent to the public meeting an Official Plan Amendment to Mississauga Official Plan be prepared to amend the Lakeview Local Area Plan in accordance with the proposed changes contained in Appendix 1 to this report and in accordance with the revisions in the "Recommendation Report."

3. That the zoning by-law be amended, in accordance with the proposed zoning changes contained in Appendix 1 to this report and the revisions in the "Recommendation Report."

PDC-0052-2017

1. That the applications under Files OZ 16/007 W2 & T-M16002 W2, 1854290 Ontario Ltd., 1260 Kane Road to change the zoning to R16-Exception (Detached Dwellings on a CEC – Private Road) and for approval of a draft plan of subdivision to permit 4 detached homes on a private condominium road, be refused.

2. That City Council direct the City Solicitor, representatives from the appropriate City Departments and any necessary consultants to attend any possible Ontario Municipal Board (OMB) hearing on the subject applications in support of the recommendations outlined in the report dated September 1, 2017, that concludes that the proposed rezoning and draft plan of subdivision are not acceptable from a planning standpoint and should not be approved.

3. That City Council provide the Planning and Building Department with the authority to instruct the City Solicitor on modifications to the position deemed necessary during or before any OMB hearing process, however if there is a potential for settlement then a report shall be brought back to Council by the City Solicitor.

4. That two oral submissions made to the Planning and Development Committee on September 25, 2017, be received.

PDC-0053-2017
That the Mayor or her designate be authorized to make submissions to the Standing Committee in support of Bill 139 and with respect to the issues raised in this report of the City Solicitor dated September 11 , 2017 titled “Update on Bill 139, an Act to enact the Local Planning Appeal Tribunal Act, 2017 and the Local Planning Appeal Support Centre Act, 2017 and to amend the Planning Act, the Conservation Authorities Act and various other Acts”, or to otherwise provide comments in writing as part of the Ministry’s public consultation process.

Office of the Mayor

Bonnie Crombie, MBA, ICD.D
Mayor, City of Mississauga
T 905-896-5555 F 905-896-5879
mayor@mississauga.ca

City of Mississauga
300 City Centre Drive
MISSISSAUGA ON L5B 3C1
mayorcrombie.ca

October 4, 2017

Dear Members of Council,

Please find attached a report of the Mississauga Investment Mission to Japan September 22 – 30, 2017.

The trip was highly successful and even resulted in a new aerospace business announcing its incorporation in Mississauga. Our City enjoys a strong reputation in Japan and it is resulting in many new business opportunities.

I would be happy to answer any questions you may have regarding this mission.

Best regards,

Bonnie Crombie

Bonnie Crombie
Mayor

MAYOR Crombie

SLIDER IMG 4

Japan Investment Mission – Day 1 (September 25, 2017)

Japan Investment Mission, Day 1 – September 25, 2017

We have travelled back to Japan because of the tremendous opportunity this country represents for Mississauga. With one-third of all Japanese companies in Canada located in Mississauga, the Japanese market is incredibly important to our future economic growth as a city. Our focus on this trip is mainly on the aerospace industry, but also on business retention and expansion of existing companies in Mississauga. We will thank those Japanese businesses that call Mississauga home for their investment, as well as discuss their future expansion efforts. We will also be pursuing new investment leads and working to bring more Japanese companies to Mississauga.

Mississauga enjoys a strong working relationship with our partners in the Canadian Embassy in Japan, as well as the Ontario Trade Commission. They represent Canada and Ontario in Japan and are in the best position to assist us in organizing our meetings while in the country. It is vital that we present a united front as governments to underscore to Japanese businesses that in Canada, all three levels of government work in partnership to attract new investment and support the businesses that choose to locate in our country.

It is with this in mind that we began our mission to Japan with a breakfast hosted by Canada's Ambassador in Japan, Ian Burney and his team, along with Ontario's Trade Commissioner in Tokyo, David Perdue. This meeting is always informative and sets the context for our meetings while in Japan.

Mayor's Newsletter

Tweets by @BonnieCrombie

Bonnie Crombie
Retweeted

Sonia Ojha
@Sonia_MBOT

Asked a few of my fav members to take Mayor @BonnieCrombie #Onebagchallenge 4 the @Food_Bank thx 4 accepting the challenge!

Embed View on Twitter

Photo Caption: Breakfast meeting with Ambassador Ian Burney, Ontario Trade Commissioner, David Perdue and teams

Japan is the world's 3rd largest economy, with $2.5 trillion in capital seeking investment opportunities. This is especially so with the negative interest rates Japan is currently experiencing; many individuals and businesses are looking internationally for a greater return on their investment. Canada is well positioned for this investment as we trade $27 billion annually with Japan and our bilateral trade relationship is strong. However, at the same time, the United States market still remains a primary focus for Japan, as they are the largest economy on Earth. As such, it is imperative that we as a country, province and city come to Japan and make our presence and value proposition known.

Ambassador Burney pointed out that Canada is uniquely positioned for Japanese investment, in large part because of our highly skilled and talented workforce, and our shared cultural values. In Mississauga specifically, two-thirds of our residents have post-secondary education and 20 per cent of these people have an engineering speciality. Japanese aerospace, life sciences, and tech companies are seeking this talent. With the political instability in the United States, Canada, and by extension, Mississauga are well-positioned to capitalized on Japanese businesses looking for talent internationally. Moreover, according to surveys from the Japanese External Trade Organization (JETRO), over 40 per cent of Japanese companies are looking to expand their Canadian operations in the next 1-2 years. Finally, 30% of Canadian Japanese businesses said that they are expanding their hiring of local Canadian talent. Building relationships in Japan and showcasing our city is imperative if we want to be the recipients of this future investment and grow our local economy.

At the end of the meeting, Ambassador Burney paid compliments to the City of Mississauga's Economic Development Office and the work that they do on a daily basis to bolster our standing with Japanese business. "Mississauga always delivers" and "Mississauga's brand in Japan is strong," were recurring sentiments at the breakfast. As Mayor, it makes me proud to hear an Ambassador say this about our team, and having worked closely with our EDO, I can say that these sentiments are accurate.

The Ambassador also reinforced how important it is for cities like Mississauga to be on the ground in Japan to build relationships and ensure our brand remains strong. Mississauga is competing with many other international jurisdictions for Japanese investment, meaning it's critical that we continue to visit the country, talk to and thank businesses with an existing Mississauga investment, but also those who are looking to internationalize. We have a strong value proposition, but we need to ensure as many businesses as possible hear it.

Following the breakfast with Ambassador Burney, we headed to the Canadian embassy for a media conference with a number of Japanese trade publications. I was provided an opportunity to deliver Mississauga's value proposition to interested and engaged Japanese journalists. In particular I talked about our geographic position in the Greater Toronto Area of 6.5 million people, the 4th largest economic region in North America. I discussed at length about our highly skilled and talented residents and that we place a high value on education and providing businesses with the talent they need to succeed. It's also why our EDO campaign for the last 5 years has been "Win the Human Race."

Along with Harold Dremin, Manager of Business Investment and Client Services in our EDO, I discussed our focus on the Japanese market and how in Mississauga, we are fortunate to be home to 100 Japanese companies (and growing), more than any other Canadian city, representing one-third of all Japanese companies in Canada. As an example of this, in August 2017 we hosted the largest Japanese Festival in North America in Celebration Square, with over 80,000 people attending over two days.

I also highlighted some of the big Japanese companies that call Mississauga home, including Panasonic, Konica Minolta, Mitsubishi Heavy Industries Canada, Canon Canada, NTN Bearings, Fuji Film, Subaru, Nippon Express, and Sumitomo Precision Products, to name but a few. These companies are not only large and well-respected companies in Canada, but in Japan as well. I have made it a point to visit these firms during the last three years as Mayor and keep a regular dialogue to address their needs and concerns.

I also discussed with the journalists how our strong, stable governments and our safe communities makes Canada, and Mississauga attractive destinations for Japanese businesses to locate and operate. In fact, according to JETRO, "Diplomacy," "trade," and "tax regime" rank in the top three fields of interest. We have a competitive advantage in Canada.

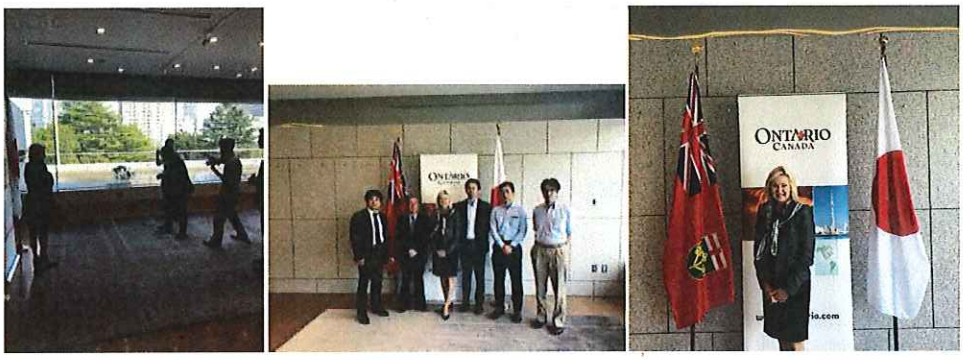


Photo Caption: Speaking with journalists about Mississauga's value proposition and why we enjoy such great success with Japanese companies.

The journalists wanted to know more about why businesses choose to locate in Mississauga and what makes us attractive compared to other North America jurisdictions. I spoke at length about our low corporate tax rate compared to the United States, our access to the American market through NAFTA and the European Market through CETA. In fact, 41 per cent of Canadian-based Japanese companies use NAFTA when importing goods.

I conveyed how as a city, we continue to work with our businesses long after they've made their initial investment – this makes us unique as our EDO provides ongoing, hands-on service to all businesses. An example of this is the work we are doing with Denso, a Mississauga-based Japanese company. They have a new energy-efficient air conditioning unit for city buses that we will test on our MiWay buses. This kind of partnership gives other Japanese companies confidence that the City of Mississauga will continue to work with them to help their businesses succeed. Japanese companies in Canada are profitable. In fact, according to JETRO, over 72% of Japanese business in Canada in 2016 made profit.

The media also asked about innovation in Mississauga and how we support research and development. We spoke at length about how Mississauga is on the so-called "innovation corridor" that runs from Toronto, through Mississauga to the Kitchener-Waterloo Region. Mississauga is home to many innovative companies including SOTI, Point Click Care, Microsoft, Oracle, HP Canada, and many more. In particular, we will soon be home to the National Research Council (NRC) Canadian Centre for Advanced Materials Manufacturing (CCAMM), which will be located on the Xerox property in the Sheridan Research Park. This $25 million investment in a new facility will employ scientists and engineers who are pursuing the development of new materials and compounds for a wide variety of industrial uses including life sciences, aerospace, automotive and many more. With this new investment, Mississauga will be the epicentre of advanced materials research in Canada.

Following the media conference, we travelled to the headquarters of Toyoko Inn, one of the largest and most successful hotel companies in Japan. They are famous for their high-quality, clean, low cost business hotels. Of note, Toyoko Inn holds the Guinness World Record for 100 per cent occupancy in its 48,231 rooms in its 250 Japanese locations during a 24 hour period in 2015. Toyoko Inn is actively looking at expanding to the North American market, in particular in Mississauga near Pearson Airport. Our geography and direct access to the airport make us a very attractive destination for their first Canadian expansion and investment. I look forward to continuing to work with Toyoko Inn in the coming months to welcome them to Mississauga.

Photo Caption: With Mr. Ryuji Hosoi and Ms. Masha Moazemi of Toyoko Inn

Immediately following our Toyoko Inn meeting, we met with senior leadership of Subaru at their Tokyo head office. Subaru Canada has been in Mississauga since 1989. They have expanded their operations twice, but have always stayed in our city. It was immediate early in the meeting the affinity and affection Subaru has for Mississauga. The purpose of this meeting was to thank Subaru for its ongoing investment and confidence in Mississauga and to discuss how we can assist with their future growth in our country. Subaru sells 7 vehicle models in Canada, and are poised to grow in the years to come. They are also expanding their aerospace business.

Photo Caption: With Mr. Yoichi Kato, Mr. Kenichi Ikunu, and Mr. Hiroshi Kamagami of Subaru

Following these meetings, we moved back to the Canadian Embassy for a reception graciously hosted by Ambassador Burney. As noted earlier, Mississauga enjoys a strong working relationship with the embassy and we are thankful for the work that both embassy staff and Ontario trade commission staff put into organizing the evening. Over 70 companies attended the reception, where I was given an opportunity to speak about Mississauga's value proposition and our commitment to the Japanese market and businesses. You can watch my full speech, below:

Click Image to Watch Video

Guests travelled from other Japanese cities like Nagoya and Osaka to be at this reception.

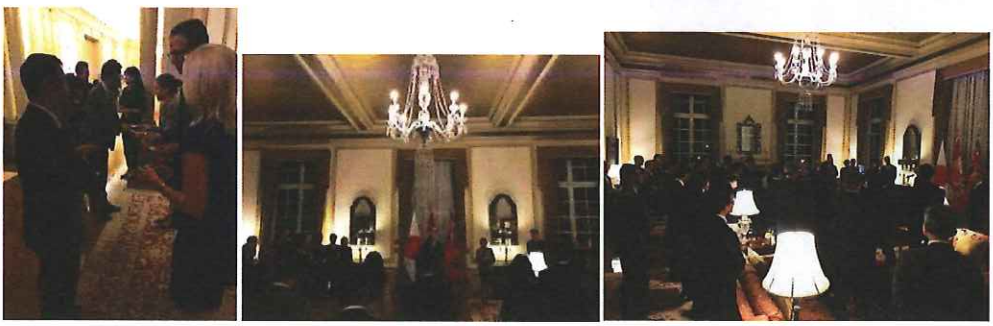


Photo Caption: Addressing the crowd at the reception hosted by Ambassador Ian Burney

Day 1 in Japan was incredibly busy, but also incredibly productive. Tomorrow we board the Shinkansen or "bullet train" to Nagoya where we will set up the Mississauga booth at the Aeromart Nagoya event, one of the most important aerospace trade shows in Japan. On Wednesday, I will be giving a plenary speech to talk about the success Japanese aerospace businesses have had in Mississauga, as well as our unique and highly attractive value proposition. Already, there is a "buzz" about Mississauga. I am excited for the opportunities the next four days present for our city.

Japan Investment Mission Day 2 & 3 – September 26 – 27, 2017

Day 2 and 3, Japan Investment Mission (September 26 – 27, 2017)

Following a successful and busy Day 1, we began Day 2 with another media interview to talk about Mississauga and the reason for our mission.

Mayor's Newsletter

Tweets by @BonnieCrombie

Bonnie Crombie
Retweeted

Sonia Ojha
@Sonia_MBOT

Asked a few of my fav members to take Mayor @BonnieCrombie #Onebagchallenge 4 the @Food_Bank thx 4 accepting the challenge!

Embed View on Twitter

14.1.1. - 7

日本企業の投資呼びかけ

加オンタリオ州ミシサガ市長

航空機産業 一大集積地アピール

「質の高い労働力が航空機関連企業を惹きつけている」と話すクロンビー市長

カナダの航空機産業の一大集積地であるオンタリオ州ミシサガ市のボニー・クロンビー市長は26日、都内で日刊工業新聞社の取材に応じ、「毎年、日本から新規投資で2社、拡張投資で5社確保していきたい」と意欲を示した。今年の新規投資としては航空機機体組み立てを手がける東明工業（愛知県知多市）を例に挙げた。同市長は25－29日の日程で日本を訪問し、東京、名古屋、大阪で企業関係者と交流を予定している。

クロンビー市長の来日は2016年4月に続き2回目。今回の滞在では20社の企業と個別面談して投資を呼びかけたい考えだ。

カナダには約300社の日本企業が進出しており、このうち3分の1の100社がミシサガ市に拠点を構えている。同市にはカナダ最大となるトロント・ピアソン国際空港があり、三菱重工業や住友精密工業など日系の航空機関連企業も多数進出している。

Chubu Keizai Shimbun (*"Mississauga – An aerospace cluster in Canada with good security, well-developed infrastructure"*). I will continue to post articles as they become available, but these articles are an accurate representation of the reception Mississauga is receiving in Japan.

Following our media interview, we boarded the Shinkansen or "bullet train" to Nagoya, Japan to prepare for the Aeromart Conference. Upon arriving in Nagoya, I again sat down for a media interview, this time with Nikkan Kogyo Shimbun (*"Mississauga Mayor calls for Japanese companies' investment; Stresses the Ontario city's feature as large aerospace cluster in"*).

ココが聞きたい

進出のメリットは？

カナダ ミシサガ市長 ボニー・クロンビー氏

航空宇宙産業の集積地

治安良く インフラ充実

航空宇宙産業の集積が進んでいるカナダ南東部のオンタリオ州ミシサガ市。日本からも航空宇宙や自動車分野などの企業が約100社進出しており、今後、日本で企業誘致の活動に一段と力を入れる方針だ。航空宇宙分野の商談会「エアロマート名古屋」の開催に合わせ来日したボニー・クロンビー市長に企業誘致の取り組みを聞いた。

「日系企業が円滑に進出できるよう手厚いサポートを行う」と話すクロンビー市長

The main reason for Mississauga to come to Japan this time was to take part in the Aeromart Nagoya Trade Event. On Day 2, we set up our City of Mississauga booth which is titled "Canada's Largest Aerospace Cluster (City of Mississauga)." This is an apt description and has caught the attention of many at the Aeromart event.

City of Mississaug...

Liked

City of Mississauga - Municipal Government
2 hours ago

Mississauga Fire and Emergency Services (MFES) is looking for dedicated people to join their highly skilled and motivated team. The fall recruitment period is now open. Applications will be

Search...

I took the opportunity to walk the conference floor. Along the way I met Daniel Dobrjanski and Robert Sochaj of Cyclone Manufacturing Inc., a Mississauga-based aerospace success story. Located in the Meadowvale area, Cyclone is part of Mississauga's aerospace ecosystem, working with many local companies, including Mitsubishi Heavy Industries Canada Aerospace (MHICA), as well as customers around the Globe. They are known for their commitment to excellence and elite quality work. Employing over 650 people at their Mississauga location, they are a strong corporate partner.

Photo caption: With Daniel Dobrjanski and Robert Sochaj of Cyclone Manufacturing Inc.

I also had the opportunity to speak with members of Mie Prefecture (province), home to many Japanese aerospace companies. Earlier this month the City of Mississauga's Economic Development Office welcomed a delegation from Mie Prefecture to discuss our aerospace cluster and why we have enjoyed so much success with Japanese companies.

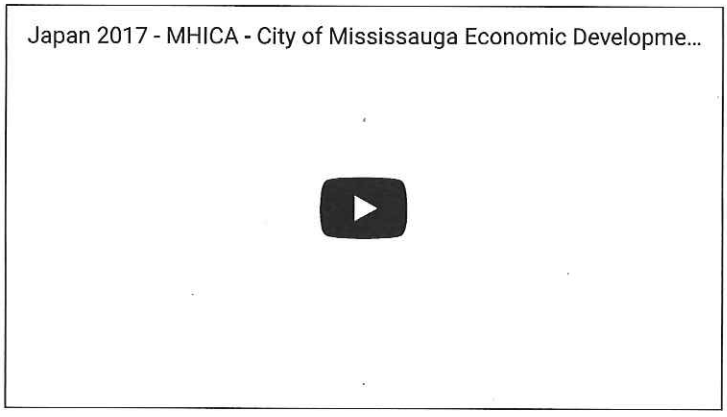
The Aeromart trade event provided Mississauga not only an opportunity to have a booth and engage in many business to business (B2B) meetings, but also to speak to conference delegates about Mississauga and our aerospace cluster. I was pleased to be joined by Chenier LaSalle, Consul and Senior Trade Commissioner for the Government of Canada in Nagoya, and David Perdue, International Representative, Government of Ontario International Office in Japan. Our three levels of government are working together to showcase Canada's aerospace sector and the success Japanese aerospace companies have had in our country and more specifically, in Mississauga.

Photo Caption: With Chenier LaSalle and David Perdue

Following presentations by Chenier and David about the benefits of Canada and Ontario respectively, I gave a presentation on Mississauga. Having three levels of government working together demonstrates our collective commitment to Japanese aerospace companies and our willingness to work with them as they make Canada their home.

You can watch the full presentation here: https://www.facebook.com/bonniecrombie/videos/10159322683520371/

Our presentation led with the following video about MHICA's success in Canada, featuring CEO, Mike McCarthy.



MHICA is one of the largest Japanese aerospace companies. Their testimonial about their success in Mississauga sends a strong signal to the entire Japanese aerospace sector that our country, province, and city are excellent places to invest to be profitable. Many other Japanese aerospace companies work with MHI in Japan. To hear about the success of their Canadian subsidiary has sparked interest in how they achieved their success and the opportunities that Mississauga affords. Moreover, given the negative interest rate I referenced

in my Day 1 post, our highly skilled talent and competitive corporate tax rate, as well as our high quality of life, Mississauga is an attractive destination for international expansion.

Out of respect for our audience, our presentation was in Japanese. This approach was welcomed and well-received by our largely Japanese speaking audience. It's a small detail, but underscores Mississauga's Economic Development Office's attention to detail and knowledge of the Japanese market. I've included the English version of the presentation, here:

Click here to view presentation

Following our presentation to the Aeromart event, we travelled to meet with executives from MHI at their headquarters. We enjoyed a very positive and productive meeting wherein they spoke at length about their commitment to Mississauga and the many positive attributes of MHICA. In particular they spoke highly of our talented Canadian workers, as well as their commitment to a Kaizen culture that always strives for improving processes in manufacturing. MHICA has quickly become a source of pride for MHI and they are looking at ways to continue to grow MHICA in Mississauga.

Photo Caption: With senior leaders of MHI in Nagoya, Japan

Following this meeting, MHI sent us on a tour of one of their manufacturing facilities where they build rockets and other space vehicles. For security reasons I cannot post photos inside the facility, but it was a highly impressive facility. This is not a tour that many people get to take.

I also had the opportunity to join Mr. Takaoki Niwa, Senior VP and Senior General Manager (Commercial Airplanes Division, Commercial Aviation Systems, Head of Hiroshima Aviation Works), and his team for an authentic Japanese dinner to celebrate the success of MHICA. At this dinner, I was pleased to hear Mr. Niwa reiterate his affection for our city and his commitment to growing the MHICA business in Mississauga. In 2016, I met with Mr. Niwa's predecessor, Mr. Hisano, who was also a strong supporter of MHICA

and Mississauga. I was pleased to hear this commitment continues under Mr. Niwa's leadership. I look forward to continuing to build upon this strong relationship.

I also raised our partnership with MHICA and the work we did recently together to promote the MHI Canada Aerospace Structural Airplane Apprentice Program. MHICA's Structural Airplane Apprentice Program is offered to people between the ages of 18-29. The training program lasts 20 weeks. Certified recruits undertake an 8 month apprenticeship. The program is ongoing with approximately 6 sessions held each year. Approximately 60 positions are available. Through our joint promotion, we were able to not only provide life changing opportunities to youth, but also help MHICA develop new talent to help them meet demands and grow. This is an example of Mississauga's commitment to all businesses, in particular our aerospace companies.

Photo Caption: With Mr. Niwa and MHI Team.

Our day of meetings was rounded out with a visit to Tohmei. We first met with Tohmei in April 2016 on our last mission to Japan. They are very interested in Mississauga and the potential it has for their growing business. I look forward to hopefully making an exciting announcement with Tohmei in the near future.

Day 2 and 3 in Nagoya have been very busy, but also very rewarding. There is a definite "buzz" about Mississauga at the Aeromart trade event, as well as in local media. This attention does not happen overnight; rather it is fostered over many years of commitment, hard work and relationship building. It also requires being targeted in our economic development efforts. Hazel McCallion began the work in Japan and I am pleased to carry it on. Mississauga has a strong and proud reputation in Japan, especially in the aerospace sector, thanks in large part to the focus and effort put into this market.

As I've said many times, including most recently in the 2017 State of the City Address, Mississauga is in direct competition from jurisdictions around the world, as well as right here in Canada. Everyone is vying for these investments and the jobs and economic benefits they create. If Mississauga is not present globally, in a targeted and strategic way like we are in Japan, we will miss out on this investment. I believe my job as Mayor is to sell our city. If I don't do it, who will?

I look forward to Day 4 and 5 where I will meet with more Mississauga-based Japanese companies, and attend a Canada Chamber of Commerce dinner in Japan "Canada 150 Maple Leaf Gala" featuring many Japanese companies and even Princess Takamado of the Japanese Imperial Family.

This entry was posted in Carousel News, News, The Crombie Column. Bookmark the permalink.

Japan Investment Mission – Day 4&5 (September 28 – 29, 2017)

Day 4 of our Japan Investment Mission began with a bullet train ride from Nagoya to Osaka to meet with senior executives from NTN Bearings (NTN). NTN has been in Mississauga longer than Mississauga has been a city. They are a bearings manufacturer with offices around the globe, with a specialization in aerospace parts. As an example, they provide bearings for air craft engines like those made by Rolls Royce.

Former Mayor, Hazel McCallion partnered with then NTN Canada President, Mr. Suzuki, to foster Mississauga's sister city relationship with Kariya, Japan that we have enjoyed for 36 years. Mr. Suzuki is now a Senior Advisor to NTN in Japan, and highly respected within the Japanese business community.

Mr. Suzuki and I talked at length about the success NTN has enjoyed in Mississauga and their ongoing commitment to our city and to Canada. We will continue to work with Mr. Paul Meo, President of NTN Canada and Mr. Suzuki to help NTN grow and succeed in Mississauga.

Mayor's Newsletter

Tweets by @BonnieCrombie

Bonnie Crombie
Retweeted

Sonia Ojha
@Sonia_MBOT

Asked a few of my fav members to take Mayor @BonnieCrombie #Onebagchallenge 4 the @Food_Bank thx 4 accepting the challenge!

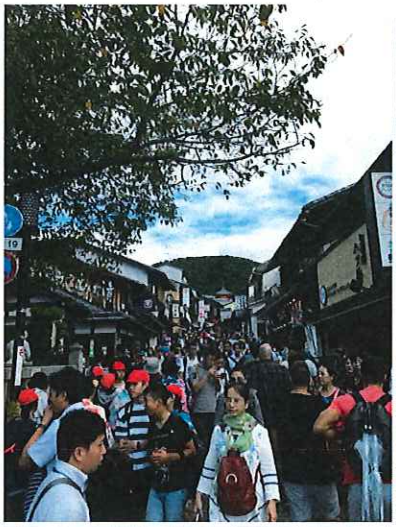
Embed View on Twitter

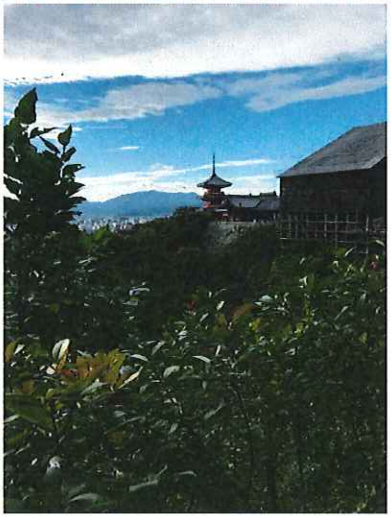
Meanwhile, at the Aeromart Conference, our team from Economic Development, led by Harold Dremin, hosted over 25 business to business (B2B) meetings with Japanese aerospace companies. About 14 of these meetings were pre-arranged, but the remainder were unscheduled. These companies had heard about Mississauga through our presentation to the conference attendees or because of the news articles. They were interested in finding out more about our city and why so many Japanese companies have located here.

Many of these meetings will generate leads, which will then be pursued by Harold and the team in the Economic Development Office. Many hours of work go into pursuing a new company, but the first step, and arguably the most important, is the first impression we make. In this case, at the Nagoya Aeromart Trade Event, we made a strong first impression with many companies. Mississauga is definitely on the map with the aerospace industry in Japan!

Following our productive and important meeting with NTN, we boarded the bullet train to Kyoto, Japan, one of the stops between Osaka and Nagoya. Kyoto is an ancient and beautiful city, rich in history and culture. It is home to over 2,000 temples and shrines! We took some time to visit the Kyoto Jishu Temple, one of the largest and most notable temples in Kyoto. I do not believe you can understand the business environment in a country without first understanding the culture of its people. Understanding the rich and vibrant history that drives the Japanese people helps me better understand how they do business and how to better make connections and build relationships.

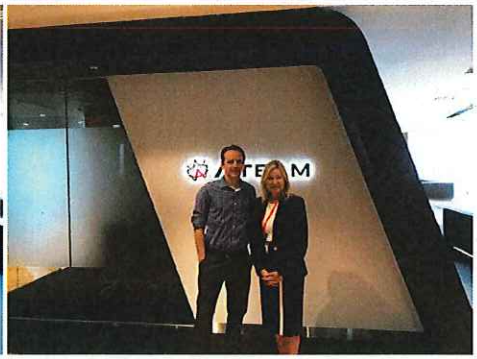
Our brief stop in Kyoto will hopefully not be my last, but gave me a glimpse into Japanese history, as well as the beauty of the landscape. On missions like these, we often see our hotel rooms, meetings rooms, banquet rooms, and the inside of taxis. For a short period, it's nice to see a little more of the country.





Photos of the Kyoto Jishu Temple

On the morning of Day 5, we met with app game company, A Team who specializes in the development of games for mobile phones. Brady Mehagan, an Ontario native, gave us an overview of their operations, but more importantly the app game marketplace in Japan. It's a highly volatile market with companies growing rapidly based on the popularity of the games they make. Mississauga is home to a growing and vibrant Information and Communications Technology (ICT) industry, with the Canadian head offices of Oracle, Microsoft, HP Canada, Samsung, and many more. We are home to over 500 ICT companies employing over 30,000 people. We are well-positioned to provide a North American location for companies like A Team. This is a market we will continue to study and pursue in the months to come.

Following the meeting with A Team, I joined our Ontario Trade Representative, David Perdue and Canadian Trade Consul, Chenier LaSalle, for a trip to our sister-city, Kariya, Japan. I had the pleasure to meet with Mayor Takenaka and other members of his government to discuss our ongoing relationship and how we can work together to strengthen the ties between Mississauga and Kariya, as well as between Japan and Canada.

Kariya was featured prominently this August when Mississauga hosted Japan Festival, one of the largest Japanese festivals in North America. We estimate between 70,000 – 80,000 people attended Celebration Square during the two day festival. The festival has been such a success, it has attracted the attention of the Japanese newspaper, The Japan Times, the largest English newspaper in Japan. Mississauga was featured prominently in the paper this morning.

Photo Caption: If you look closely, you can see Councillors Kovac and Starr in the news!

There is a definite "buzz" about Mississauga in Japan these days!

Perhaps one of the highlights of the trip was the Canada 150 Maple Leaf Gala hosted by the Canada Chamber of Commerce, Japan. The event was in honour Canada's 150th anniversary and in attendance were many Japanese companies with Canadian connections. I was honoured to be invited to sit at the head table by Canadian Ambassador, Ian Burney along with Princess Takamado of the Japanese Imperial Family. It was a pleasure to meet the Princess and talk about the strong relationship enjoyed by Canada and Japan. Meeting the Princess was truly the honour of a lifetime and I am thankful to Ambassador Burney to have had the chance to do so.

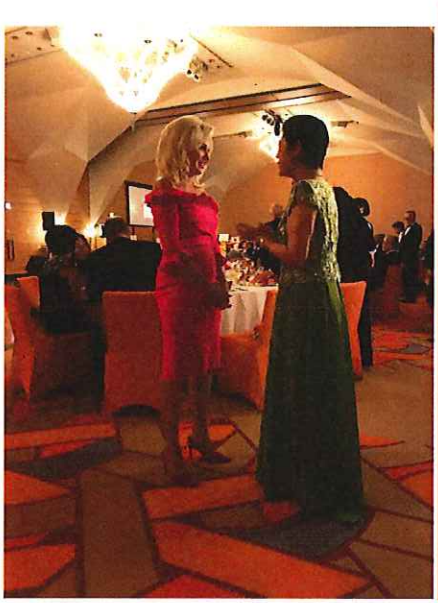


Photo Caption: Speaking with Princess Takamado of the Japanese Imperial Family

The fact that the Princess was in attendance at this event underscores the strength of the relationship is between our two countries.

Conclusion

I want to thank the entire Mississauga Economic Development Office team for their work in putting this mission together. They work tirelessly behind the scenes to not only attract new businesses to Mississauga, but also work closely with the ones already here so that they may grow and prosper.

I also want to thank Ambassador Ian Burney and his team for their warmth and hospitality, as well as for helping to organize the Monday night reception with over 70 businesses in attendance at the Ambassador's official residence. They made Mississauga feel right at home in Japan.

Special thanks to David Perdue, Ontario's Trade Commissioner in Tokyo for all of his work and for being a guide throughout the week. The same thanks is to be extended to Chenier LaSalle and his team, Canada's Trade Commissioner in Nagoya.

Our investment mission to Japan was a successful one. There will be more exciting announcements in the coming days, however from a reputational perspective, Mississauga is strong. We sent a strong signal to the Japanese business community that we are open for business and that Japanese businesses can be profitable here. We planted many seeds that will hopefully grow, through the hard work of Mississauga's Economic Development Office, into new companies locating in Mississauga.

This entry was posted in News. Bookmark the permalink.

For Immediate Release
October 4, 2017

Mississauga Welcomes Another Japanese Aerospace Company: Tohmei Industries

Mississauga, ON – Mayor Bonnie Crombie extended an official welcome to the newest Japanese company to call Mississauga home, Tohmei Industries, a renowned Japanese aerospace company.

The news follows Mayor Crombie's recent investment mission to Japan wherein she met with Tohmei executives.

"I am delighted and excited that Tohmei has chosen Mississauga as its Canadian home and look forward to working with them as they grow their business and establish a presence in the North American market."

Mayor Crombie first met with Tohmei in April 2016 during her first investment mission to Japan. In that meeting, Tohmei expressed a strong desire to establish operations in North America. Tohmei worked closely with government of Canada and Ontario representatives in Japan, as well as Mississauga's own Economic Development Office to find a location and set up their business in Canada.

"This is how economic development works," said Mayor Crombie. "It's important to meet these companies in person, establish a relationship, and then work with them as they navigate the Canadian environment. These investments do not just happen overnight, but take many months, and even years of hard work."

Tohmei is a well-known player in the Japanese aerospace sector, working closely with other companies such as Mitsubishi Heavy Industries to assemble components of Bombardier aircraft. In Japan, Tohmei's main customers include Mitsubishi Heavy Industries, Kawasaki Heavy Industries, Subaru, the Ministry Of Defense, and the Japan Aerospace Exploration Agency. One of their main products is the composite centre wing for the Boeing 787.

Tohmei plans to initially lease their own facility, and then hire and train Canadian talent. Tohmei's technology cultivated in aerospace led them to supply the transportation industry in Japan, where Tohmei designs and manufactures special test equipment for the Shinkansen Bullet Train, fatigue-testing for the auto industry, and anti-rolling gyro equipment for cabin cruisers. In Japan, a subsidiary of Tohmei manufactures advanced composite materials such as Carbon Fiber Reinforced Plastics.

This will be the company's first investment outside of Japan.

"I believe the sky is the limit for Tohmei," said Mayor Crombie. "Like so many other aerospace companies, Tohmei sees the value of locating their business in Mississauga to access not only the North American market, but also highly skilled talent, and a robust aerospace supply chain featuring some of the biggest players in the industry. If you're in the aerospace business, Mississauga is the place to be!"

Mississauga is Canada's largest aerospace cluster by employment. The aerospace industry employs over 27,000 people in over 330 aerospace companies. Mississauga is also home to Canada's largest airport and global hub, Toronto Pearson.

"When Japan succeeds, Mississauga succeeds," Mayor Crombie concluded.

-30-

Toronto and Region Conservation for The Living City

September 29, 2017

Ms. Diana Rusnov **Sent via email**
Director of Legislative Services & City Clerk, Clerk's Department **diana.rusnov@mississauga.ca**
City of Mississauga
300 City Centre Drive, 3rd Floor
Mississauga, ON L5B 3C1

Dear Ms. Rusnov:

Re: Appointments to the TRCA Regional Watershed Alliance 2017-2021

Since the 1980s, Toronto and Region Conservation Authority's (TRCA) watershed and waterfront committees and task forces have been instrumental in supporting the development and implementation of watershed plans and TRCA's watershed management activities.

On June 23rd 2017, at Authority Meeting #8/17, TRCA's Community Engagement Strategy and new citizen governance model were adopted, which include the establishment of a Regional Watershed Alliance (RWA). The RWA is a formal citizen committee of TRCA which will report to the Authority on a regular basis. More details on the structure, terms of appointment, as well as roles and responsibilities of the RWA are included in the draft Terms of Reference, enclosed.

We are extremely grateful for the support and participation of City of Mississauga Council representatives on the Don, Humber and Etobicoke-Mimico watershed committees in the past and would like to invite the City of Mississauga to appoint a Council, Environmental Advisory Committee (EAC) representative, or senior staff member to participate on the Regional Watershed Alliance.

The first meeting of the Regional Watershed Alliance is tentatively scheduled for Wednesday, November 15, 2017 at 6:00 p.m. We request that confirmation of your appointed representative be received by the end of October in order for TRCA to confirm membership for our inaugural meeting in November.

If you have any questions, please do not hesitate to contact Kathy Stranks at kstranks@trca.on.ca or 416-661-6600 extension 5264.

Yours truly,

Chandra Sharma
Director, Watershed Strategies

/Encl.

2017-2021 Terms of Reference: TRCA Regional Watershed Alliance

1.0 BACKGROUND

Since the 1980s, Toronto and Region Conservation Authority's (TRCA) watershed and waterfront committees and task forces have been instrumental in supporting the development and implementation of TRCA's watershed management activities. The Rouge Comprehensive Basin Management Strategy (1988), was TRCA's first initiative supported by a citizen based "public committee." The 1989 Greenspace Strategy committed to a program of watershed strategy development for each of TRCA's watersheds in cooperation with a public advisory committee for each watershed. Over the past two decades, the Duffins-Carruthers Watershed Resource Group, Rouge Park Alliance, Don Watershed Regeneration Council, Humber Watershed Alliance and Etobicoke-Mimico Watersheds Coalition have played a significant role in building community stewardship capacity to help TRCA deliver on priorities of watersheds and waterfront. Watershed and waterfront residents and stakeholders are also engaged through Conservation Lands stewardship committees and integrated/multi-objective or sector-based programs such as Sustainable Neighbourhood Retrofit Action Plans (SNAP) and Partners in Project Green: A Pearson Eco-Business Zone (PPG).

TRCA's 2013-2022 Strategic Plan highlights regional sustainability challenges of increasing scope and scale - such as preparing for the impacts of climate change, transitioning to a low carbon economy, managing urbanization and growth pressures. The Plan also calls for regional engagement of a broad cross-section of the population at both local and regional scales within TRCA's jurisdiction. As such, in 2015, upon the completion of the existing terms for the Don, Humber and Etobicoke-Mimico watershed committees, the Authority directed staff to update TRCA's community-focused engagement model in light of new trends and opportunities in civic engagement and to facilitate the implementation of the Strategic Plan.

On June 23, 2017, at Authority Meeting #8/17, The Community Engagement Strategy along with a new citizen governance model was adopted. The new citizen governance model includes the Regional Watershed Alliance (RWA), and its subcommittees; Youth Council, Watershed/Waterfront Working Groups. An Indigenous Liaison Committee to the Authority has also been approved as part of the proposed governance model (Refer to Attachment 1). The RWA is a formal community-based committee of TRCA which will report to the Authority on regular basis.

Authority Direction

(To be inserted after October Authority Meeting)

2.0 MISSION AND MANDATE

Mission: Create healthy watersheds and waterfront that achieve The Living City Vision of sustainable communities, regional biodiversity and healthy rivers and shorelines through advocacy, knowledge sharing and collective action.

Mandate: Reporting to the Authority (Attachment 1) and working closely with The Living City Foundation, the Regional Watershed Alliance will be established as a subcommittee to TRCA with the purpose of:

Advocacy	Advocacy for awareness, policy innovation and action within members' sectors, communities and jurisdictions on regional and local environmental and sustainability issues.
Advisory	Input on TRCA initiatives, act as a sounding board to TRCA staff, and advise the Authority on matters of community interest.
Collective Action	Priority setting and collective investment in key sustainability and environmental issues for cross-jurisdictional and cross-sectoral actions. Support and leadership to the development of platform and campaigns to bring actors and stakeholders together to drive solutions through collective action and resource sharing.
Reporting	Reporting on collective outcomes on regional sustainability to the public, TRCA municipal partners and stakeholders. Reporting to the Authority on its work.

3.0 ROLES AND RESPONSIBILITIES

The Regional Watershed Alliance shall:

1) Adhere to the basic principles of sound ecosystem management and sustainability that recognizes the interrelationships between cultural heritage, physical characteristics, biological conditions and economic needs, and the integration of conservation, restoration, social and economic activities necessary for the health of the watersheds;

2) Forge partnerships and collaborations that build our collective capacity to advance the goals of TRCA's Strategic Plan: Building The Living City 2013-2022, and provide a platform for collective action on cross-jurisdictional and cross-sectoral priorities;

3) Work with staff in setting regional and local priorities that help advance TRCA's and its municipal partners objectives of sustainable communities, recommendations of TRCA's 2017 Community Engagement Strategy, watershed plans, watershed report cards and The Living City Report Card;

4) Advocate on regional and local environmental policy issues through discussion papers, briefs and comments etc. and providing advice and comments to staff and the Authority on relevant programs and policies impacting TRCA watersheds and communities. Examples include: TRCA's Terrestrial Natural Heritage System Strategy; Sustainable Near-urban Agriculture Policy; watershed plans; TRCA Trails Strategy; and TRCA Greenspace Strategy;

5) Implement the recommendations of the Toronto and Region Remedial Action Plan as they pertain to the TRCA waterfront and watersheds;

6) Work collaboratively with TRCA staff and partners to develop state of the watershed reports and The Living City Report Card which will address jurisdiction-wide sustainability issues;

7) Through watershed forums, events and on-line engagement, provide a forum for watershed communication by maintaining and enhancing contacts within the community. Mobilize and empower networks of local communities to build capacity and influence people's behavior;

8) Act as a resource to TRCA, TRCA's municipal partners and The Living City Foundation by providing advice on matters of community interest;

9) Work with TRCA and The Living City Foundation to identify priorities, seek new partnerships, public sector investment and other sources of funding;

10) Where appropriate, and when requested, serve as a spokesperson for media and government relations on behalf of staff;

11) Establish subcommittees/working groups or standing committees as needed, the Watershed/Waterfront Working Groups and Youth Council, and collaborate with the Indigenous Liaison Committee as needed;

12) Seek political support at all levels of government;

13) Collaborate with other conservation authorities, municipalities, environmental non-government organizations (ENGO) and groups on opportunities that transcend TRCA jurisdictional boundaries;

14) Maximize the collective impact of TRCA and other environmental and sustainability champions in the region through resource and data sharing, measuring, and reporting on regional priorities; and

15) Report to the Authority on a regular basis.

4.0 STRUCTURE

Supported by TRCA staff, the Regional Watershed Alliance will have a Chair, Vice Chair, and will be comprised of approximately 45 voting members.

4.1.1 Voting Members

The Regional Watershed Alliance members will be recruited based on a diverse skill set, sector and community specific expertise, network connections, demonstrated leadership, experience, and knowledge of the watersheds within TRCA's jurisdiction.

- **Toronto and Region Conservation Authority** (up to six voting representatives, Ex-officio)
  - Preferably one representative from each of TRCA's participating member municipalities from the Authority.

- **Watershed Residents** (up to 20 voting representatives)
  - Up to 20 watershed residents selected from across TRCA's nine watersheds and waterfront, having equal geographical and demographic representation.

- **Sector Experts and Organizations** (up to 10 voting representatives)
  - Up to 10 members from non-government, think-tanks, business and special interest groups, representing diverse sectors including youth and Indigenous groups.

- **Municipal Representatives** (up to seven voting representatives, Ex-officio)
  - Representatives of municipalities within TRCA's jurisdiction. These representatives could be political representatives representing the municipality, Environmental Advisory Committee (EAC) representative/liaison, or senior staff.

- **Provincial Representative** (up to one voting representative, Ex-officio)
  - Up to one political representative or senior staff from the Province of Ontario.

- **Federal Representative** (up to one voting representative, Ex-officio)
  - Up to one local political representative or senior staff from the Government of Canada.

4.1.2 Non-Voting Experts

In addition to voting members, one to two non-voting experts with extensive experience in public sector or subject matter expertise can be invited to join to the Regional Watershed Alliance. These experts could be former TRCA or other conservation authority (CA) staff and are not required to be a resident of TRCA's watersheds.

4.1.3 Guests

The Regional Watershed Alliance meetings are open to the public. Municipal or other agency staff may be invited as guests to offer presentations or participate in discussions on relevant issues. Guests will not have voting privileges nor be eligible for travel expenses to and from meetings.

4.1.4 Chair or Vice-Chair

The Chair and Vice-Chair of the Regional Watershed Alliance will be elected from amongst its members for the term of the Alliance. The Authority may appoint an interim Chair until such time as an election can take place. The voting procedures used will be that outlined in TRCA's Rules of Conduct.

The Regional Watershed Alliance Chair and Vice-Chair will provide leadership in building a shared vision and commitment for moving forward with the Regional Watershed Alliance's mission, mandate and responsibilities.

The Chair will have the following additional responsibilities:

- Presiding over Regional Watershed Alliance meetings, setting the agenda and generally ensuring the effectiveness of meetings; and
- Recruiting new members to the Regional Watershed Alliance when openings arise.

In the absence of the Chair, the Vice-Chair will perform the above functions.

4.2 Appointment Process

Authority Representatives:

TRCA members will be appointed by the Authority as Ex-officio voting representatives.

Watershed Residents:

Applications from watershed residents will be solicited through direct recruitment, announcements in newsletters, local newspapers, web sites, volunteer networks, and through various social media platforms. A committee of TRCA staff and/or board members will select the Regional Watershed Alliance resident members through the application process using a set of criteria to ensure suitability and eligibility.

Sector Experts and Organizations:

Select organizations and agencies will be requested by TRCA to appoint a representative.

Municipal Representatives:

Formal request for appointment of municipal representatives will be made to municipal councils. These representatives will be Ex-officio members.

Provincial and Federal representatives:

Federal and provincial representatives (member of Parliament or staff) with specific interest in TRCA's work and jurisdiction is in the TRCA watersheds/waterfront will be invited to participate as Ex-officio members.

4.3 Term of Appointment

Regional Watershed Alliance will be established with a revolving term of up to four years. Members will be appointed for a two term with a possible extension of up to two more years. This will allow for a staggered replacement process maintaining a balance between new and experienced members. The membership will be reviewed on an annual basis. Members, excluding Ex-officio members, unable to fulfill their commitments may be replaced as per TRCA's Roles of Conduct.

Notice of resignations and recommendations for new members will be presented to the Authority for approval on an 'as required' basis.

4.4 Meetings

Members are required to attend quarterly evening meetings of the Regional Watershed Alliance and one annual Watershed Forum. Meetings are expected to be approximately three hours in length, at the discretion of the Regional Watershed Alliance. An agenda will be circulated in advance of meetings.

The Chair will have the discretion to call additional meetings, if required. Additional meetings may be required to deal with specific issues from time to time. Some meetings may be held during regular work hours depending on the preference and availability of members and staff or via conference call or online meetings.

Light meals and refreshments will be provided at evening meetings.

4.5 Reporting

The Regional Watershed Alliance is considered an Advisory Committee of TRCA. The Regional Watershed Alliance will report to the Authority on projects and progress through their meeting minutes or seek Authority approval as necessary on specific initiatives.

The Regional Watershed Alliance is not a formal commenting body regarding review and approval of planning applications or permits.

4.6 Quorum and Governance

A quorum will consist of voting members in numbers greater than or equal to one-third of the total number of voting members on the Regional Watershed Alliance.

Consensus-based decision making will be the preferred procedure. Formal decisions will be based on a simple majority vote. In the event of a tie, the vote fails.

4.7 Rules of Conduct

The Regional Watershed Alliance will adhere to TRCA's Rules of Conduct as adopted by Resolution #A34 at Authority Meeting #2/86, held on March 21, 1986, and as amended

periodically or superseded by any bylaws enacted as per the Conservation Authorities Act. Other policies and legislation may be applicable in regard to code of conduct, conflict of interest and Volunteer Policy.

4.8 TRCA Staff Support

The Regional Watershed Alliance will be supported by a team of staff from Watershed Strategies Division including:

- Director, Watershed Strategies
- watershed specialists
- projects managers
- administrative support staff

. Staff will provide the following support functions:

- Coordination of Regional Watershed Alliance meetings;
- Administrative and financial support;
- Strategic guidance on alignment of RWA work plan priorities with other strategic opportunities;
- The Living City Foundation support for management of any funds collectively raised by the Regional Watershed Alliance or any of its subcommittees that support the implementation of their work plans; and
- TRCA technical expertise on projects and initiatives of the Regional Watershed Alliance and its subcommittees.

4.9 Funding

Funding will be available for projects and activities of the Regional Watershed Alliance based on approved work plans and available TRCA budget. Members are encouraged to assist in securing other resources and partnerships for Regional Watershed Alliance projects and activities, whenever possible through collective public investment opportunities. In-kind or other support for the projects and activities of the Alliance are welcome from businesses, industries, government agencies, private foundations, educational institutions and others in accordance with TRCA policies. In-kind or other support will be coordinated with the assistance of The Living City Foundation, where appropriate.

5.0 COMPENSATION FOR REGIONAL WATERSHED ALLIANCE MEMBERS

At regular Regional Watershed Alliance meetings, as well as Watershed/Waterfront Working Groups, members will be eligible for travel expenses and any other expenses approved in advanced by TRCA's Director, Watershed Strategies, according to TRCA policy, where these are not covered by their agency or other source. The TRCA policy on volunteers is also applicable and can be accessed at: *http://trca.on.ca/get-involved/volunteer/volunteers-and-interns.dot*. Members shall not receive a per diem or honorarium for attendance at meetings and functions.

6.0 WATERSHED/WATERFRONT WORKING GROUPS

The watershed/waterfront working groups will be subcommittees of the RWA and formed as deemed appropriate by the Regional Watershed Alliance. These committees may solicit local community representatives or experts to participate as needed. Mandate of these subcommittees can be watershed-wide or specifically focused around projects such as watershed plans. The Watershed/Waterfront Working Groups will report to the Regional Watershed Alliance. The supporting TRCA staff will coordinate regular reports to the Regional Watershed Alliance on the activities of these groups.

Items pertaining to the working groups will be a standing item on the agenda of Regional Watershed Alliance meetings.

7.0 YOUTH COUNCIL

The Youth Council will be comprised of community youth champions, existing youth group representatives and new recruits. The Youth Council will report to the Regional Watershed Alliance.

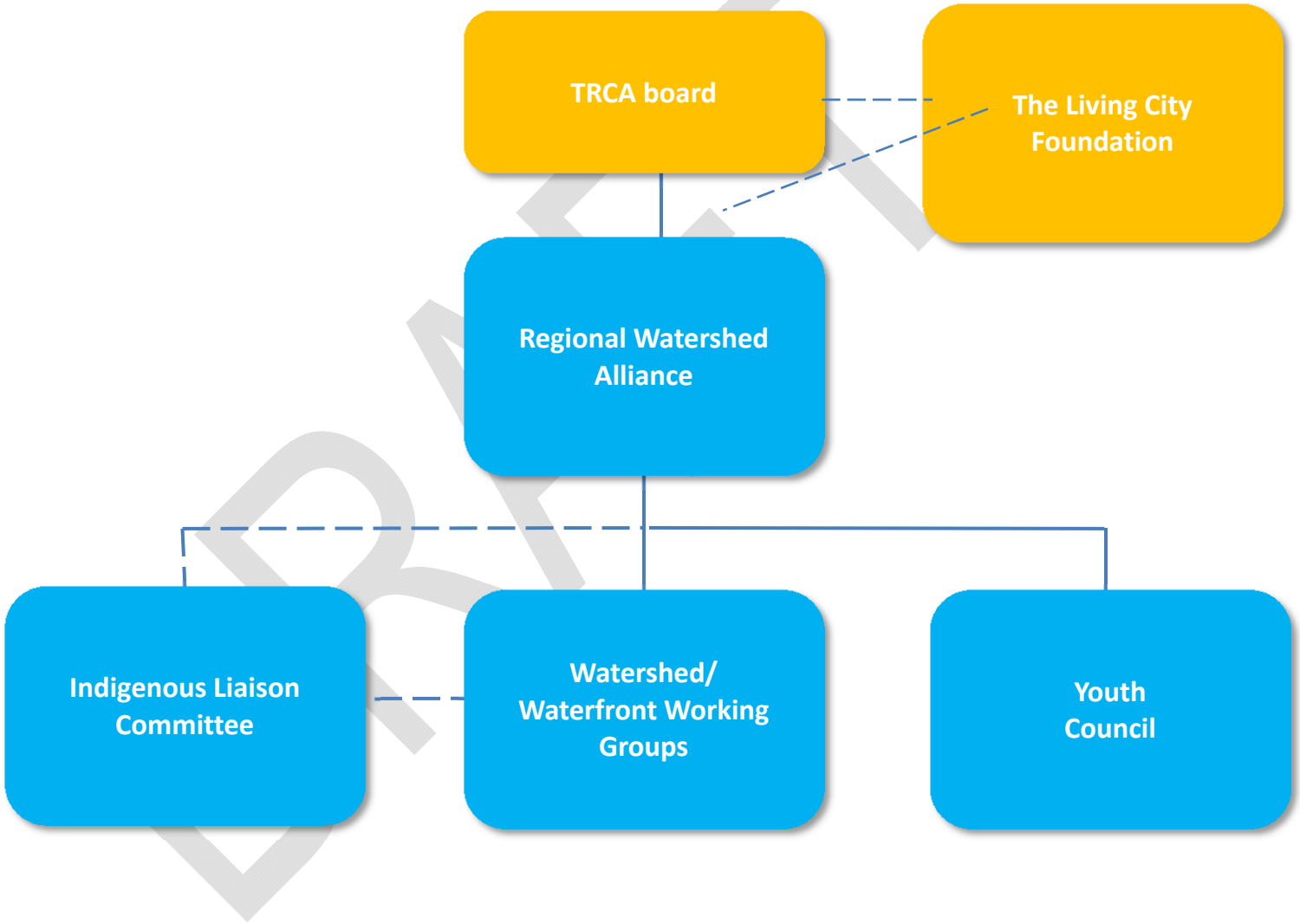
The mission, mandate and goals, along with the Terms of Reference for the working groups, Youth Council will be developed by TRCA and the Regional Watershed Alliance in consultation with relevant stakeholders.

8.0 INDIGENOUS LIASON COMMITTEE

The Indigenous Liaison Committee will be comprised of members and experts from different Indigenous communities in TRCA's jurisdiction. They will liaise on Indigenous interests and help build stronger relationships between TRCA and the larger Indigenous population in the jurisdiction. This Committee will advise the Authority and staff on matters of community interest and liaise with the Regional Watershed Alliance on mission-driven collective projects. The Committee will not have a reporting relationship with the Regional Watershed Alliance or the Authority.

The member(s) of this Committee may have membership on the Regional Watershed Alliance. This Committee will have opportunities to work with the Watershed/Waterfront Working Groups and Youth Council. TRCA staff and relevant stakeholders will collaborate on the development of a Terms of Reference for this Committee.

Attachment 1: TRCA Citizen Governance Model



Whereas Parking Fees in the Port Credit Business Improvement Area (BIA) have been historically waived for the month of December, and

Whereas the BIA has requested parking relief for the month of December to celebrate Christmas in Port Credit and provide parking relief within the BIA District for December 2017, and

Whereas the shops, restaurants and retailers must compete with shopping malls providing free parking all year long,

Therefore be it Resolved Staff bring back a Report on free parking for the month of December in Port Credit, and

Be it Further Resolved the Report come back to Council in time to implement free parking in Port Credit for December 2017, should that be the will of Council.