
Council

Date: June 10, 2020
Time: 9:30 AM
Location: Online Video Conference

Members

Mayor Bonnie Crombie	
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 allyson.dovidio@mississauga.ca by Monday, June 8, 2020 before 4:00 PM. Comments submitted will be considered as public information and entered into public record.

Contact

Allyson D'Ovidio, Legislative Coordinator, Legislative Services
905-615-3200 ext. 8587
Email allyson.dovidio@mississauga.ca

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

Meetings of Council streamed live and archived at Mississauga.ca/videos

1. **CALL TO ORDER**

2. **INDIGENOUS LAND STATEMENT**

"Welcome to the City of Mississauga Council meeting. We would like to acknowledge that we are gathering here today on the Treaty Lands and Territory of the Mississaugas of the Credit, and the traditional territories of the Anishinaabe, Haudenosaunee, Wyndot and Huron people. We also acknowledge the many First Nations, Inuit, Metis and other global Indigenous peoples who call Mississauga home. We welcome everyone."

3. **APPROVAL OF AGENDA**

4. **DECLARATION OF CONFLICT OF INTEREST**

5. **MINUTES OF PREVIOUS COUNCIL MEETING**

Council Minutes - May 27, 2020

6. **PRESENTATIONS - Nil**

7. **DEPUTATIONS**

7.1 Brian Bentz, President and CEO of Alectra Inc. to provide an update on Alectra Inc.

7.2 David Warner, Chair of the Enersource Board, to provide an update on the Enersource Board

Item 11.1

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

You may pre-register to present your question to Council on a matter on the agenda via WebEx during the Public Question Period, at allyson.dovidio@mississauga.ca by Monday, June 8, 2020 before 4:00 PM

9. **MATTERS PERTAINING TO COVID-19 - Nil**

10. **CONSENT AGENDA**

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

11.1 Enersource Corporation - 2019 Audited Financial Statements

11.2 Fleet Management Practices: Acquisition and Disposal

11.3 Street Names to be assigned to private roads within approved development sites in the City of Mississauga. (Wards 1 and 11)

11.4 Mississauga Transportation Master Plan – 2020 Annual Status Update

12. PRESENTATION OF COMMITTEE REPORTS - Nil

13. UNFINISHED BUSINESS - Nil

14. PETITIONS - Nil

15. CORRESPONDENCE

15.1 Information Items - Nil

15.2 Direction Items

15.2.1 Email dated June 2, 2020 from Nathan Whalen regarding a Request for Support - Mississauga Pride 2020

16. NOTICE OF MOTION - Nil

17. MOTIONS

17.1 To close to the public a portion of the Council meeting to be held on June 10, 2020 to deal with various matters. (See Item 22 Closed Session)

18. INTRODUCTION AND CONSIDERATION OF BY-LAWS - Nil

19. MATTERS PERTAINING TO REGION OF PEEL COUNCIL

20. COUNCILLORS' ENQUIRIES

21. OTHER BUSINESS/ANNOUNCEMENTS

22. CLOSED SESSION

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

22.1 The security of the property of the municipality or local Board: Enersource Shareholdings (Verbal Update), Gary Kent, Commissioner Corporate Services & CFO

22.2 A proposed or pending acquisition or disposition of land by the municipality or local board : Authority to Negotiate for Acquisition of Lands for the Construction of Fire Station 124 (Ward 4)

22.3 A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board: Mississauga Steelheads Agreement

23. CONFIRMATORY BILL

A by-law to confirm the proceedings of the Council of The Corporation of the City of Mississauga at its meeting held on June 10, 2020.

24. ADJOURNMENT

City of Mississauga Corporate Report



Date: May 21, 2020 To: Mayor and Members of Council	Originator's files:
From: Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer	Meeting date: June 10, 2020

Subject

Enersource Corporation - 2019 Audited Financial Statements

Recommendation

That the report dated May 21, 2020 from the Commissioner of Corporate Services and Chief Financial Officer with respect to the 2019 Audited Financial Statements for Enersource Corporation, be received for information.

Report Highlights

- As of January 1, 2019, Enersource Corporation's (Enersource) ownership in Alectra Inc. ("Alectra") changed from 31% to 29.57% upon Alectra's acquisition of Guelph Hydro Electric Systems Inc. ("GHESI").
- The Enersource Board of Directors, at their Board meeting on April 21, 2020, reviewed and approved the 2019 audited financial statements of the Enersource (Appendix 1).
- Dividends paid to Shareholders in 2019 were \$17.4 million (2018 \$14.4 million):
 - \$15.7 million to the City of Mississauga (90% share)
 - \$1.7 million to BPC Energy (10% share)
- KPMG is the auditor for Enersource up to December 31, 2024 which is aligned with the City's audit term with KPMG.

Background

As of February 1, 2017, Enersource transformed into the owner of 31% of Alectra Utilities Inc.. Enersource Corporation is a company with its principal business activities being to hold 31% equity interest in Alectra Utilities, receive dividends from Alectra Utilities, and distribute dividends to its shareholders annually. The shareholders are the Corporation of the City of Mississauga with 90% share and BPC Energy Corporation (Borealis) with 10% share.

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On January 1, 2019, Alectra Utilities amalgamated with Guelph Hydro Electric Systems Inc. ("GHESI"). Alectra issued 485,000 Class G Common Shares to Guelph Municipal Holdings Inc. ("GMHI") in consideration for all the issued and outstanding shares of GHESI. This common shares issuance by Alectra represents an effective 4.6% interest in its aggregate issued and outstanding classes of common shares. The amalgamation is expected to result in more efficient and enhanced service delivery through lower operating costs, while providing benefits for communities and shareholders. Council was fully briefed and supported the Guelph merger.

As a result of this merger, Enersource's ownership changed from 31% to 29.57% in Alectra. Although, the percentage of ownership has decreased, the equity value to which the percentage is applied has increased.

The new shareholder ownership structure as a result of this merger is as follows:

Ownership	Pre-merger	Post-merger
City of Mississauga	27.90%	26.61%
City of Vaughan	21.49%	20.49%
City of Hamilton	18.15%	17.31%
City of Markham	15.73%	15.00%
City of Barrie	8.78%	8.37%
City of St Catharines	4.85%	4.63%
OMERS Infrastructure	3.10%	2.96%
City of Guelph	0.00%	4.63%
Total	100.00%	100.00%

The shareholders of Enersource ("Shareholders") are the Corporation of the City of Mississauga with a 90% share and BPC Energy Corporation (Borealis) with a 10% share.

Enersource is a company with its principal business activities being to hold the Shareholders equity interest in Alectra, receive dividends from Alectra, service it's debt and distribute dividends to its shareholders annually.

BDO Canada LLP has been retained by Enersource for a five year contract, to June 2022, to provide accounting and financial reporting services.

KPMG LLP has been retained as the Enersource's auditor until December 31, 2024 which is aligned with the City's contract with KPMG. KPMG completed the 2019 audit of Enersource Corporation. On April 21, 2020, the Audited Financial Statements and Audit Report were presented to the Enersource Board which were subsequently received and approved.

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On May 11, 2020, the Audit Committee of the City of Mississauga, reviewed a report entitled, '2019 Audited Financial Statements' which presented the consolidated financial statements of the City of Mississauga, plus other entities (Library board, BIA's, etc.) including Enersource Corporation. The Audit Committee received the 2019 Audited Financial Statements for information.

For transparency purposes, it should be noted that Gary Kent, as signatory of this corporate report, is also the City appointed CEO of Enersource. Finance and legal staff also support Enersource Corporation when required.

Comments

The attached Consolidated Financial Statements of Enersource Corporation, is a report card on the financial position, health and strength of the Enersource Corporation. The accompanying annual consolidated financial statements have been prepared in accordance with International Financial Reporting Standards ('IFRS') as issued by the International Accounting Standards Board ('IASB'). These financial statements have been prepared on a historical cost basis. The financial statements provide information on the cost of all activities, reflecting the full nature and extent of the Enersource Corporation's financial affairs.

In the opinion of KPMG, the consolidated financial statements present fairly, in all material respects, the consolidated financial statements of Enersource Corporation as of December 31, 2019, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards (Appendix 1- Page 2).

Financial Impact

The following represents some highlights (as of Dec. 31, 2019) found in the financial statements, as attached in Appendix 1:

- Total Assets: \$ 607.4M (2018 \$613.8M)
- Total Liabilities and Shareholder Equity: \$ 607.4M (2018 \$613.8M)
- Total Revenues: \$19.7M (2018 \$33.0M)
- Total Expenses: \$1.8M (2018 \$1.5M)
- Total Comprehensive Income for the year: \$13.4M (2018 \$33.6M)

Key Financial Statement Items:

- Cash balance at the end of 2019, after all dividend payments were made, was \$6.8M.
 - This balance is higher than 2018 due to larger dividends received from Alectra.
- Enersource holds \$53.1M in debt, through CIBC, as a result of the merger.
 - Enersource pays off approx. \$2.5M each year

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- Shareholders' equity decreased from \$558.2M in 2018 to \$554.2 in 2019.
 - Alectra's comprehensive Income was lower in 2019.
- Share of net income from investment in Alectra was \$18.0M (2018 \$32.9M), decrease of \$14.9M. The two main drivers for this decrease are listed below. These variances were applied against Enersources's ownership percentage of 29.57%.
 1. Decrease in Alectra Utilities shared Net Income from \$136.2M in 2018 to \$129.2M in 2019, a decrease of \$7M.
 2. Increase in Alectra's International Financial Reporting Standards (IFRS) accounting adjustments from \$32.0M in 2018 to \$69.3M in 2019, an increase of \$37.3 M. These IFRS accounting adjustments may vary from year to year.
- Majority of the expenses represent debt interest expenses and other administrative expenses to run Enersource Corporation.
- Dividends received from Alectra by Enersource Corporation in 2019 were \$ \$23.9M, representing the Q4 2018 dividend received in March 2019 and Q1-3 2019 dividends.
 - Q4 2019 was paid (\$12.8 million) in March 2020.
- Dividends paid to Shareholders in 2019 were \$17.4M (2018 \$14.4M):
 - \$15.7M to the City of Mississauga (90% share) and
 - \$1.7M to BPC Energy (10% share)
- The City continues to provide a loan guarantee on Enersource's \$53.1M debt balance.

Conclusion

The Enersource Corporation 2019 Audited Financial Statements identify no concerns. The financial position of Enersource is considered fully healthy through sound management and business practices.

Attachments

Appendix 1: 2019 Audited Financial Statements - Enersource Corporation



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

Prepared by: Mark Beauparlant, Sr. Internal Auditor

Financial Statements of

ENERSOURCE CORPORATION

And Independent Auditors' Report thereon

Year ended December 31, 2019



KPMG LLP
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INDEPENDENT AUDITORS' REPORT

To the Shareholders of Enersource Corporation

Opinion

We have audited the financial statements of Enersource Corporation (the Entity), which comprise:

- the statement of financial position as at December 31, 2019
- the statement of comprehensive income for the year then ended
- the statement of changes in shareholders' equity for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2019, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the ***"Auditors' Responsibilities for the Audit of the Financial Statements"*** section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



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Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards (IFRS), and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.



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- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group Entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, stylized font and is underlined with a single horizontal stroke.

Chartered Professional Accountants, Licensed Public Accountants

Vaughan, Canada

April 21, 2020

ENERSOURCE CORPORATION

Statement of Financial Position
(In thousands of Canadian dollars)

December 31, 2019, with comparative information for 2018

	2019	2018
Assets		
Current assets:		
Cash	\$ 6,836	\$ 4,241
Prepaid expense	131	137
	<u>6,967</u>	<u>4,378</u>
Non-current assets:		
Investment in Alectra Inc. (note 5)	600,243	609,060
Interest rate swaps (note 7)	148	405
	<u>600,391</u>	<u>609,465</u>
Total assets	\$ 607,358	\$ 613,843

Liabilities and Shareholders' Equity

Current liabilities:		
Trade payables	\$ 30	\$ 39
Loans and borrowings (note 7)	2,500	2,500
	<u>2,530</u>	<u>2,539</u>
Non-current liabilities:		
Loans and borrowings (note 7)	50,625	53,125
Total liabilities	53,155	55,664
Shareholders' equity:		
Share capital (note 8)	175,691	175,691
Accumulated other comprehensive loss	(6,108)	(1,672)
Retained earnings	384,620	384,160
Total shareholders' equity	<u>554,203</u>	<u>558,179</u>
Total liabilities and shareholders' equity	\$ 607,358	\$ 613,843

See accompanying notes to financial statements.

On behalf of the Board:

_____ Director

_____ Director

ENERSOURCE CORPORATION

Statement of Comprehensive Income
(In thousands of Canadian dollars)

Year ended December 31, 2019, with comparative information for 2018

	2019	2018
Revenue:		
Finance income	\$ 187	\$ 111
Share of net income from investment in Alectra Inc. (note 5)	18,008	32,917
Dilution gain on Alectra Inc.'s acquisition of Guelph Hydro Electric Systems Inc. (note 5)	1,471	—
	19,666	33,028
Expenses:		
Office supplies	22	21
Professional services fee	58	86
Board management fee (note 10)	82	74
Finance expense	1,387	1,348
Unrealized fair value loss on interest rate swap (note 7)	257	17
	1,806	1,546
Income before income taxes	17,860	31,482
Income tax recovery (note 6)	—	(289)
Net income	17,860	31,771
Other comprehensive income (loss):		
Share of other comprehensive income (loss) from investment in Alectra Inc. (note 5)	(4,436)	1,860
Total comprehensive income	\$ 13,424	\$ 33,631

See accompanying notes to financial statements.

ENERSOURCE CORPORATION

Statement of Changes in Shareholders' Equity
(In thousands of Canadian dollars)

Year ended December 31, 2019, with comparative information for 2018

	Share capital	Accumulated other comprehensive loss	Retained earnings	Total shareholders' equity
2019				
Balance, beginning of year	\$ 175,691	\$ (1,672)	\$ 384,160	\$ 558,179
Net income	—	—	17,860	17,860
Other comprehensive loss	—	(4,436)	—	(4,436)
Dividends paid	—	—	(17,400)	(17,400)
Balance, end of year	\$ 175,691	\$ (6,108)	\$ 384,620	\$ 554,203

	Share capital	Accumulated other comprehensive loss	Retained earnings	Total shareholders' equity
2018				
Balance, beginning of year	\$ 175,691	\$ (3,532)	\$ 366,768	\$ 538,927
Net income	—	—	31,771	31,771
Other comprehensive income	—	1,860	—	1,860
Dividends paid	—	—	(14,379)	(14,379)
Balance, end of year	\$ 175,691	\$ (1,672)	\$ 384,160	\$ 558,179

See accompanying notes to financial statements.

ENERSOURCE CORPORATION

Statement of Cash Flows

(In thousands of Canadian dollars)

Year ended December 31, 2019, with comparative information for 2018

	2019	2018
Cash flows provided by (used in):		
Operating activities:		
Comprehensive income	\$ 13,424	\$ 33,631
Items not involving cash:		
Share of net income from investment in Alectra Inc. (note 5)	(18,008)	(32,917)
Share of other comprehensive loss (income) from investment in Alectra Inc. (note 5)	4,436	(1,860)
Gain recognized on Alectra Inc.'s acquisition of Guelph Hydro Electric Systems Inc. (note 5)	(1,471)	—
Interest rate swap (note 7)	257	17
Income tax recovery	—	(289)
Finance income	(187)	(111)
Finance expense	1,387	1,370
Income tax received	—	292
Change in non-cash operating working capital (note 9)	(3)	(83)
Cash flows from (used in) operating activities	(165)	50
Financing activities:		
Repayment of bank loans	(2,500)	(2,500)
Dividends paid	(17,400)	(14,379)
Interest paid	(1,387)	(1,370)
Cash flows used in financing activities	(21,287)	(18,249)
Investing activities:		
Interest received	187	111
Dividends from Alectra Inc. (note 5)	23,860	18,796
Cash from investing activities	24,047	18,907
Increase in cash	2,595	708
Cash, beginning of year	4,241	3,533
Cash, end of year	\$ 6,836	\$ 4,241

See accompanying notes to financial statements.

ENERSOURCE CORPORATION

Notes to Financial Statements
(In thousands of Canadian dollars)

Year ended December 31, 2019

1. General information:

(a) Corporate information:

Enersource Corporation (the "Corporation"), incorporated under the Ontario Business Corporations Act, was formed to conduct electricity distribution and non-regulated utility service ventures. The Corporation is owned 90% by the City of Mississauga (the "City") and 10% by BPC Energy Corporation ("Borealis"), a wholly owned subsidiary of the Ontario Municipal Employees Retirement System ("OMERS").

The Corporation's equity is not traded in a public market. The Corporation's registered office is located at 300 City Centre Drive, Mississauga, Ontario, L5B 3C1.

The Corporation's audited financial statements are presented Canadian dollars, which is the Corporation's functional currency.

Further, all amounts contained herein are rounded to the nearest thousand, unless otherwise noted.

On January 31, 2017, the Corporation received a 31% ownership interest in Alectra Inc.'s ("Alectra") issued and outstanding common shares as a result of the formation of Alectra through a series of unrelated transactions. Accordingly, the Corporation is considered to have significant influence over Alectra's financial and operating policies and has accounted for its investment in Alectra under the equity method. Refer to note 5 for further details.

On January 1, 2019, Alectra amalgamated with Guelph Hydro Electric Systems Inc. ("GHESI"). Alectra issued 485,000 Class G common Shares to Guelph Municipal Holdings Inc. ("GMHI") in consideration for all the issued and outstanding shares of GHESI. This common share issuance by Alectra represents an effective 4.6% interest in its aggregate issued and outstanding classes of common shares.

The new shareholder ownership structure of Alectra as a result of this merger is as follows: Barrie Hydro Holdings - 8.4%, Enersource Corporation - 29.57%, Hamilton Utilities Corporation - 17.3%, Markham Enterprises Corporation - 15%, St. Catharines Hydro Inc. - 4.6%, Vaughan Holdings Inc. - 20.5% and GMHI - 4.6%.

ENERSOURCE CORPORATION

Notes to Financial Statements (continued)
(In thousands of Canadian dollars)

Year ended December 31, 2019

1. General information (continue):

(b) Nature of operations:

The Corporation acts as a holding company. The Corporation's principal business activity is to hold its equity interest in Alectra. The Corporation also distributes dividends to its shareholders.

2. Basis of preparation:

(a) Statement of compliance:

The financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board ("IASB").

These financial statements have been approved by the Corporation's Board of Directors on April 21, 2020.

(b) Basis of measurement:

These financial statements have been prepared on a historical cost basis, with the exception of the unrealized fair value gain on interest rate swap, which is measured at fair value through profit and loss.

3. Key accounting judgments, estimates and assumptions:

The preparation of financial statements requires management to make judgments, estimates and assumptions that affect the application of accounting policies and amounts reported and disclosed in the financial statements. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the year in which the estimates are revised and in any future years affected.

There were no key sources of estimation uncertainty and judgments at the end of the reporting year that could have a significant impact on the financial statements.

ENERSOURCE CORPORATION

Notes to Financial Statements (continued)
(In thousands of Canadian dollars)

Year ended December 31, 2019

4. Significant accounting policies:

(a) Changes in accounting policies:

Effective January 1, 2019, the Corporation adopted new IFRS standards and applied the following new policies in preparing the financial statements:

(i) Leases:

On January 1, 2019, the Corporation adopted IFRS 16 Leases ("IFRS 16"), which supersedes International Accounting Standard ("IAS") 17, Leases, and International Financial Reporting Interpretations Committee ("IFRIC") 4, Determining Whether an Arrangement Contains a Lease.

As the Corporation does not have any leases, therefore there was no impact on the Corporation on adoption of IFRS 16 as at January 1, 2019.

(ii) Uncertainty over income tax treatments:

In June 2017, the IFRS Interpretations Committee of the IASB issued IFRIC 23, Uncertainty over Income Tax Treatments ("IFRIC 23"). The interpretation provides guidance on the accounting for current and deferred tax liabilities and assets in circumstances in which there is uncertainty over income tax treatments. The interpretation is effective for the annual period beginning on January 1, 2019. The adoption of IFRIC 23 did not have an impact on the Corporation's financial statements.

(b) Investment in Alectra:

The Corporation's interest in Alectra is recognized and measured in accordance with IAS 28, Investments in Associates and Joint Ventures.

Associates are those entities over which the Corporation has significant influence, but not control or joint control, over the financial and operating policies. Significant influence is presumed to exist when the Corporation holds between 20% and 50% of the voting power of another entity, but can also arise where the Corporation holds less than 20%, if it has the power to be actively involved and influential in policy decisions affecting the entity.

ENERSOURCE CORPORATION

Notes to Financial Statements (continued)
(In thousands of Canadian dollars)

Year ended December 31, 2019

4. Significant accounting policies (continued):

Investments in associates are accounted for using the equity method. The equity method involves the recording of the initial investment at cost, which includes transaction costs. Subsequent to initial recognition, the financial statements include the Corporation's share of profit or loss and any other changes in the associates' net assets, such as dividends of equity accounted investees, until the date on which significant influence ceases.

Adjustments are made to align the accounting policies of the associate with those of the Corporation before applying the equity method. When the Corporation's share of losses exceeds its interest in an equity accounted investee, the carrying amount of that interest is reduced to zero, and the recognition of further losses is discontinued except to the extent that the Corporation has incurred legal or constructive obligations or made payments on behalf of the associate. If the associate subsequently reports profits, the Corporation resumes recognizing its share of those profits only after its share of the profits equals the share of losses not recognized.

(c) Revenue recognition:

The Corporation's source of income is interest and investment income. Interest income is recognized when earned, while investment income from Alectra is recorded as per note 4(b) above.

(d) Income taxes:

The Corporation recognizes deferred tax using the balance sheet method. Under this method, deferred income taxes reflect the net tax effects of temporary differences between the tax basis of assets and liabilities and their carrying amounts for accounting purposes, as well as for tax losses available to be carried forward to future years that are probable. Deferred tax assets and liabilities are measured using enacted or substantively enacted tax rates, at the reporting date, expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled. The effect on deferred tax assets and liabilities of a change in tax rates is recognized in income in the year that includes the date of enactment or substantive enactment.

ENERSOURCE CORPORATION

Notes to Financial Statements (continued)
(In thousands of Canadian dollars)

Year ended December 31, 2019

4. Significant accounting policies (continued):

A deferred tax asset is recognized to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilized. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realized. Deferred tax liabilities are generally recognized on all taxable temporary differences, except on investments in subsidiaries where it is probable that the reversal of temporary differences associated with investments in subsidiaries will not occur.

Current taxes are based on taxable profit or loss for the year, which differ from profit or loss as reported in the statement of comprehensive income because it excludes items that are taxable or deductible in other years and items that are neither taxable nor deductible. The Corporation's liability for current tax is calculated using tax rates that have been enacted or substantively enacted at the end of the reporting year.

Both current and deferred taxes are included as part of income tax expense in the statement of comprehensive income.

In determining the amount of current and deferred tax, the Corporation takes into account the impact of uncertain tax provisions and whether additional taxes and interest may be due. The Corporation believes that its accruals for tax liabilities are adequate for all tax years subject to audit based on its assessment of many factors, including interpretations of tax laws and prior experience. This assessment relies on estimates and assumptions and may involve a series of judgments about future events. New information may become available that causes the Corporation to change its judgment regarding its income taxes.

(e) Provisions and contingencies:

The Corporation recognizes provisions if, as a result of a past event, there is a present legal or constructive obligation that can be measured reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

The evaluation of the likelihood of the contingent events requires judgment by management as to the probability of exposure to potential gain or loss. Actual results could differ from these estimates.

ENERSOURCE CORPORATION

Notes to Financial Statements (continued)
(In thousands of Canadian dollars)

Year ended December 31, 2019

4. Significant accounting policies (continued):

A contingent asset is not recognized in the financial statements. However, a contingent asset is disclosed where an inflow of economic benefits is probable.

5. Investment in Alectra:

	2019	2018
Investment in Alectra	\$ 600,243	\$ 609,060

Movement in equity-accounted investee:

	2019	2018
Balance, beginning of year	\$ 609,060	\$ 593,079
Share of net income from investment in Alectra	18,008	32,917
Share of other comprehensive income (loss)	(4,436)	1,860
Gain recognized on acquisition of GHESI	1,471	—
Dividends received from Alectra	(23,860)	(18,796)
Balance, end of year	\$ 600,243	\$ 609,060

Certain former shareholders of predecessor companies which amalgamated to form Alectra and own Class S shares of Alectra relating to Ring Fenced Solar Portfolio, a division of Alectra. In accordance with the Solar Services and Indemnity Agreement between the former shareholders and Alectra, the solar division within Alectra is beneficially owned indirectly by the former shareholders and as such, allocates the risks and rewards of Ring Fenced Solar Portfolio's operations to the former shareholders through Alectra's Class S shares. As such, the Corporation does not hold Class S shares of Alectra.

On January 1, 2019, Alectra amalgamated with GHESI. Alectra issued 485,000 Class G common Shares to GMHI in consideration for all the issued and outstanding shares of GHESI. The dilution in ownership from 31% to 29.57% resulted in a gain of \$1,471 recorded in the statement of comprehensive income.

ENERSOURCE CORPORATION

Notes to Financial Statements (continued)
(In thousands of Canadian dollars)

Year ended December 31, 2019

5. Investment in Alectra (continued):

The following table summarizes the financial information of Alectra as included in its own financial statements, adjusted for fair value adjustments at acquisition as well as the removal of Ring Fenced Solar Portfolio's net assets and operating results. The table also reconciles the summarized financial information to the carrying amount of the Corporation's interest in Alectra.

	2019	2018
Ownership interest	29.57	31.00%
Current assets	\$ 625,000	\$ 663,000
Non-current assets	4,431,000	3,992,000
Current liabilities	(750,000)	(788,000)
Non-current liabilities	(2,559,000)	(2,178,000)
Net assets (100%)	1,747,000	1,689,000
Ring Fenced Solar Portfolio net assets	(13,212)	(20,209)
Fair value adjustments from purchase price	296,145	296,145
	\$ 2,029,933	\$ 1,964,936
Carrying value of investment in Alectra (29.57%; 2018 - 31.00%)	\$ 600,243	\$ 609,060
Revenue	\$ 3,779,000	\$ 3,452,000
Depreciation and amortization	(158,000)	(140,000)
Other expenses	(3,463,000)	(3,101,000)
Finance expenses	(74,000)	(64,000)
Income tax expense	(20,000)	(39,000)
Net income	64,000	109,000
Other comprehensive income (loss)	(15,000)	6,000
Total comprehensive income	49,000	115,000
Ring Fenced Solar Portfolio net gain (loss)	3,102	2,816
Share of income (29.57%; 2018 - 31.00%)	\$ 18,008	\$ 32,917
Share of other comprehensive income (loss) (29.57%; 2018 - 31.00%)	(4,436)	1,860

ENERSOURCE CORPORATION

Notes to Financial Statements (continued)
(In thousands of Canadian dollars)

Year ended December 31, 2019

6. Income taxes:

The components of income tax recovery for the years ended December 31, 2019 and 2018 were as follows:

	2019	2018
Current income tax recovery:		
Recovery for the year	\$ —	\$ (289)
Total income tax recovery	\$ —	\$ (289)

The provision for income taxes differs from the amount that would have been recorded using the combined federal and Ontario statutory income tax rate. Reconciliation between the statutory and effective tax rates is provided as follows:

	2019	2018
Income before income taxes	\$ 17,860	\$ 31,482
Federal and Ontario statutory income tax rate	26.50%	26.50%
Provision for income taxes at statutory rate	\$ 3,557	\$ 8,912
Increase (decrease) resulting from:		
Recovery of prior year's tax expense due to loss carryback	—	(289)
Differences between accounting and tax treatment of investments in subsidiaries	(3,557)	(8,912)
Provision for income taxes	\$ —	\$ (289)
Effective income tax rate	0.00%	0.86%

ENERSOURCE CORPORATION

Notes to Financial Statements (continued)
(In thousands of Canadian dollars)

Year ended December 31, 2019

7. Loans and borrowings:

	2019	2018
Bank loan:		
Current	\$ 2,500	\$ 2,500
Non-current	50,625	53,125
	<u>\$ 53,125</u>	<u>\$ 55,625</u>

Outstanding debt is comprised of two bank loans, Credit Facility A and Credit Facility B which were entered into on January 27, 2017 and an interest rate swap, held with Canadian Imperial Bank of Commerce ("CIBC"). The interest rate on Credit Facility A and B bank loans is determined through a combination of the 3-month CDOR rate, reset 4 times each year: February 1st, May 1st, August 1st and November 1st plus a stamping fee of 0.60%. Credit Facility A has a 10 year term to maturity with a balance of \$35,000 and will be carried for the duration of the Facility. Credit Facility A has a floating interest rate with the last interest rate being reset at 2.57% on November 1, 2019 and is carried with quarterly interest payments. Credit Facility B has a 10 year term to maturity and an outstanding balance of \$20,625. Credit Facility B is being paid down with quarterly principal and interest payments at a rate of \$625 per quarter and has an accompanying amortizing interest rate swap associated with it, to create an effective fixed interest rate of 2.414%.

The credit facilities contain a covenant stating that the Corporation cannot incur any additional debt without CIBC's consent. In addition, the Corporation must advise CIBC if dividends are not received from Alectra in any quarter if the dividend amount is not sufficient to make the required monthly or quarterly payments of principal and interest. These covenants have not been breached in 2019 or 2018. The secured bank loans are guaranteed by the City of Mississauga in the amount of \$70,000.

The Corporation included \$257 of unrealized loss (2018 - \$17 loss) in its financial statements related to the interest rate swap. \$148 (2018 - \$405) is the fair value of the interest rate swap, which represents the amount that the Corporation would have paid to unwind its position as at December 31, 2019. The notional value on the interest rate swap is equal to the outstanding value of Credit Facility B, or \$20,625.

ENERSOURCE CORPORATION

Notes to Financial Statements (continued)
(In thousands of Canadian dollars)

Year ended December 31, 2019

7. Loans and borrowings (continued):

Reconciliation of debt arising from financing activities:

	2019	2018
Balance, beginning of year	\$ 55,625	\$ 58,125
Principal repayment	(2,500)	(2,500)
Balance, end of year	\$ 53,125	\$ 55,625

The Corporation made interest payments of \$1,387 (2018 - \$1,370).

8. Share capital:

	2019	2018
Authorized:		
Unlimited Class A shares, voting		
1,000 Class B shares, non-voting		
100 Class C shares, voting		
Issued:		
180,555,562 Class A shares	\$ 155,628	\$ 155,628
1,000 Class B shares	1	1
100 Class C shares	20,062	20,062
	\$ 175,691	\$ 175,691

The holders of Class A shares and Class C shares are entitled to receive notice of, to attend, and to vote at all general and special meetings of the Corporation's shareholders. The holders of Class B shares are not entitled to vote at any meeting of the Corporation's shareholders (except as required by law) and are only entitled to receive notice of special meetings called to consider certain fundamental changes.

Holders of Class A shares are entitled to one vote per share. Holders of Class C shares are entitled to such number of votes in respect of each Class C share as will entitle the holders of the Class C shares, as a class, to the proportion of the total number of votes of all shareholders entitled to vote at any such meeting that the Class C total base equity is of the aggregate regulated rate base equity of the Corporation's and its subsidiaries.

ENERSOURCE CORPORATION

Notes to Financial Statements (continued)
(In thousands of Canadian dollars)

Year ended December 31, 2019

8. Share capital (continued):

The holders of the Class A shares and holders of the Class C shares, in priority to the holders of the Class B shares, are entitled to receive, if, as and when declared by the Corporation's Board of Directors, concurrent preferential dividends at a rate per annum equal to the regulated rate of return on the rate base equity represented by each such class of shares. The cumulative portion of such preferential dividend is the amount by which the preferential dividend for each class of shares exceeds the amount of regulated capital expenditures represented by each class of shares. The remaining portion is non-cumulative. As at December 31, 2019, there were no cumulative preferential dividends outstanding (2018 – \$Nil). Once these preferential dividend entitlements have been satisfied, holders of each class of shares are entitled to receive, on a concurrent basis with each other class of shares, additional dividends if, as and when declared by the Corporation's Board of Directors and in such amounts and payable in such manner as may be determined from time to time by the Corporation's Board of Directors. Holders of the Class A shares and the Class C shares are together entitled to 60% of any such additional dividends, which are to be allocated between the holders of each such class of shares in proportion to the rate base equity represented by each such class. Holders of the Class B shares are entitled to 40% of any such additional dividends. Class A, B and C shares have no par value.

Dividends may be declared by the Board of Directors through a resolution. In 2019, dividends of \$17,400 (2018 - \$14,379) were declared and paid to the shareholders of the Corporation.

9. Change in non-cash operating working capital:

	2019	2018
Prepaid expense	\$ 6	\$ (39)
Trade payables	(9)	(44)
	\$ (3)	\$ (83)

ENERSOURCE CORPORATION

Notes to Financial Statements (continued)
(In thousands of Canadian dollars)

Year ended December 31, 2019

10. Related party transactions and balances:

For 2019, a dividend of \$15,660 was declared and paid to the City of Mississauga (2018 - \$12,941), and a dividend of \$1,740 was declared and paid to Borealis (2018 - \$1,438). No Director had, during or at the end of the period, any material interest in any contract of significance in relation to the Corporation's business.

The following compensation has been provided to the key management personnel of the Corporation and members of the Board of Directors ("Directors Honorarium"), who have the authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly.

	2019	2018
Directors Honorarium and per diems	\$ 82	\$ 74

11. Contingencies, provisions, commitments and guarantees:

The Corporation is a member of the Municipal Electric Association Reciprocal Insurance Exchange ("MEARIE"). A reciprocal insurance exchange may be defined as a group of persons formed for the purpose of exchanging reciprocal contracts of indemnity or inter-insurance with each other. MEARIE is licensed to provide general liability insurance to its members. Insurance premiums charged to each member consist of a levy per thousand dollars of service revenue subject to a credit or surcharge based on each member's claims experience. Current liability coverage is provided to a level of \$30,000 per occurrence.

As at December 31, 2019 and December 31, 2018, there are no legal actions where the Corporation is a defendant.

ENERSOURCE CORPORATION

Notes to Financial Statements (continued)
(In thousands of Canadian dollars)

Year ended December 31, 2019

12. Financial instruments and risk management:

Financial instruments which are disclosed at fair value are to be classified using a three-level hierarchy. Each level reflects the inputs used to measure the fair values disclosed of the financial liabilities, and are as follows:

- Level 1 - inputs are unadjusted quoted prices for identical instruments in active markets;
- Level 2 - inputs other than quoted market prices included within Level 1 that are observable for the instrument, either directly or indirectly; and
- Level 3 - inputs that are not based on observable market data. There were no financial instruments carried at fair value categorized in Level 3 as at December 31, 2019 and 2018.

There were no transfers between levels during the year.

The fair values of cash and trade payables approximate their carrying values due to the immediate or short-term maturity of these financial instruments.

The Corporation entered into an amortizing Interest Rate Swap ("IRS") with CIBC on January 31 2017. The IRS is amortizing (being paid down) at the same rate as Credit Facility B. Both Credit Facility B and the IRS will be retired effective February 1, 2027. The IRS is an interest rate hedging instrument against CIBC Credit Facility B (identified in note 7) and has the effect of locking in the interest rate associated with Credit Facility B at 2.414%. As a stand-alone financial instrument, CIBC provides a month-end "fair market value (FMV)" associated with the IRS. The fair market value for the IRS is \$148 (2018 - \$405). The interest rate swap is classified as a Level 2 in the hierarchy.

ENERSOURCE CORPORATION

Notes to Financial Statements (continued)
(In thousands of Canadian dollars)

Year ended December 31, 2019

12. Financial instruments and risk management (continued):

The Corporation considers its capital to be its shareholders' equity. The Corporation manages its capital exposure to risk as described below. Exposure to market risk, credit risk and liquidity risk arises in the normal course of the Corporation's business.

(a) Market risk:

Market risk refers primarily to risk of loss that results from changes in commodity prices, foreign exchange rates and interest rates.

The Corporation does not have a commodity risk or foreign exchange risk at December 31, 2019 and 2018.

The Corporation is exposed to short-term interest rate risk on its loans and borrowings and its net cash balances. The Corporation manages interest rate risk by monitoring its mix of fixed and floating rate instruments, and taking action as necessary to maintain an appropriate balance.

(b) Credit risk:

The Corporation is not exposed to significant credit risk given then nature of its operations.

(c) Liquidity risk:

Liquidity risk is the risk that the Corporation will not be able to meet its financial obligations as they come due. Short-term liquidity is provided through cash and funds from operations. Short-term liquidity is expected to be sufficient to fund normal operating requirements.

The Corporation has contractual obligations in the normal course of business; future minimum undiscounted contractual maturities are as follows:

Financial liabilities	Due within 1 year	Due between 1 and 5 years	Due past 5 years
Trade payables	\$ 30	\$ —	\$ —
Bank loan (interest and principal)	3,893	14,978	42,738
	<u>\$ 3,923</u>	<u>\$ 14,978</u>	<u>\$ 42,738</u>

ENERSOURCE CORPORATION

Notes to Financial Statements (continued)
(In thousands of Canadian dollars)

Year ended December 31, 2019

13. Subsequent events:

(a) Dividend:

On March 20, 2020, the Corporation received a dividend of \$12,787 from Alectra.

(b) COVID-19:

Subsequent to December 31, 2019, the COVID-19 outbreak was declared a pandemic by the World Health Organization. This has resulted in governments worldwide, including the U.S., Canadian and Ontario governments, enacting emergency measures to combat the spread of the virus. These measures, which include the implementation of travel bans, self-imposed quarantine periods and social distancing, have caused material disruption to businesses globally, in the U.S. and in Ontario, resulting in an economic slowdown. Governments and central banks have reacted with significant monetary and fiscal interventions designed to stabilize economic conditions, however, the success of these interventions is not currently determinable. The situation is dynamic and the ultimate duration and magnitude of the impact on the economy and the financial effect on the Corporation is not known at this time.

City of Mississauga Corporate Report



<p>Date: May 29, 2020</p> <p>To: Mayor and Members of Council</p> <p>From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: June 10, 2020</p>
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Subject

Fleet Management Practices: Acquisition and Disposal

Recommendation

That the report from the Commissioner of Transportation and Works, dated May 29, 2020 and entitled "Fleet Management Practices: Acquisition and Disposal" be received for information.

Report Highlights

- This report describes a number of factors relevant to the City's Fleet Management Practices as related to acquisition and disposal of vehicles and equipment, including considerations for evaluating options.
- The following provides a summary of these significant factors and considerations:
 - Fleet Services (Works Operations and Maintenance Division, Transportation and Works Department), Mississauga Fire and Emergency Services (MFES) (Community Services Department) and MiWay (Transportation and Works Department) operate independently and request capital budget approval for the replacement of all existing vehicles and equipment on an annual basis. Replacement schedules are impacted by the availability of capital funding.
 - Unfunded vehicle and equipment replacement increases maintenance costs of the City's fleet and increases the total cost of ownership.
 - Effective life cycle analysis, planning and timely replacement are critical to managing fleet costs, availability, reliability and safety, and for mitigating environmental impacts.
 - The goal of Fleet Services, MFES and MiWay is to make data-centered decisions that will maximize the useful life of the assets, at the lowest possible ownership cost.
 - Life cycle replacement schedules may be extended or shortened based on current vehicle condition, repair history and cost, and availability of capital funding.

- Following an effective, responsible and sustainable Fleet Capital Asset Management Strategy meets the City's strategic goal of **"Build and maintain infrastructure – to deliver infrastructure in a sustainable way"**.

Background

Fleet Services (Works Operations and Maintenance Division) manages the entire life cycle of the City of Mississauga's Corporate fleet, which comprises approximately 1,600 vehicles and equipment. Fleet Services has one main service depot, three satellite locations and a staff complement of 28.

MFES Capital Assets section (Community Services Department) manages the entire life cycle of the City of Mississauga's Fire fleet, which comprises approximately 38 non-emergency vehicles and equipment and 37 emergency response vehicles and equipment. MFES Fleet has one main service depot and a staff complement of 12.

MiWay Transit Vehicle Maintenance section (Transportation and Works Department) manages the entire life cycle of the City of Mississauga's transit fleet, which comprises approximately 498 revenue vehicles, and 78 support vehicles and equipment. MiWay fleet has one main service depot and one satellite location and a staff complement of 193.

Fleet Capital Asset Management Strategy

Fleet Services, MFES and MiWay follow a Fleet Capital Asset Management Strategy that comprises several practices and approaches:

Vehicle and Equipment Capital Budget Process

Fleet Services, MFES and MiWay assess capital budget requirements for the replacement of all existing vehicles and equipment on an annual basis. Replacement schedules are impacted by the availability of capital funding approved by Council.

Procurement of Leased Vehicles for Business and Personal Use

Lease vehicles for officials and staff are covered under Policy # 04-05-03 *"City-leased Vehicles provided for Business and Personal Use"*. Currently, vehicles are leased for the Mayor and the City Manager. The policy was amended in July 2017 to remove the Leadership Team, and currently, these vehicle considerations are included in employment contracts.

Vehicle leasing follows typical City medium-value acquisition procurement processes. The vehicles are returned to the lessor at the end of the lease term.

Procurement of Leased Vehicles for Business Use

A procurement process is conducted annually for leased vehicles for Parking Enforcement. These are for the work of Parking Enforcement officers and are not for personal use. Fourteen

Council	2020/05/29	3
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vehicles were leased for 2020. These vehicles are leased for a 12-month term due to the high mileage of approximately 70,000 km/year per vehicle.

The City's high-value acquisition procurement process was conducted with award to the lowest acceptable bidder. The vehicles will be returned to the lessor at the end of the 12-month lease term.

Procurement of Owned Vehicles and Equipment

Procurement processes are conducted annually for the replacement of various fleet vehicles and equipment. The specifications and requirements are determined by the business unit. Typical competitive procurement processes are followed, depending on the value, with award of contracts to the lowest acceptable bidder.

Disposal of Vehicles and Equipment

Disposal of vehicles and equipment is covered under Policy # 03-06-10 "*Disposal of Surplus City Assets*". Vehicles and equipment may be sold through auction. In some cases, depending on the condition of a surplus vehicle or equipment, it may be offered for trade-in. The trade-in allowances, if offered, are deducted from the bidders' bid price to determine the lowest acceptable bidder. The City reserves the right to decline trade-in if the allowance is too low and a better return is expected through auction.

Comments

Strategy for Managing Fleet Capital Assets

Establishing an effective, responsible and sustainable asset management strategy meets the City's Strategic goal of "***Build and maintain infrastructure – to deliver infrastructure in a sustainable way***".

Vehicle and Equipment Capital Funding Practices

Not adequately funding vehicle and equipment replacement is not an effective method to manage resources, as this practice has adverse effects on the operating costs to maintain vehicles and equipment and increases the total cost of ownership.

Appendix 1 attached to this report depicts the optimal replacement time. As vehicles and equipment age operating costs increase and the capital cost (residual value) decreases. Ideally, vehicles and equipment should be replaced when the capital and operating cost curves intersect and the total cost of ownership begins to increase. However, since the bottom of the total cost curve shown in Appendix 1 is relatively flat this suggests that there is a period of time where lowest ownership cost can be achieved, rather than at a specific point in time.

Determining when vehicles and equipment should be replaced

In order to ensure that appropriate vehicles and equipment are replaced during the period of time when the total cost of ownership is lowest. Each asset's eligibility for replacement is determined based on four criteria:

- age;
- meter (kilometres driven or hours of use);
- maintenance and repair cost; and,
- mechanical condition.

This is a comprehensive method of empirically validating and evaluating asset replacement decision-making and establishing priorities, while maximizing the useful life of the assets at the lowest possible cost. The most important factor is that this approach moves the replacement cycle decision-making into a data-centered model based on vehicle/equipment metrics, as demonstrated in the example used by Fleet Services Appendix 2 attached to this report.

Fleet Services, MFES and MiWay request capital budget approval for the replacement of all existing vehicles and equipment on an annual basis. All non-emergency (MFES) and non-revenue (MiWay and Fleet Services) vehicles have an expected lifecycle of approximately 10 years or approximately 200,000 km. This lifecycle may be extended or shortened based on current vehicle condition, repair history and cost, and availability of capital funding.

Conclusion

Effective lifecycle analysis, planning and timely replacement are important for controlling vehicle and equipment costs, availability, reliability and safety, as well as mitigating environmental impacts. The goal of Fleet Services, MFES and MiWay is to make data-centered decisions that will maximize the useful life of the assets, at the lowest possible ownership cost.

Attachments

Appendix 1: Economic Theory of Vehicle Replacement – Lowest Cost of Ownership

Appendix 2: Fleet Equipment Criteria and Data Centered Replacement Planning

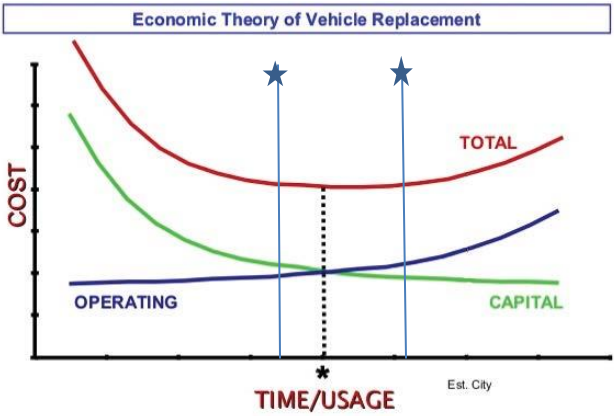


Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works

Prepared by: John Crozier, Manager, Fleet Services, Works Operations and Maintenance Division

APPENDIX 1

Economic Theory of Vehicle Replacement – Lowest Cost of Ownership



★ Period of time where lowest cost of ownership can be achieved

APPENDIX 2

* Condition assessment is in the process of being introduced through our preventative maintenance inspection process

City of Mississauga Corporate Report



Date: May 25, 2020 To: Mayor and Members of Council	Originator's files: RT.20.STR
From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works	Meeting date: June 10, 2020

Subject

Street Names to be assigned to private roads within approved development sites in the City of Mississauga. (Wards 1 and 11)

Recommendation

That the street names Barber House Lane and City Park Circle be approved for use to name two new private roads in the City of Mississauga in Wards 1 and 11.

Background

The name **Barber House Lane** has been requested by the owner to be used for a private road within a new residential condominium development at Mississauga Road and Barbertain Road (Ward 11).

The name **City Park Circle** has been requested by the owner to be used for a private road within a new residential condominium development at Primate Road and Wealthy Place (Ward 1).

Comments

Street names proposed within the City of Mississauga are reviewed by the Region of Peel Street Names Committee, which includes staff from the City of Mississauga's Transportation and Works Department and Fire and Emergency Services.

This committee reviews all names proposed for use from a regional perspective and makes recommendations on whether the proposed names should be approved. Approved names that are not immediately used are added to a reserve list for future use.

The Region of Peel Street Names Committee has reviewed the names **Barber House Lane** and **City Park Circle** and has no objection to their use.

The cost of the signs and installation are to be borne by the registered owners of the development sites, but be erected by City forces. The standard City of Mississauga private

street name signs (blue letters on a white background) are to be erected at the appropriate locations within the new developments.

Financial Impact

There are no financial impacts to the City associated with the approval of this report.

Conclusion

Council approval is being sought for the use of the street names **Barber House Lane** and **City Park Circle**. These street names have been reviewed and approved by the Region of Peel Street Names Committee for use in the City of Mississauga. These names are to be assigned to private roads within the approved development sites in the City of Mississauga.



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

Prepared by: Joe Alava, Development Engineering Coordinator

City of Mississauga

Corporate Report



<p>Date: May 28, 2020</p> <p>To: Mayor and Members of Council</p> <p>From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: June 10, 2020</p>
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Subject

Mississauga Transportation Master Plan – 2020 Annual Status Update

Recommendation

That the report titled “Mississauga Transportation Master Plan – 2020 Annual Status Update” dated May 28, 2020 from the Commissioner of Transportation and Works, be received for information.

Report Highlights

- The Vision, Goals, and Actions of the Mississauga Transportation Master Plan (TMP) were endorsed by Council on May 8, 2019.
- This report is the first annual status update on the Actions of the TMP. These status updates are a key component of the TMP's monitoring program, which ensures that progress of this plan can be tracked by Council and the public.
- As of May 2020, of the 56 short-term Actions, over half (36) are underway, and 6 are complete. In total, 51 Actions are underway, and 6 are complete.
- All eight of the immediate TMP focus areas identified by staff have been advanced over the last year.

Background

On May 8, 2019, Council endorsed Mississauga's first Transportation Master Plan (TMP), a policy framework and Action Plan to guide the development of Mississauga's transportation system for the next 25 years. This Plan's Vision Statement is a commitment to the freedom to move:

In Mississauga, everyone and everything will have the freedom to move safely, easily, and efficiently to anywhere at any time.

Council	2020/05/28	2
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This first TMP annual status update comes at a critical time for Mississauga. As the effects of the COVID-19 pandemic on our region and country's economy become known, it is crucial that we continue to deliver a robust and adaptable transportation system for the future.

The TMP made specific commitments to 91 Actions that will deliver on the plan's Vision and Goals. These Actions will be delivered in the short-term (2020-2024), medium-term (2025-2034), or long-term (2035 and after). Over the last year, staff and Council have made significant strides in delivering many of these Actions.

This status update provides an overview of work undertaken to May 2020. Each year, staff will deliver a status update indicating progress on the TMP's Actions. These status updates will allow Council and the public to monitor the progress of the TMP.

Comments

An overview of the TMP's Vision, Goals, Action Plan and achievements made to May 2020 are attached to this report as Appendix 1.

Of the 56 short-term Actions, over half (36) are underway (initiated, in progress, or ongoing) and 6 are complete. In total, 51 Actions are underway and 6 are complete. Details on the status of each Action are provided in Appendix 2 of this report.

When the TMP was endorsed by Council, staff presented focus areas for immediate action. Over the past year, progress in all focus areas has been made. Key focus area achievements this year are outlined below; with specific TMP Actions referenced in the brackets:

- Advancing our **commitment to Vision Zero** by:
 - Advancing the development of a Speed Management Program (Action 46) by implementing 40 km/h speed limits in 11 neighbourhoods and approving the future implementation of city-wide 40 km/h speed limits within neighbourhoods, 30 km/h residential school zone speed limits, and school area Community Safety Zones. A robust speed management plan is being developed to achieve lower operating speeds within neighbourhoods.
 - Pursuing the future implementation of Automated Speed Enforcement and Automated School Bus Camera Programs (Action 43).
 - Creating the Vision Zero Program Leader Position to develop and deliver a work program for a number of Vision Zero-related Action Items.
- **Reframing roads and rights-of-way** by launching the *Changing Lanes* project, which will deliver the following Actions: revise the road classification system in the Mississauga Official Plan (Action 2), new Complete Streets Guidelines and a prioritized road design list (Action 1), and an update to the City's engineering design standards (Action 3). Staff have also initiated the Vehicle and Transit Master Plan to update the City's long-term road network (Action 14) and long-term transit network (Action 15).

- **Developing new and revised policies for new development** through the Mississauga Official Plan Comprehensive Review (Action 69), updating the City's Traffic Impact Study Guidelines (Action 5), and updating parking requirements through the Parking Regulations Study (Action 7).
- **Providing new, improved and evolving transit service** by determining potential locations, costs, and benefits of transit priority measures (Action 17) and evaluating bus stops and terminal improvements (Action 18) through the MiWay Infrastructure Growth Plan currently underway.
- **Expanding and enhancing the cycling network** (Action 59), adding 15 km over the last year, and developing a comparable **pedestrian network** plan (Action 12). On July 3, 2019, Council approved improved winter maintenance standards (Action 62) for pedestrian access to bus stops and on priority sidewalks. A mid-block pedestrian crossing program (Action 49) has also been established.
- The City continues to **integrate new mobility alternatives to car ownership**. Council approved a permanent by-law (Transportation Network Company Licensing By-law 0109-2019) that governs ridehailing (Action 18) and staff will deliver a Policy Framework for the City's approach to micromobility systems (a network of shared bikes, e-bikes and e-scooters for short-term rental) in 2021 (Action 20).

Strategic Plan

Chapter 1 of the TMP outlines how the TMP advances nearly every goal under all five pillars of the Mississauga Strategic Plan.

Financial Impact

This status update has no financial implications. Financial considerations for each of the Actions of the TMP are prepared separately prior to initiation and are presented to Council for consideration through established process (e.g. the City Business Plan and Budget, Development Charges By-law, intergovernmental grant applications or a stand-alone corporate report).

Conclusion

This report is the first annual status update on the Actions of the TMP. These status updates are a key component of the TMP's monitoring program, which ensures that progress of this plan can be tracked by Council and the public. As of May 2020, of the 56 short-term Actions, over half (36) are underway, and 6 are complete. In total, 51 Actions are underway, and 6 are complete.

Attachments

Appendix 1 - 2020 Transportation Master Plan Milestones

Appendix 2 - 2020 Transportation Master Plan Action Plan Review



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

Prepared by: Alex Legrain, RPP, MCIP, Project Leader Transportation Planning

Moving You Through Mississauga

2020 Transportation Master Plan Milestones

40
km/h



Speed limits reduced in
11 Neighbourhoods and more to come

Delivering road safety and
Vision Zero initiatives

YOUR
SPEED
45

6 Goals + 91 Actions
over 20+ years:

51 Actions
Underway

6 Actions
Completed

! Safety

⌘ Integration

📶 Health

= Inclusion

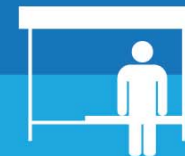
📶 Connectivity

→ Resilience

An **expanded**
cycling network

Developing Complete Streets Guidelines:
to create safe, appealing roads for all users

15
km



Improving winter maintenance
at bus stops and priority sidewalks



VISIONZERO



Mississauga Transportation Master Plan

2020 Action Plan Review



Mississauga Transportation Master Plan 2020 Status Update: Action Plan Review

The Action Plan Review provides details on the status of each Transportation Master Plan Action as of May 2020. Each year, staff will deliver a status update indicating progress of the TMP's Actions. These status updates will allow Council and the public to monitor the progress of the TMP.

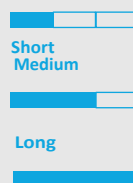
Status definitions:

- **Not Started:** Activities to achieve Action have not started.
- **Initiated:** Work is underway to identify projects, teams, and resources required to achieve Action. For example, a Project Charter has been drafted and signed.
- **In Progress:** Tasks from an approved Project Charter or similar work plan are being carried out to achieve Action.
- **Completed:** The Action has been achieved, with supporting documentation available.
- **Paused:** The tasks needed to achieve the Action have been paused and a rationale provided.
- **Ongoing:** The Action is being consistently reviewed and tasks worked towards when appropriate.

Changes Happen on Different Timescales

Timescale	Years	Completed in
Short	1 – 5 years	2020 – 2024
Medium	5 – 15 years	2025 – 2034
Long	15+ years	2035 and after





Action Plan Timeline






Policies, Guidelines, and Standards

Actions to establish or update the rules and regulations that govern Mississauga's transportation system at the local municipal level.

Documenting intentions and best practices makes it possible for them to be consistently applied in practice. Policies in the Mississauga Official Plan govern how Mississauga grows and develops. Standards direct the design and performance of roads, sidewalks, trails, cycling facilities, and transit facilities. Embedding transportation aims in these documents will put the Transportation Master Plan into practice.

Action	Division	Timeline	Status Update
1 Complete Streets design guidelines Create and apply Complete Streets design guidelines and implementation plan that specify the types of infrastructure and streetscape elements that may be suitable for different classes of road.	Infrastructure Planning & Engineering Services		In Progress To be delivered through the Changing Lanes project, currently underway.
2 Road classification system Revise the City's Road Classification system to recognize movement and placemaking function of streets, incorporate into City's transportation planning practices, and update Mississauga Official Plan accordingly.	Infrastructure Planning & Engineering Services		In Progress To be delivered through the Changing Lanes project, currently underway.
3 Engineering design standards Review and update engineering design standards, such as intersection design standards and sidewalk standards, to prioritize safety of vulnerable road users and remove barriers to accessibility.	Infrastructure Planning & Engineering Services		Initiated Need and scope to be defined through the Changing Lanes project, currently underway.
4 Closure of walkways Review and update policies concerning Closure of Walkways and Noise Attenuation Barriers on Major Roads, to require an evaluation of impacts of a proposed change on walking distance to transit and nearby destinations, and an assessment of available alternate routes and mitigation measures.	Infrastructure Planning & Engineering Services		Not started






Action	Division	Timeline	Status Update
5 Traffic Impact Study Guidelines Review and update Traffic Impact Study Guidelines to refocus studies on all movements of people and goods by any mode, rather than primarily focusing on vehicular movements.	Infrastructure Planning & Engineering Services		In Progress Interim update to be available by the end of 2020.
6 Major Transit Station Areas Complete ongoing planning work by City and Region of Peel for Major Transit Station Areas (MTSAs) and add to Mississauga's Official Plan.	City Planning Strategies		In Progress Staff continue to work with Region of Peel to complete MTSA planning study.
7 Parking provision policies Review and update City-wide parking provision policies and related requirements in line with the recommendations of the Parking Matters study and Transportation Demand Management Strategy and Implementation Plan.	City Planning Strategies		In Progress Parking Regulations Study to be completed by end of 2020, with bylaw update by Q2 of 2021.
8 Transportation demand management for new development Develop transportation demand management requirements for new developments in line with recommendation #4 in City's 'Transportation Demand Management Strategy and Implementation Plan'.	Infrastructure Planning & Engineering Services		Initiated Staff are developing a list of soft measures to ask for and developing criteria.
9 Transport facilities in Greenlands policy Establish what active transportation and transit facilities are appropriate in Greenlands by reviewing Mississauga Official Plan sections 11.2.1.1 and 11.2.3.2 and amending if warranted.	City Planning Strategies		Not started
10 Warehousing and logistics land use Investigate land use planning strategies that optimize location of warehousing/logistics usage near suitable transportation facilities, including consideration of a distinct land use category. Implement findings through Official Plan policies.	City Planning Strategies		Initiated To be considered through the Official Plan Review.









Action	Division	Timeline	Status Update
11 Mode share study Investigate merits of translating city-wide sustainable travel mode share target into set of more specific targets by mode, geographic area, land use type or other segments, and establish effects on other City policies and practices.	Infrastructure Planning & Engineering Services		In Progress To be delivered through the Vehicle and Transit Master Plan, currently underway.
12 Curbside management study Assess current and future competing demands on curb space and curb lane space, including taxis, pick-up/drop off, new mobility options, goods movement and deliveries, mobile businesses, cycling facilities, transit stops and on-street parking, and develop strategies for meeting competing needs.	Infrastructure Planning & Engineering Services		Initiated Preliminary directions will be developed through the Changing Lanes project, currently underway.
13 Location of new community infrastructure Prioritize sustainable mode access in the location choice and designs for new community infrastructure and City buildings by adding suitable criteria to the Official Plan and other guiding documents.	City Planning Strategies / Facilities and Property Management		Initiated Policies to be developed through the Official Plan Review.









Plans and Studies









Actions to conduct research and strategic planning projects to establish clear, well-informed direction on new transportation projects and initiatives in the public interest.

In the rapidly evolving field of transportation, there are some topics Mississauga needs to learn more about before making decisive changes for the better. There are also parts of the city that are growing and evolving that need to be looked at closely and thought about carefully to make the best decisions for their next chapter.

Action	Division	Timeline	Status Update
14 Pedestrian network plan Identify and address gaps and inconsistencies in the pedestrian network, with special attention to connectivity and accessibility standards, by conducting a detailed audit.	Infrastructure Planning & Engineering Services		In Progress Plan under development for delivery in 2021.
15 Long-term transit network plan Complete a comprehensive review of the City's long-term transit network, including a potential high-frequency network, and update the associated schedule that appears in the Mississauga Official Plan.	Infrastructure Planning & Engineering Services		In Progress To be delivered through the Vehicle and Transit Master Plan, currently underway.
16 Long-term road network plan Complete a comprehensive review of the City's long-term road network, and update the associated schedule that appears in the Mississauga Official Plan.	Infrastructure Planning & Engineering Services		In Progress To be delivered through the Vehicle and Transit Master Plan, currently underway.
17 Transit priority measures Examine potential locations, costs, and benefits for transit priority measures (such as signal priority, queue jump lanes, HOV lanes, transit-only lanes) to reduce transit journey time and increase reliability, taking advantage of City's Advanced Transportation Management System, as part of the MiWay Infrastructure Growth Plan.	MiWay		Completed MiWay has identified potential transit priority locations through the MiWay Infrastructure Growth Plan and will work with the Region of Peel and other stakeholders to implement transit priority measures at these locations.
18 Bus stop and terminal evaluation Include evaluation of the status of bus terminals as pleasant places to wait and transfer between services in the MiWay Infrastructure Growth Plan, using a detailed assessment of their existing facilities and pressures.	MiWay		Completed Evaluation delivered through the MiWay Infrastructure Growth Plan.

Action	Division	Timeline	Status Update
19 On-demand transit Evaluate opportunities, costs, and benefits for on-demand transit service in Mississauga to complement existing fixed-route services, including overnight service, first-mile/last-mile connections, and other travel markets.	MiWay		Paused MiWay will take part in the Metrolinx pilot. This pilot is currently on hold by Metrolinx.
20 Ridehailing and ridesharing policy development Facilitate ridehailing and ridesharing in Mississauga through comprehensive review and update of the Mobile Licensing Bylaw, drawing on outcomes of Transportation Network Company (TNC) Pilot study.	Enforcement		Completed Transportation Network Company Licensing By-law (0109-2019) adopted July 3, 2019.
21 Accessible ridehailing Determine and implement best means to ensure that accessible ridehailing (such as taxicabs and TNCs) is available on-demand throughout Mississauga.	Enforcement		Paused Solutions presented have not achieved significant support from PVAC members. PVAC postponed due to COVID-19.
22 Micromobility policy framework Investigate policy options to determine how the City can best work with and regulate micromobility technologies and vendors, including but not limited to bike share systems, e-bike systems, and e-scooter systems.	Infrastructure Planning & Engineering Services		In Progress Project Charter signed and study underway.
23 Zero-emission vehicle strategy Develop a zero-emission vehicle (ZEV) strategy that examines incentives to increase use of ZEVs and the infrastructure needs of ZEVs in Mississauga, including those related to new developments, retrofits of existing developments, public buildings, and public parking lots.	Environment		In Progress The Zero Emissions Vehicle Strategy is being completed through the Peel Climate Change Partnership, expected completion in 2021.
24 Electric vehicle charging stations Investigate requirements for electric vehicle charging stations in new developments as part of zoning by-law's parking requirements review.	City Planning Strategies		In Progress Parking Regulations (Zoning By-law) Study will make EV charging recommendations.
25 Strategic data management plan Create a City-wide strategic data management plan that includes strategy for leveraging emerging big data technology for collection and maintenance of transportation and traffic data.	To be determined		Not started
26 Traffic management plan Develop a five year plan to guide the application of traffic management tools and resources to effectively facilitate a shift from simply moving vehicular traffic to moving people and goods by any mode, including implementation planning for the Advanced Transportation Management System and other aspects of advancing Intelligent Transportation Systems in Mississauga.	Traffic Management & Municipal Parking		Initiated Funding for study including in 2020 Capital Budget.

Action	Division	Timeline	Status Update
27 Highway interchange safety and streetscape Create strategy to address safety issues and improve streetscape on municipal roads around 400-series highway interchanges, in collaboration with MTO.	Infrastructure Planning & Engineering Services		Not started For delivery between 2025 and 2034.
28 Off-road trail lighting Examine feasibility of extending street lighting program to serve off-road components of cycling and pedestrian networks through amendment of the Park Trail Lighting policy or otherwise.	Parks & Forestry Infrastructure Planning & Engineering Services		Not started For delivery between 2025 and 2034.
29 Wayfinding review Develop plan to consolidate and/or complement local and regional directional signage programs with a comprehensive, city-wide wayfinding system for all modes.	Infrastructure Planning & Engineering Services		Not started For delivery between 2025 and 2034.
30 Public feedback channels Conduct an end-to-end audit of channels for public feedback on the transportation system to identify and address opportunities for improving efficiency and efficacy.	Strategic communications		Not started For delivery between 2025 and 2034.
31 Land use/transportation corridor studies Conduct comprehensive land use/transportation corridor studies on Transit Priority Corridors not already studied, such as Erin Mills Parkway, Derry Road, Dixie Road, Eglinton Avenue, Airport Road, and on other corridors as needed.	Infrastructure Planning & Engineering Services		Initiated Business Case delivered and prioritization to be developed through the Vehicle and Transit Master Plan.
32 Local network studies Conduct local network studies to assess transportation and land use on Major Nodes, Community Nodes, Corporate Centres and Special Purpose Areas not generally covered by corridor studies, such as the Airport Corporate Centre, Meadowvale Corporate Centre, Central Erin Mills Major Node, and UTM.	Infrastructure Planning & Engineering Services		Initiated Studies, such as Meadowvale Neighbourhood Character Study and the Downtown Movement Plan are underway or recently concluded.
33 Housing affordability near transit Identify measures to proactively manage the affordability of housing close to high-quality transit.	City Planning Strategies		Initiated City staff is working with the Region of Peel to develop an inclusionary zoning framework for major transit station areas.
34 Neighbourhood hub pilot Test the concept of 'neighbourhood hubs' that would be a local-area focus for transit service, walking and cycling connections, low-intensity retail, and neighbourhood-level community services by piloting one or more sites.	Infrastructure Planning & Engineering Services		Not started For delivery between 2025 and 2034.

Action	Division	Timeline	Status Update
35 Emergency preparedness for extreme weather Identify parts of the transportation system vulnerable to flash flooding or extreme weather events, and develop a plan for suitable safe egress routes, warning systems, and alternative route information, in conjunction with development of Emergency Response Protocols.	Office of Emergency Management		Not started For delivery between 2025 and 2034.
36 Designated trucking routes Investigate designated truck routes designed to accommodate high volumes of truck traffic and long combination vehicles (LCVs) alongside other modes.	Infrastructure Planning & Engineering Services		Not started For delivery between 2025 and 2034.
37 Bike share system Examine the feasibility of a bike share system in Mississauga, in line with recommendations in the Cycling Master Plan.	Infrastructure Planning & Engineering Services		Initiated To be studied through Micromobility Study, see Action #22.
38 Car-free travel: City sites Create site-specific plans to support and encourage greater sustainable mode use for trips to City-owned facilities such as libraries, community centres, and recreational facilities by users of those facilities.	Infrastructure Planning & Engineering Services		Not started For delivery between 2025 and 2034.
39 Multi-modal access audits: City sites Develop an audit tool to evaluate site access by non-car modes and recommend improvements, applying it to City-owned sites (such as libraries and recreation centres) to make recommendations.	Infrastructure Planning & Engineering Services		Not started For delivery between 2025 and 2034.
40 Transit promotion for special events and major attractions Build on MiWay's existing support for special events and major attractions by reviewing those destinations, and identifying potential improvements such as changes to regular service or the introduction of event-specific services.	MiWay		Ongoing
41 Autonomous vehicles assessment Explore the possibilities and implications of autonomous vehicles in Mississauga, including an assessment of require infrastructure changes, other costs, and benefits associated with their use.	Infrastructure Planning & Engineering Services		Not started For delivery by 2035 and after.
42 Smart/connected vehicles and infrastructure Study the potential benefits and costs associated with smart/connected vehicles and transport infrastructure.	Traffic Management & Municipal Parking		Not started For delivery by 2035 and after.

Programs

Actions to invest in new programs or improved levels of service for City work in planning, design, construction, operation, and maintenance of the transportation system.

Many parts of the transportation system are delivered or affected by City services. Changes to those services will help provide Mississauga with what it wants and needs from its transportation system. The City must find ways to direct appropriate resources to these aspects of City work for the goals to be fully realized.

Action	Division	Timeline	Status Update
43 Vision Zero road safety infrastructure enhancements Develop and implement a suite of infrastructure enhancements to support Vision Zero, such as red light cameras, automated speed enforcement, traffic calming measures.	Traffic Management & Municipal Parking		In Progress Automated Speed Enforcement Phase 1 approved through 2020 budget, and Phase 2 Business Case prepared for a future business planning cycle.
44 Vision Zero memorial program Develop and implement a program by which a loss of life on the road can be formally recognized.	Infrastructure Planning & Engineering Services		Initiated Vision Zero Program Leader position created to deliver Action.
45 Vision Zero education program Establish road user education programming designed to promote best safety practices for travellers of every mode, by using road signs, social media, formal training, and other creative outreach and education tactics.	Infrastructure Planning & Engineering Services		Initiated Vision Zero Program Leader position created to deliver Action.
46 Speed management program Address unlawful and undesirable vehicle speeds through creation of a speed management program that includes both location-specific and city-wide actions.	Traffic Management & Municipal Parking		Initiated Business cases and budget requests have been prepared for Arterial Speed Management, Road Safety, and Neighbourhood Speed Management for a future business planning cycle.
47 Enhanced road safety monitoring program Modernize the way that collisions are tracked and monitored, enabling the City to more effectively analyze trends and identify hot spots to inform future priorities and decisions.	Traffic Management & Municipal Parking		Not started






Action	Division	Timeline	Status Update
48 Road safety enforcement program Work with Peel Regional Police to advance efforts to catch and penalize rule breaking behaviour on the road, including aggressive, impaired, and distracted driving.	Traffic Management & Municipal Parking		Not started
49 Mid-block crossings Establish program to provide mid-block crossings, including creation of design standards and protocol for identifying appropriate locations (such as where off-road trails intersect roads), drawing on road safety and accessibility work.	Traffic Management & Municipal Parking		In progress Annual pedestrian crossover program established in 2020. It will review and implement a number of mid-block pedestrian crossings each year.
50 Targeted education and outreach Develop and implement targeted education and outreach campaigns and programs tailored to traveller groups with distinct needs and opportunities, including newcomers, new parents, post-secondary students, and those benefitting from recent transportation improvements.	Infrastructure Planning & Engineering Services		Initiated Peel regional working group formed to rebrand the Smart Commute Program previously run by Sustain Mobility (ended 2019). The program will target residents and businesses in Peel Region.
51 Transit stop/terminal service information Develop and implement program to provide access to comprehensive service information at transit stops/stations/terminals, with dynamic information at select locations.	MiWay		In Progress MiWay Infrastructure Growth Plan identified digital signage locations. Installation schedule identified through ICIP funding strategy.
52 Multi-agency transit information Enhance information about transit services in Mississauga to incorporate all transit agencies serving the city, and provide that information through city-wide channels and at transit stations/terminals.	MiWay		Completed Integrated Triplinx - the official GTHA trip planner - into new miway.ca; providing multi-modal trip planning, including cycling options.
53 Major attraction transit information Establish a routine practice of identifying major attractions accessible by MiWay and a communication protocol to suggest initial web-ready 'reach us by MiWay' directions for each site as well as subsequent updates in the event of route changes.	Infrastructure Planning & Engineering Services		Completed Mississauga's list of local attractions are integrated through open data into Triplinx. This app can serve as a 'one stop shop' for planning trips (using a variety of modes) to various attractions.
54 Car-free travel: privately-owned sites Standardize, streamline, and promote mechanism for property owners/managers seeking help from City understanding, enhancing, and promoting car-free ways to access their site.	Infrastructure Planning & Engineering Services		Not started
55 Cycling outreach, education and promotion Establish cycling outreach, skills training, and promotion programming, in line with recommendations of Cycling Master Plan.	Infrastructure Planning & Engineering Services		Paused Paused due to ongoing response to COVID-19 pandemic.








Action	Division	Timeline	Status Update
56 Bicycle parking supply Expand supply of short-term and long-term bicycle parking supply city-wide, in line with the Cycling Master Plan.	Infrastructure Planning & Engineering Services		Initiated Budget assigned to install bicycle parking.
57 School Walking Routes program Seek opportunities to support enhancements to the Mississauga School Walking Routes program, with the aim of formalizing and expanding existing activities or introducing new activities to encourage active transportation options for students.	Infrastructure Planning & Engineering Services		Initiated New position approved for 2020 to coordinate program.
58 Zero-emission City vehicle fleet Convert City's vehicle fleet (buses and corporate) to zero-emission vehicles, when technically, operationally and fiscally feasible, through end-of-life replacement, or otherwise.	MiWay Works, Operations & Maintenance		Initiated MiWay is considering a Hydrogen Fuel Cell Electric Bus pilot and monitoring peer Battery Electric Buses pilots (TTC, Brampton, and York Region).
59 Long-term cycling network Establish implementation program for long term Cycling Network, as it appears in the Cycling Master Plan.	Infrastructure Planning & Engineering Services		In Progress Continued implementation through Active Transportation Office.
60 Multi-modal access audits: private sites Introduce a program to offer multi-modal access audits to privately-owned, publicly accessible sites (such as shopping centres and fitness centres), using tool developed for City sites (see Action 40).	Infrastructure Planning & Engineering Services		Not started For delivery between 2025 and 2034.

Procedures

Actions to implement new ways of doing business or adapt existing business practices and standard operating procedures to align with evolving transportation priorities.

As transportation priorities change, technology advances and best practices evolve. It is critical that the City adapts the way City business gets done. Some of these actions require investment in tools and training, some require new people to bring new knowledge and skills to the organization, and some simply require staff to approach their work in new ways.





Action	Division	Timeline	Status Update
61 Vision Zero working group Establish an interdepartmental working group tasked with advancing Vision Zero-related goals, objectives, and action items in the Transportation Master Plan.	Infrastructure Planning & Engineering Services		Initiated Vision Zero Program Leader position created to deliver Action.
62 Winter maintenance service standards Establish protocol to review winter maintenance service levels for snow clearance on sidewalks, transit stops, cycling facilities, and trails concurrent with winter maintenance contract renewals, with aim of raising service levels for pedestrians, transit riders, and cyclists where technically, operationally, and fiscally feasible.	Works, Operations & Maintenance		In Progress Council approved improved winter maintenance for pedestrian access to bus stops and priority sidewalks for 2020.
63 Walking/cycling construction mitigation Ensure accessible transit stops, pedestrian routes, and cycling routes through construction sites that obstruct normal routes by developing and enforcing suitable standards and procedures.	Infrastructure Planning & Engineering Services		In Progress Active Transportation office consulted when construction mitigation strategies are developed.
64 Transit service construction mitigation Enable timely service changes or other mitigation measures in response to planned on-street construction by formalizing protocol for notifying MiWay and other transit agencies operating in Mississauga, drawing on existing work.	Infrastructure Planning & Engineering Services		Not started
65 Non-MiWay transit infrastructure Establish inventories and service agreements concerning maintenance of information and infrastructure assets associated with transit service provided in Mississauga city limits, but operated by other transit agencies.	To be determined		Ongoing

Action	Division	Timeline	Status Update
66 Transportation data working group Establish an interdepartmental working group tasked with advancing the evolution of transportation and traffic data collection, maintenance, analysis, and interpretation, using emerging big data technology.	Infrastructure Planning & Engineering Services		Not started
67 Public perception monitoring Gain insight on public perception of the Transportation Master Plan's Goals and the progress toward them by revising transportation question(s) in a citizen satisfaction survey.	Strategic Communications		Completed Customer Satisfaction Survey has been updated. See: https://yoursay.mississauga.ca/3098/widgets/14783/documents/18972 .
68 Third-party grants Dedicate suitable staff resources to researching and applying for third-party grants that can help advance the aims of the Transportation Master Plan.	Infrastructure Planning & Engineering Services		Initiated City of Mississauga routinely submits transportation-related proposals to third party, including provincial and federal grants.
69 Official Plan coordination Establish protocols to ensure an editorial review of proposed updates and amendments to the Mississauga Official Plan includes verification that proposed policies advance the goals and objectives of the Transportation Master Plan.	City Planning Strategies		In Progress Coordination underway through the Mississauga Official Plan Review.
70 Corporate Asset Management Plan coordination Establish protocol to ensure Transportation Master Plan is used as a major input to the development of the Mississauga Corporate Asset Management Plan (forthcoming), to ensure planned service levels for the City's transportation infrastructure supports the goals and objectives of the Transportation Master Plan.	Finance		In Progress T&W Staff are developing processes to ensure the goals and objectives of this plan influence infrastructure renewal and development, which will inform the Corporate Asset Management Plan.
71 New mobility and transportation innovation Monitor innovation and change in the transportation and transit sectors, summarize trends in an annual review, and identify issues and opportunities that need to be proactively addressed.	Infrastructure Planning & Engineering Services		Initiated Annual Review to be completed by end of 2020.
72 Transportation planning information hub Establish a transportation planning information hub that routinely collects and maintains data, information, and map layers commonly used in transportation planning.	Infrastructure Planning & Engineering Services		Not started For delivery between 2025 and 2034.








Partnerships

Actions to collaborate with allies, stakeholders, and partner agencies in the transportation field.

Collaboration is an essential part of realizing Mississauga's transportation goals. Several key parts of the transportation system, such as the GO Transit network, TransHelp paratransit service, highways, regional roads, intercity trails, and the airport are owned and operated by other levels of government and partner agencies. The City can help partners understand what they can do to affect the change needed in Mississauga. The City must also continue to listen to and work with allies and stakeholders who are in a position to help determine and achieve Mississauga's transportation goals.

Action	Division	Timeline	Status Update
73 Milton GO line two-way all-day service Continue to advocate for the introduction of an all-day two-way GO train service on the Milton GO line, supporting and advancing associated research and analysis as required.	Infrastructure Planning & Engineering Services		In Progress Staff continue to advocate for two-way all-day service.
74 GO station land study Work with Metrolinx and the Region of Peel to ensure potential for future development on Metrolinx-owned land around GO Stations is considered during the City's and Region's joint projects on Major Transit Station Areas.	City Planning Strategies		In Progress Staff continue to engage with Metrolinx and Peel Region to identify and encourage GO Station land redevelopment, where appropriate.
75 TransHelp strategic plan Work with TransHelp to prepare a long term strategic plan for accessible transit in Mississauga/ Brampton and to advance work to integrate TransHelp services with those of MiWay and Brampton Transit.	To be determined		Not started
76 Multi-modal access audits: schools Offer multi-modal access audits to schools, using tool developed for City sites (see Action 40).	Infrastructure Planning & Engineering Services		Not started

Action	Division	Timeline	Status Update
77 Healthcare providers Strengthen relationships with Local Health Integration Networks and Hospitals to support efforts to expand options for non-driving access to healthcare.	Infrastructure Planning & Engineering Services		Not started
78 Transportation investment coordination Establish protocols to be used by all transportation-related groups in the city for engaging with neighbouring municipalities to coordinate the timing and nature of transportation investment.	Infrastructure Planning & Engineering Services		Not started
79 TDM changes to Planning Act and Municipal Act Advocate for changes to the Planning Act and Municipal Act that would allow municipalities to require transportation demand management practices be designed into new developments, in line with recommendation #5 in the Transportation Demand Management Strategy and Implementation Plan.	Infrastructure Planning & Engineering Services		Not started
80 Peel Region Goods Movement Task Force Continue to serve as an active member of Peel Region Goods Movement Task Force, advancing recommendations to improve the goods movement system in Mississauga.	Infrastructure Planning & Engineering Services		In Progress Staff continue to actively participate.
81 Peel Region Vision Zero Task Force Continue to serve as an active member of Peel Region Vision Zero Task Force, advancing recommendations to improve the safety of transportation in Mississauga.	Infrastructure Planning & Engineering Services		Initiated Vision Zero Program Leader position created to deliver Action.
82 24-hour GO Transit service Advocate for 24-hour GO Transit service in Mississauga.	Infrastructure Planning & Engineering Services		Not started For delivery between 2025 and 2034.
83 Wider Presto support Improve utility of the Presto card by encouraging Presto to support more service providers (such as bikeshare, taxis, car share, and retailers).	Infrastructure Planning & Engineering Services		Not started For delivery between 2025 and 2034.
84 TTC/MiWay fare integration Improve service integration between MiWay and TTC by working with the City of Toronto and the TTC to remove restrictions on MiWay boardings in Toronto, and negotiate a service agreement for MiWay-TTC transfers that are free for riders through participation in Metrolinx's work in this area or otherwise.	MiWay		In Progress MiWay is part of Metrolinx Fare & Service Integration Working Group. TTC will start a study in September 2020 on cost, impacts, and next steps of fare and service integration. MiWay will be a key stakeholder of the study. Study will conclude in 2021.

Action	Division	Timeline	Status Update
85 Park-and-ride sites Assess possibility of promoting current and adding new park-and-ride locations in Mississauga targeted at inter-municipal travel, drawing on MiWay's Infrastructure Growth Plan and working in partnership with GO Transit and MTO.	Infrastructure Planning & Engineering Services		Not started For delivery between 2025 and 2034.
86 High Occupancy Vehicle (HOV) lanes Advocate for the introduction of HOV lanes on all 400-series highways in and around Mississauga.	Infrastructure Planning & Engineering Services		Initiated Staff advocate for HOV lanes as input to any MTO 400 series Environmental Assessment Study.
87 GTHA regional ATMS strategy Collaborate with MTO, Metrolinx, and GTHA municipalities to coordinate an inter-regional strategy for Advanced Transportation Management Systems (ATMS).	Traffic Management & Municipal Parking		Not started For delivery between 2025 and 2034.
88 Emergency Detour Routes Work with the MTO and the Region of Peel to establish Emergency Detour Routes for 400-series highways in and around Mississauga.	Emergency Management Office		Not started For delivery between 2025 and 2034.
89 Milton local transit connection Work with the Town of Milton to establish local transit connections as travel demand to and from Mississauga increases.	MiWay Infrastructure Planning & Engineering Services		Ongoing Staff continue to review need as growth occurs.
90 Autonomous vehicles collaboration Collaborate with the Province on autonomous vehicles and associated matters to ensure the regulatory environment provides Mississauga and other municipalities with the ability to maximize benefits and mitigate negative effects.	Infrastructure Planning & Engineering Services		Initiated Ongoing collaboration with the Province through the Connected and Autonomous Vehicle Working Group.
91 Pearson Airport regional transit hub Support the GTAA's initiative to develop a regional transit hub at or near Pearson Airport, ensuring that potential opportunities and risks for Mississauga are understood and addressed.	Infrastructure Planning & Engineering Services		Initiated Active collaboration with GTAA, Metrolinx, and City of Toronto.

Subject: RE: Request for Support - Mississauga Pride 2020

From: Nathan Whalen

Sent: Tuesday, June 2, 2020 12:35 PM

To: Mayor Bonnie Crombie <mayor@mississauga.ca>; Stephen Dasko <Stephen.Dasko@mississauga.ca>; Karen Ras <Karen.Ras@mississauga.ca>; Chris Fonseca <Chris.Fonseca@mississauga.ca>; John Kovac <John.Kovac@mississauga.ca>; Carolyn Parrish <Carolyn.Parrish@mississauga.ca>; Ron Starr <Ron.Starr@mississauga.ca>; Dipika Damerla <Dipika.Damerla@mississauga.ca>; Matt Mahoney <Matt.Mahoney@mississauga.ca>; Pat Saito <Pat.Saito@mississauga.ca>; Sue McFadden <Sue.McFadden@mississauga.ca>; George Carlson <George.CARLSON@mississauga.ca>; Diana Rusnov <Diana.Rusnov@mississauga.ca>; City Clerk <City.Clerk@mississauga.ca>

Cc: Natasha Mistry <Natasha.Mistry@mississauga.ca>; Robert Trewartha <Robert.Trewartha@mississauga.ca>

Subject: Request for Support - Mississauga Pride 2020

To Mayor and Councillors,

In 2019, with the support of City Council, we launched Rainbow Sauga Alliance, an organization with a purpose of building the LGBTQ2S+ community in Mississauga.

We were delighted to have the support of City Council at our 2019 Pride activities and are once again **looking for your support of the LGBTQ2S+ community during our 2020 Pride calendar.**

Did you know **Mississauga is the only top 10 city in Canada without a large pride celebration?** This year, with your support, we'd like to launch a full programme for **Mississauga Pride 2020** - all online!

We're specifically asking for City Council to:

- **Approve a Pride Flag Raising ceremony** (broadcast virtually and speakers to be physically distant) in early July 2020
- **Approve a Building Lighting of City Hall and Celebration Square** to begin the same day as the flag raising (in rainbow and trans colours, the same as last year).
- **Unveil the City of Mississauga's Pride Logo**, outfitted in rainbow colours, to demonstrate the city's support of the LGBTQ2S+ community and to support the city's branding alongside Mississauga Pride-related activities and messaging.
- **Approve virtual LGBTQ2S+ supports to reduce isolation of residents during COVID-19.** We recognize the challenge COVID-19 is placing on the City Budget; we're instead requesting **in-kind sponsorship of \$25,000 for Mississauga Pride 2020** through the use of resources at city departments to host LGBTQ2S+ focused events, amplified through the Mississauga Pride platform. This will enable the City to be broadcast as a Platinum Sponsor of Pride 2020.
 - Examples of leveraging existing city programming and placing an LGBTQ2S+ focus, include:
 - Mississauga Libraries to potentially host virtual LGBTQ2S+ focused activities (e.g. Drag Story Time; feature LGBTQ2S+ artists)
 - Mississauga Business Enterprise Centre to host virtual LGBTQ2S+ themed business workshops
 - Mississauga Recreation to host a virtual Pride themed cooking class, at-home workout, or recreational skills workshop
 - Mississauga Culture to host a virtual Pride-themed artists, creative classes, or film

- In-kind marketing via MiWay Transit and social media platforms

In short order, we'll share with you the launch details for Mississauga Pride 2020 alongside the full suite of events and activities planned for July 2020.

Thank you in advance for your support as we build the LGBTQ2S+ community in Mississauga, together.

Nathan Whalen
President
Rainbow Sauga Alliance

Background on Pride in Mississauga

- Cities across Canada celebrate Pride during different times in the summer; for 15 years, the Region of Peel has held Pride Month activities in July 2020.
- Mississauga has had some forms of Pride over the past 30 years, most often organized at a Region level, almost exclusively held in Brampton.
- In 2019, the City of Brampton hosted a full Pride celebration called 'Pride in the Square'; with a higher population and strong growth trajectory, Mississauga has an opportunity to be a leader in this area.
- Toronto is one of the most important Pride cities in the world; while many Mississauga residents attend Toronto Pride, residents enthusiastically feel the need for Mississauga to host local programming.
- The City of Mississauga is increasingly attracting a diverse and vibrant LGBTQ2S+ community, which have identified an opportunity for increased LGBTQ2S+ focused activity.