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## REVISED / Integrated Index

### General Committee

**Date:** February 26, 2020  
**Time:** 9:30 AM  
**Location:** Civic Centre, 2nd Floor, Council Chambers  
300 City Centre Drive, Mississauga, Ontario, L5B 3C1

#### 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 (Chair)
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

#### Contact

Allyson D'Ovidio, Legislative Coordinator, Legislative Services  
905-615-3200 ext. 8587  
Email [allyson.dovidio@mississauga.ca](mailto:allyson.dovidio@mississauga.ca)

#### Find it Online

<http://www.mississauga.ca/portal/cityhall/generalcommittee>  
Meetings of Council streamed live and archived at [Mississauga.ca/videos](http://Mississauga.ca/videos)

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1. **CALL TO ORDER**

2. **APPROVAL OF AGENDA**

3. **DECLARATION OF CONFLICT OF INTEREST**

4. **PRESENTATIONS**

5. **DEPUTATIONS**

5.1 Lisa Abbott, Manager, Museums and Small Arms Inspection Building (SAIB) to speak to an update about the Museums and SAIB

5.2 8.1 Shari Lichterman, Director, Recreation and Tej Kainth, Manager, Tourism

\*5.3 8.1 Brad Butt, Vice-President, Government and Stakeholder Relations, Mississauga Board of Trade

\*5.4 8.1. Natalie Hart, Manager, Malton Business Improvement Area

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

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

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

1. The question must pertain to a specific item on the current agenda and the speaker will state which item the question is related to.
2. A person asking a question shall limit any background explanation to two (2) statements, followed by the question.
3. The total speaking time shall be five (5) minutes maximum, per speaker.

7. **CONSENT AGENDA**

8. **MATTERS TO BE CONSIDERED**

8.1 Tourism Mississauga – New Tourism Corporation

8.2 All-way Stop – Chriseden Drive and Tecumseh Public School Driveway (Ward 2)

8.3 All-Way Stop – Earl Street at River Road (Ward 11)

8.4 Trap Neuter Return Management (TNRM) Program Enhancements

8.5 Redmond Road from Webb Drive to Burnhamthorpe Road West – Municipal Class Environmental Assessment Study (Ward 7)

8.6 The Regional Municipality of Peel Road Maintenance and Repair Agreement Extension

- 8.7 Single Source Contract Award to Canada Clean Fuels Inc. for the Supply and Delivery of Diesel, Biodiesel and Gasoline required by MiWay, Corporate Fleet and Various Other City Facilities (PRC002099)
- 8.8 Federation of Canadian Municipalities – Sustainable Communities Award Application
- 8.9 Single Source Procurement with Gallagher McDowall Associates for Compensation Consulting Services File Ref: PRC002066
- 8.10 Recommendation for Single Source Procurement by way of Contract Amendment with Upaknee Inc. for an Email Marketing Enterprise Solution File Ref: Procurement PRC002115
- 8.11 TXM Tax Manager (Property Tax Management Software) for City of Vaughan
- \*8.12 Temporary All-Way Stop – Cactus Gate and Gumwood Road (Ward 10)

**9. ADVISORY COMMITTEE REPORTS**

- 9.1 Diversity and Inclusion Advisory Committee Report 1 - 2020 - February 12, 2020
- 9.2 Heritage Advisory Committee Report 2 - 2020 - February 11, 2020
- 9.3 Public Vehicle Advisory Committee Report 1 - 2020 - February 18, 2020
- 9.4 Mississauga Cycling Advisory Committee Report 2 - 2020 - February 11, 2020

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

**11. COUNCILLORS' ENQUIRIES**

**12. OTHER BUSINESS/ANNOUNCEMENTS**

**13. CLOSED SESSION**

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

- 13.1 A trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly, the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization: Soccer Stadium Feasibility Study and Business Case

**14. ADJOURNMENT**

City of Mississauga

# Corporate Report



Date: January 28, 2020  To: Chair and Members of General Committee  From: Paul Mitcham, P.Eng, MBA, Commissioner of Community Services	Originator's files:
	Meeting date: February 26, 2020

## Subject

**Tourism Mississauga – New Tourism Corporation**

## Recommendation

1. That the establishing by-law for Tourism Mississauga (By-law No. 1 attached as Appendix 1) which includes the recruitment process for the new Board of Directors as outlined in the report dated January 28, 2020 from the Commissioner of Community Services, entitled "Tourism Mississauga – New Tourism Corporation", be approved.
2. That the Commissioner of Community Services be authorized to enter into a five-year relationship and funding agreement with Tourism Mississauga in a form satisfactory to Legal Services and that funds be transferred to the new corporation as legislated and outlined in the agreement.
3. That Shari Lichterman be appointed Chief Executive Officer (CEO) of Tourism Mississauga.
4. That the Asset Transfer Policy attached as Appendix 2 be approved.
5. That Council, as the sole voting member of Tourism Mississauga, delegate authority to the City Clerk to sign all necessary resolutions including approving By-law No. 1 and appointing a CEO.
6. That all necessary by-laws be enacted.

## Report Highlights

- On July 3, 2019, Council authorized staff to proceed with establishing a Municipal Services Corporation for the purpose of promoting Mississauga as a tourism destination, and to comply with the provincial regulations regarding the Municipal Accommodation



Tax use of funds (MAT). The regulations require that 50% of the net MAT collected be directed to a not-for-profit tourism entity, the balance of funds are to be retained by the municipality.

- A corporation named Tourism Mississauga has been established, with the City of Mississauga as the sole member of the corporation. Interim Directors were also appointed (Shari Lichterman, Gary Kent and Paul Mitcham).
- As part of the establishment of the corporation, a Tourism Mississauga corporate by-law (Appendix 1: "Bylaw No.1") outlining the governance structure for Tourism Mississauga has been approved by the interim Board. Council, in its role as sole member of Tourism Mississauga, is required to approve this Tourism Mississauga by-law in order to enact it.
- Approval is requested to begin the process of recruiting for and establishing the Board of Directors for Tourism Mississauga.
- Based on benchmarking and best practices, a recommended Board of Directors composition has been developed and is outlined in Appendix 1. It requires that the Board of Directors is to be composed of two City Councillors and up to 12 external stakeholders. Those stakeholders shall represent relevant tourism sectors in the City, namely Accommodations, Retail/Restaurant/Culinary, Attractions/Festivals/Events and Other Services/Organizations/Venues.
- Upon approval of the recommendations in this report, an application process for the Tourism Mississauga Board of Directors will be launched by the City Clerk. Applications will be reviewed by a Nominations Committee composed of the interim Directors and the three City Councillors who currently sit on the Tourism Advisory Board (Councillors Saito, Ras and Parrish). The final recommended slate of directors will be returned to Council for approval.
- For clarity, the role of Council as it relates to Tourism Mississauga is to act as the primary 'shareholder' or owner – approving decisions and recommendations of the Board of Directors, including the annual budget and business plan and any governance changes, including the appointment of the CEO.
- The role of the Board of Directors is to provide financial oversight (develop a budget and allocation of resources); program planning (develop a business plan and/or strategic plans); develop/adopt policies; and performance measurement and monitoring. They direct the activities of the corporation which activities are implemented through the CEO.
- While the Board is being selected, the next step is to prepare and execute a relationship and funding agreement between the City and Tourism Mississauga. The five-year agreement will define the planned uses for the MAT funds to be transferred to Tourism Mississauga, the timing of those transfers, reporting requirements, use of City resources including staff and other relevant terms.

- In order to provide a high level of executive leadership, operational resources and minimize duplication of administrative overhead, it is recommended that the City of Mississauga's Tourism Unit deliver the day to day operations of Tourism Mississauga, with support from other City business units (Finance, Legal, etc.). Significant effort and momentum has been made in implementing the approved Tourism Master Plan and this would ensure continuity and best use of resources. The agreement would establish a cost recovery fee to be paid by Tourism Mississauga to the City for these services.
- It also recommended that Council appoint Shari Lichterman, Director of Recreation, as CEO of Tourism Mississauga. In this role, she would provide direction and leadership to the Tourism Unit, and report to the Tourism Mississauga Board of Directors to ensure the corporation is delivering on its mandate. This will require dual reporting to the City and to the Board of Tourism Mississauga. This dual reporting structure is in place with other Municipal Service Corporations in the province and is similar to the current structure of the Mississauga Library System.
- The Board of Directors will play a vital role in guiding Tourism Mississauga and leveraging the MAT funding to increase tourism activity in the City; the recommended structure providing for City leadership and staff delivering the services will ensure there is no loss of momentum on the approved tourism plan and tactics, and that funds can be more fully directed toward tourism deliverables as opposed to potentially duplicative administrative overhead.
- Tourism Mississauga will be funded entirely from the MAT reserve; specifically the 50% of the net annual MAT collected that is legislated to be directed to a not for profit tourism entity. Once the agreement is executed, funds would be transferred based on an approved 2020 budget. Going forward, Tourism Mississauga would present its annual budget and business plan as part of the City's business planning process; for example, in fall 2020 for the 2021 Budget and Business Plan.
- As required by O. Reg. 599/06 regarding municipal services corporations, a municipality shall adopt an Asset Transfer Policy which has been developed and is attached as Appendix 2 for Council approval. This is an administrative requirement and no assets are intended to be transferred to Tourism Mississauga at this time.

## Background

On February 7, 2018, Council approved the implementation of a Municipal Accommodation Tax (MAT) and the establishment of two reserve funds. One reserve fund is to collect a portion of the MAT revenue to ensure the City meets the requirement to pay a portion to an eligible tourism entity, pursuant to O. Reg. 435/17. The other is to collect the City's portion of the MAT revenue and is to be used to fund future tourism-related City initiatives. On July 3, 2019, Council authorized staff to proceed with establishing a Municipal Services Corporation for the purpose of promoting Mississauga as a tourism destination.

### Establishing Tourism Mississauga Corporation – Role of Council

A corporation named Tourism Mississauga has been established, with interim Directors appointed (Shari Lichterman, Gary Kent and Paul Mitcham). A Tourism Mississauga corporate by-law ("By-law No.1) setting out the governance structure for Tourism Mississauga has been approved by this Interim Board and has been attached as Appendix 1 for Council approval. As the sole voting member, Council is responsible for selecting directors, appointing the officers and approving the budget and business plan developed by the Board. Council is required to approve this Tourism Mississauga by-law in order to enact it.

The role of Council as it relates to Tourism Mississauga is to act as the primary 'shareholder' or owner – approving decisions and recommendations of the Board of Directors, including the annual budget and business plan and any governance changes.

### Tourism Mississauga Board of Directors – Role of the Board

The affairs of Tourism Mississauga shall be managed by the board of directors. This includes:

- Financial Oversight – develop a budget and allocation of resources
- Program Planning– develop a business plan and/or strategic plan
- Develop/Adopt Policies, Mission, Vision and Values
- Performance Measurement and Monitoring

It is recommended that the Board of Directors be composed of two City Councillors and up to 12 external stakeholders. Those stakeholders shall represent relevant tourism sectors in the City as follows, with the maximum number of representatives noted:

- City Council (2)
- Accommodation (including hotel association) (4)
- Retail/Restaurant/Culinary (2)
- Attractions/Festival/Event (2)
- Other services/organizations/venues (at-large) (4)

Upon approval of the recommendations in this report, an application process for the Tourism Mississauga Board of Directors will be launched by the City Clerk. It is proposed that applications be reviewed by a Nominations Committee comprised of the interim Directors and the three City Councillors who currently sit on the Tourism Advisory Board (Councillors Saito, Ras and Parrish). The final recommended slate of directors will be returned to Council for approval.

The terms of the first slate of Directors will be staggered so as to ensure Board continuity and good governance. The terms for stakeholder Directors shall be three years and for Directors who are members of Council shall be in accordance with the term of Council. As these initial terms expire, the review of applications will be conducted by a Nominations Committee of the Board, for review and approval of the full Board, and then final confirmation by Council.

### Decision Making Process of Council as the Sole Member of Tourism Mississauga

Council will play a dual role in the operations of Tourism Mississauga. As Council, for the Corporation of City of Mississauga, Council is responsible for selecting directors, appointing the officers and approving the budget and business plan developed by the Board. This will be accomplished by adopting recommendations at Council meetings.

Council is also the sole member of Tourism Mississauga and is responsible for passing resolutions related to its responsibilities in accordance with the Corporations Act. This will be accomplished through delegated authority to staff to execute the necessary resolutions.

### Relationship and Funding Agreement – Tourism Mississauga Operating Model

O. Reg. 435/17 requires the City to enter into a five year term agreement with Tourism Mississauga, respecting reasonable financial accountability matters in order to ensure that amounts paid to the entity are used for the exclusive purpose of promoting tourism. The agreement may provide for other matters such as use of resources and reporting. Legal Services will draft and finalize this agreement to be entered into with Tourism Mississauga.

The agreement will define the planned uses for the MAT funds to be transferred to Tourism Mississauga, the timing of those transfers, reporting requirements, use of City resources including staff and other relevant terms.

Key terms of the agreement being executed include:

- Use of funds: Tourism Mississauga shall use the funds for the purpose of promoting tourism in Mississauga, and specifically to continue the implementation of the Council-approved Tourism Master Plan.
- Staffing: For the first term of this agreement, Tourism Mississauga's day to day operations will be conducted by the City's Tourism Unit and any other City supporting services (such as Finance, Marketing, IT, etc.). This will allow for the continuous progress of current tourism initiatives and staff stability. It also ensures the tourism staff are receiving strong executive leadership, that the new corporation will not require duplicating overhead in administrative areas and that there is a strong supportive link between Tourism Mississauga and key City business units (Recreation, Culture, EDO, etc.). Tourism Mississauga will be charged a fee for these services provided by the City in order to recover the City's costs. The leader of the Tourism Unit will receive direction and input from the Tourism Mississauga Board of Directors per By-law No. 1 and this agreement.
- Reporting: Tourism Mississauga will be required to report annually to Council with their Board-approved budget and business plan. Any initiatives outside of the approved budget and business plan would require additional reporting and approval from Council.

The Board of Directors will play a vital role in guiding Tourism Mississauga and leveraging the MAT funding to increase tourism activity in the City; the recommended structure providing for City leadership and staff delivering the services will ensure there is no loss of momentum on the approved tourism plan and tactics, and that funds can be more fully directed toward tourism deliverables as opposed to potentially duplicative administrative overhead.

#### Appointment of Chief Executive Officer

Council, as the sole member of Tourism Mississauga, has the authority to appoint the Chief Executive Officer (CEO) of Tourism Mississauga. The CEO's role is the general management and supervision of the affairs and operations of the Corporation, under the direction of the Board. The CEO would attend Board meetings but, in the capacity as CEO, does not have voting rights.

It is recommended that Shari Lichterman, Director of Recreation, be appointed CEO of Tourism Mississauga. This appointment will commence following the first annual general meeting of Tourism Mississauga when the new Board of Directors is in place. In this role, she would provide direction and leadership to the Tourism Unit, and report to the Tourism Mississauga Board of Directors to ensure the corporation is delivering on its mandate. This will require dual reporting to the City and to the Board of Tourism Mississauga. This dual reporting structure is in place with other Municipal Service Corporations in the province and is similar to the current structure of the Mississauga Library System.

#### Asset Transfer Policy

As required by O. Reg. 599/06 regarding municipal services corporations, a municipality shall adopt an Asset Transfer Policy. The policy has been developed and is attached as Appendix 2 for Council approval. The next steps are to prepare and execute the relationship and funding agreement between the City and Tourism Mississauga and to begin the process of recruiting for and establishing the Board of Directors for the organization.

#### Next Steps

With the approval of this report and its recommendations, the process for identifying candidates for the Board of Directors will be launched. Next steps include the following:

- Report to Council to approve recommended slate of Board of Directors for Tourism Mississauga, approval of business plan, budget and audited financial statements of Tourism Mississauga in accordance with the Corporations Act.
- First Annual General Meeting of the sole member at which the new Board of Directors would be selected. Council will delegate authority to the City Clerk to sign all necessary resolutions to memorialize the recommendations of Council.

## Financial Impact

Tourism Mississauga will be funded from the MAT reserve; specifically the 50% of the net annual MAT collected that is legislated to be directed to a not for profit tourism entity. A 2020 budget will be established for Tourism Mississauga which will require the approval of the Board of Directors and then Council. In the interim, the City's Tourism unit has the required budget to continue current and short term planned activities and initiatives.

## Conclusion

Tourism Mississauga has been established as a destination marketing organization for Mississauga, with the mandate to continue the successful implementation of the Council-approved Tourism Master Plan. Establishing a separate, not for profit entity complies with provincial legislation and provides significant MAT funding to support tourism activities in the City. A Board of Directors consisting primarily of Mississauga's tourism stakeholders ensures a balanced and collaborative approach to governing this new organization.

## Attachments

Appendix 1: By-Law No. 1

Appendix 2: Asset Transfer Policy



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

Prepared by: Shari Lichterman, Director, Recreation

## BY-LAW NO. 1

being a by-law relating generally to the transaction  
of the affairs of the **Tourism Mississauga**

**BE IT ENACTED AND IT IS HEREBY ENACTED** as a by-law of the **Tourism Mississauga**  
that:

### DEFINITIONS AND INTERPRETATION

1. The following capitalized terms in this by-law shall have the following meanings:
  - (a) **“Board”** means the board of Directors of the Corporation;
  - (b) **“Budget”** means a document (prepared annually by the Board of Directors for review and, if acceptable, approval by the City) detailing the Corporation’s financial plan for at least the next year, containing an analysis of the Corporation’s anticipated revenues, expenses, capital expenditures, and cash requirements;
  - (c) **“Business Plan”** means a document (prepared annually by the Board of Directors for review and, if acceptable, approval by the City) detailing the intended future of the Corporation and its activities, containing an analysis of the Corporation’s resources, financial situation and forecasts (including balance sheet and cash flow information), objectives, strategies, and tactics;
  - (d) **“Chair of the Board”** means the individual appointed as such pursuant to section 35 of this by-law;
  - (e) **“Chief Executive Officer”** means the individual appointed from time to time as the ‘Chief Executive Officer’ of the Corporation (if any);
  - (f) **“City”** means The Corporation of the City of Mississauga;
  - (g) **“Corporation”** means Tourism Mississauga;
  - (h) **“Council”** means the City’s Mayor and members of Council;
  - (i) **“Council Resolution”** means a resolution of Council passed pursuant to the City’s Procedural By-law (or its successor);
  - (j) **“Director”** means a director of the Corporation, and **“Directors”** means all of the directors of the Corporation;
  - (k) **“Member”** means a member of the Corporation, and **“Members”** means all of the members of the Corporation;
  - (l) **“Secretary”** means the individual appointed as such pursuant to section 35 of this by-law;

- (m) **“Sector”** shall have the meaning ascribed to that term in Section 10, and **“Sectors”** shall have a corresponding meaning;
- (n) **“Treasurer”** means, in accordance with section 32 of this by-law, the treasurer of the City (or designate);
- (o) **“Vice-Chair of the Board”** means the individual appointed as such pursuant to section 36 of this by-law; and
- (p) **“Voting Member”** means the City upon its admission as a Member by the Board as contemplated in section 26 of this by-law.

2. In all of the by-laws of the Corporation where the context so requires or permits, the singular shall include the plural and the plural singular, the word "person" shall include firms and corporations, and the masculine gender shall include the feminine and neuter gender.

3. **Voting Member’s Decisions and Actions.** Unless otherwise specifically provided for in this by-law, any reference in this by-Law to a decision, determination or election made or vote exercised or action taken by the Voting Member shall reflect the consensus of the Council as memorialized in a Council Resolution.

#### APPLICABLE LAW

4. As a municipal services corporation the Corporation is subject to legislative requirements beyond those imposed on standard business and not-for-profit corporations. The Corporation is subject to a number of statutes and regulations, including but not limited to the *Corporations Act* (Ontario), the *Not-for-Profit Corporations Act, 2010* (Ontario) upon its provisions coming into force, the *Municipal Act, 2001* (Ontario) and the Municipal Services Corporations Regulation under the *Municipal Act, 2001* (Ontario Regulation 599/06) or any successor or replacement legislation or regulation. This by-law and the activities of the Corporation shall conform with all applicable law.

#### OFFICE

5. The head / registered office of the Corporation shall be in the City, and at such place therein as the Directors may from time to time determine.

#### SEAL

6. The Corporation may have a corporate seal in the form approved from time to time by the Board. If a corporate seal is approved by the Board, the Secretary shall be the custodian of the corporate seal.



## DIRECTORS

### 7. **Number; Quorum; Directors Representing Sector 1.**

- (a) The number of Directors on the Board shall be fourteen (14).
- (b) A majority of Directors shall constitute a quorum for the transaction of business at any meeting of the Board. Notwithstanding vacancies in the Board, the remaining Directors may exercise all the powers of the Board so long as a quorum of the Board remains in office.
- (c) Two (2) of the Directors (representing Sector 1) shall be members of Council who have been designated by Council as the Directors representing Sector 1, and such Directors:
  - (i) shall be required to provide his or her written consent (by signed or electronic signature) to be a Director even though he or she will not be a member of the Corporation; and
  - (ii) shall hold office by virtue of their office (in lieu of election) as such designated members of Council.

### 8. **Qualification.**

- (a) Each of the Directors of the Corporation may, with his or her consent in writing, be a Director of the Corporation even though he or she is not a member of the Corporation.
- (b) The office of a Director shall be vacated immediately:
  - (i) if the Director resigns office by written notice to the Secretary, which resignation shall be effective at the time it is received by the secretary;
  - (ii) if the Director dies or becomes bankrupt;
  - (iii) if the Director is found to be incapable of managing property by a court or under Ontario law;
  - (iv) in the case of a Director representing Sector 1, his or her term as a member of Council ends for any reason; or
  - (v) if the Voting Member removes the Director before the expiration of the Director's term of office.

9. **Applications for Candidacy for Elected Positions.** Applications for candidacy to be elected as a Director of the Board (other than Directors representing Sector 1) shall be sought as follows:

- (a) The Chair of the Board shall request the City Clerk (or shall cause the City Clerk to be requested) to advertise publicly, in a timely manner as determined by the City Clerk, the number of Director positions anticipated to be vacant including as a result of a Director's term ending at the next annual Members' meeting (except those positions representing Sector 1 as set out in the table set out in section 10) together with:
  - (i) an invitation for members of the public to submit applications (using standard application forms) to be candidates for election as Directors for positions anticipated to be vacant at the next annual Members' meeting (except those positions representing Sector 1 as set out in the table set out in section 10); and
  - (ii) a statement regarding the complement of Directors and anticipated vacancies in relation to the table set out in section 10.
- (b) Any application to be a candidate for election as a Director will:
  - (i) include the written consent of the applicant (by signed or electronic signature) to be an applicant and, if elected, a Director even though he or she will not be a member of the Corporation;
  - (ii) identify within which of the Sectors (except Sector 1) set out in the table set out in section 10 the applicant fits; and
  - (iii) comply with any procedures, policies and standards established by the Board or by the City Clerk.
- (c) The Nomination Committee shall consider, in a timely manner, the submitted applications in relation to each applicant's suitability to act as a Director (particularly in light of section 10) and shall arrange interviews between the selected applicants and at least two (2) incumbent Directors (with or without the Chief Executive Officer).
- (d) The Nominations Committee shall report to the Board after which the Board shall identify the applicants who it has determined will be recommended to Council in accordance with the following subsection of this Section 9.
- (e) The Board shall provide, in a timely manner, to the City Clerk recommendations regarding the applicants in relation to their suitability to act as Directors (particularly in light of section 10), and the Chair of the Board shall request, in a timely manner, the City Clerk (or shall cause the City Clerk to be requested) to communicate the Board's recommendations to Council.
- (f) For greater clarity, Directors representing Sector 1 are not subject to the application process of Section 9 and shall be appointed directly by Council.

10. **Sector Representation.** In considering the submitted applications in accordance with subsection 9(c) and subsection 9(d), the Nomination Committee and the Board respectively

shall make reasonable efforts to recommend (in accordance with subsection 9(c) and subsection 9(d) respectively) applicants so as to allow the Board to include at any given time the maximum number of representatives set out opposite each of the following Sectors (each a “**Sector**”) (provided that the Nomination Committee or the Board or both may recommend less than such maximum number for any or all Sectors except Sector 1 in the event that, in the sole discretion of the Nomination Committee or of the Board as the case may be (with due regard to fairness and accommodation) any applicant does (or applicants do) not have qualifications or skills appropriate to the role of Director of the Corporation).

<b>Sector Number</b>	<b>Sector Name</b>	<b>Maximum Number of Representatives</b>
1.	Council	2
2.	Accommodation (including hotel association)	4
3.	Retail / Restaurant / Culinary	2
4.	Attractions / Festival / Event	2
5.	Other Services / Organizations / Venues (at-large)	4

11. **Election of Directors.** Subject to section 12, at each annual meeting, the Voting Member shall elect four (4) Directors each for a three (3) year term. For greater certainty:

- (a) the Voting Member need not elect any or all of the applicants recommended by the Board pursuant to Section 9; and
- (b) Directors representing Sector 1 shall hold office by virtue of their office (in lieu of election) in accordance with subsection 7(c).

12. **First (1<sup>st</sup>) Members’ Meeting**

- (a) Subject to subsection (b), at the first (1<sup>st</sup>) Members’ meeting after the ratification of these By-Laws, the Voting Member shall elect:
  - (i) subject to clause (b)(ii), four (4) Directors for a one (1) year term;
  - (ii) subject to clause (b)(ii), four (4) Directors for a two (2) year term;
  - (iii) subject to clause (b)(ii), four (4) Directors for a three (3) year term; and
- (b) Notwithstanding subsection (a), upon electing any of the Directors for the terms set out in subsection (a), the Voting Member may reduce any of the allocations in any of clauses (a)(i), (a)(ii) or (a)(iii) in order to accommodate the operation of Section 10.



13. **Terms and Limit on Terms –**

- (a) Each Director representing Sector 1 shall serve as a Director throughout his or her term as a member of Council.
- (b) Subject to section 12, each Director (except any Director representing Sector 1) will serve a term of three (3) years and will hold office until they or their successor has been duly elected in accordance with these By-laws, unless they resign, are removed from or otherwise vacate their office:
  - (i) provided that each Director (except any Director representing Sector 1) may only serve three (3) consecutive terms of three (3) years each; and
  - (ii) provided further that:
    - (A) the one (1) year term served by a Director elected pursuant to subsection 12(a) shall not be considered to be a “term” for the purposes of subsection 13(a); and
    - (B) the two (2) year term served by a Director elected pursuant to subsection 12(b) shall not be considered to be a “term” for the purposes of subsection 13(a).

14. **Resignation.** A Director may resign the office of Director by notice in writing to the Corporation.

15. **Vacancies.** Any vacancy occurring in the Directors may be filled for the remainder of the term of such Director by the Voting Member.

16. **Removal of Directors.** The Voting Member may remove any Director before the expiration of the term of office and may fill the vacancy of a position of Director caused by any reason for the remainder of such term.

17. **Meetings of Directors.** Meetings of the Board may be held at the office of the Corporation or at any other place in Ontario. An annual calendar of meeting dates of the Board shall be posted on the Corporation's website.

Meetings of the Board shall be regular and open (provided that such meetings may only be closed to the public if the subject matter is of the type listed in subsections 239(2) or 239(3)(b) of the *Municipal Act, 2001* (Ontario) or any successor or replacement legislation).

In addition to scheduled meetings of the Board, the Chair of the Board or the Vice-Chair of the Board or any two (2) Directors may at any time call a special meeting of the Board in order to address a matter of an urgent nature. Notice of such meeting shall be delivered, conveyed by telephone or transmitted by e-mail to each Director and to the Voting Member not less than twenty-four (24) hours before the meeting is to take place or shall be mailed to each Director and to the Voting Member not less than forty-eight (48) hours before the meeting is to take place.

With respect to the first meeting of the Board (if any) to be held immediately following the election of a Director or Directors, no notice of such meeting shall be necessary to the newly elected Director or Directors in order validly to constitute the meeting, provided that a quorum of Directors is present.

No error or omission in giving such notice for a meeting of Directors shall invalidate such meeting or invalidate or make void any proceedings taken or had at such meeting and any Director may at any time waive notice of any such meeting and any Director may ratify and approve of any or all proceedings taken or had thereat.

By invitation of the Board the Chief Executive Officer may attend meetings of the Board, but shall not be entitled to vote thereat.

18. **Signed By-Laws and Resolutions in Lieu of Meeting of the Board.** Any by-law or resolution signed by all the Directors is as valid and effective as if passed at a meeting of the Directors duly called, constituted and held for that purpose.

19. **Voting.** Questions arising at any meeting of the Board shall be decided by a majority of votes. In case of any equality of votes, the chair of the meeting shall not have a second or casting vote. All votes at any such meeting shall be taken by ballot if so demanded by any Director present, but, if no demand be made, the vote shall be taken in the usual way by assent or dissent. A declaration by the chair of the meeting that a resolution has been carried and an entry to that effect in the minutes shall be *prima facie* evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against such resolution.

20. **No Remuneration.** Directors shall serve as such without remuneration and no Director shall directly or indirectly receive any profit or remuneration in any capacity whatsoever from his/her position as a Director.

21. **Expenses.** A Director may be paid reasonable expenses incurred in the performance of the duties as a Director.

22. **Indemnity of Directors and Officers.** Subject to the provisions of the corporate statute governing the Corporation, every Director or officer of the Corporation and the heirs, executors and administrators and, estate and effects, respectively of such Director or officer shall from time to time and at all times, be indemnified and saved harmless out of the funds of the Corporation from and against:

- (a) all costs, charges and expenses whatsoever which such Director or officer may sustain or incur in or about any action, suit or proceeding which is brought, commenced or prosecuted against such person, for or in respect of any act, deed, matter or thing whatsoever, made, done or permitted by such person, in or about the execution of the duties of office;
- (b) all other costs, charges and expenses which such person may sustain or incur in or about or in relation to the affairs thereof, except such costs, charges or expenses as are occasioned by such person's own wilful neglect or default.



23. **Protection of Directors and Officers.** No Director or officer of the Corporation shall be liable for the acts, receipts, neglects or defaults of any other Director or officer or employee, or for joining in any receipt or other act for conformity, or for any loss, damage or expense happening to the Corporation through the insufficiency or deficiency of title to any property acquired by order of the Board for or on behalf of the Corporation or for the insufficiency or deficiency of any security in or upon which any of the moneys of the Corporation shall be invested or for any loss or damage arising from the bankruptcy, insolvency or tortious act of any person, firm or corporation with whom any moneys, securities or effects of the Corporation shall be deposited, or for any loss, conversion, misapplication or misappropriation of or damage resulting from any dealings with any moneys, securities or other assets belonging to the Corporation or for any loss occasioned by any error of judgment or oversight on such person's part or for any other loss, damage or misfortune whatever which may happen in the execution of the duties of the office or in relation thereto unless the same shall happen by or through such person's own wilful neglect or default or conduct outside the course and scope of his or her duties as a Director or officer of the Corporation.

The Directors may rely upon the accuracy of any statement or report prepared by the Corporation's auditor and shall not be responsible or held liable for any loss or damage resulting from any actions based upon such statement or report.

## COMMITTEES AND ADVISORS

### 24. **Committees; Nomination Committee**

- (a) The Board may appoint such committees as it, from time to time, considers advisable.
- (b) The Board shall appoint a Nomination Committee. The initial Nomination Committee shall be composed of the individuals who are the initial incorporating Directors of the Corporation and the three (3) City Councillors who sit on the City's Tourism Advisory Board. After the election of the Directors from those applicants recommended by the initial Nomination Committee, the composition of the Nomination Committee may be changed by the Board subject to the approval of the Voting Member.
- (c) No committee shall have the power to act for or on behalf of the Corporation or otherwise commit or bind the Corporation to any course of action.
- (d) Committees shall only have the power to make recommendations to the Board, or to Voting Member, as the Board may, from time to time, direct.
- (e) Subject to 24(b), members of committees shall be appointed by, and hold office at the pleasure of the Board.
- (f) Subject to 24(b), members of committees need not be Directors.

- (g) The chair of each committee shall submit to the Board such reports as the Board may, from time to time, request, but, in any event, each chair shall submit an annual report to the Board at such time as the Board may, from time to time, determine.

25. **Advisors.** The Board (subject to the approval of the Voting Member) or the Voting Member may from time to time appoint advisors to serve the Corporation in such positions other than as Officers, with such titles and with such powers and duties and for such terms of service, as the Board (subject to the approval of the Voting Member) or the Voting Member deems advisable.

## MEMBERSHIP

26. **Membership.** The membership shall consist of the applicants for the incorporation of the Corporation and, upon its admission as a member by the Board, the City (upon which admission the membership of the applicants for the incorporation of the Corporation shall terminate).

The Voting Member shall be the City and upon passage of this by-law by the initial Board, such Voting Member shall be deemed to have been admitted by the Board as the sole Voting Member of the Corporation.

27. **Resignation.** Members may resign by resignation in writing.

28. **Voting.** The Voting Member shall be entitled to one vote on each question arising at any special or general Members' meeting. At such meeting, the representative of the Voting Member in attendance may vote to the extent that the representative of the Voting Member has been authorized by the City to vote regarding such matters and only in accordance with such authority.

## MEMBER'S MEETINGS

29. **Meetings.** The annual or any special general Members' meeting shall be held at the head / registered office of the Corporation or elsewhere in Ontario as the Board shall appoint. The Voting Member shall be entitled to be present at a Members' meeting. Any other person may be admitted at the invitation of the chair of the meeting or with the consent of the meeting.

30. **Signed Resolutions in Lieu of Members' Meetings.** Any resolution signed by the Voting Member is as valid and effective as if passed at a Members' meeting duly called, constituted and held for that purpose. Such signed resolution may be signed by the representative of the Voting Member authorized to do so to the extent that such representative of the Voting Member has been authorized by the City to sign such resolution and only in accordance with such authority.

31. **Agenda and Notice.** Subject to section 55 of this by-law, not less than ten (10) and not more than fifty (50) days written notice of any annual or special Members' meeting shall be given in the manner specified in the corporate statute governing the Corporation to each Member and to the auditor of the Corporation. Notice of any meeting where special business will be transacted must contain sufficient information to permit the Voting Member to form a reasoned judgment on the decision to be taken. Subject to applicable legislation or regulation, the first (1<sup>st</sup>)



annual Members' meeting shall be held not later than eighteen (18) months after the Corporation's incorporation, and each subsequent annual Members' meeting shall be held: (a) not more than fifteen (15) months after the holding of the last preceding annual Members' meeting; and (b) within six (6) months after the Corporation's fiscal year end. At every annual Members' meeting, in addition to any other business that may be transacted, the report of the Board, the financial statements and the report of the auditor shall be presented and a Board elected for the ensuing year. The Voting Member may consider and transact any business either special or general without any notice thereof at any Members' meeting. The Voting Member shall have the power to call at any time a special general Members' meeting.

32. **Error or Omission in Notice.** No error or omission in giving notice of any annual or general Members' meeting or any adjourned meeting, whether annual or general, shall invalidate such meeting or make void any proceedings taken thereat and the Voting Member may at any time waive notice of an such meeting and may ratify, approve and confirm any or all proceedings taken or had thereat.

33. **Adjournment.** Any Members' meetings may be adjourned to any time and from time to time and such business may be transacted at such adjourned meeting as might have been transacted at the original meeting from which such adjournment took place. No notice shall be required of any such adjournment. Such adjournment may be made notwithstanding that no quorum is present.

34. **Quorum and Voting.** A quorum for the transaction of business at any Members' meeting shall consist of the Voting Member. At all Members' meetings every question shall be decided by the vote of the Voting Member.

## OFFICERS

35. **General.** The officers shall be a Chair of the Board (who shall be the president for the purposes of the *Corporations Act*), a Vice-Chair of the Board, a Secretary and a Treasurer as appointed by the Voting Member. The Voting Member may appoint such other officers as the Voting Member may from time to time determine including a Chief Executive Officer. Subject to the approval of the Voting Member, the Board may fix the remuneration to be paid to officers, agents, servants, and employees.

36. **Treasurer.** The treasurer of the City (or designate) shall be the Treasurer of the Corporation.

37. **Vacancy.** A vacancy occurring from time to time in these offices may be filled by the Voting Member. One person may hold more than one office except that of Chair of the Board and Secretary, and any person who holds both the office of Secretary and Treasurer, may be known as the Secretary-Treasurer.

38. **Duties of Chair of the Board and Vice-Chair of the Board.** The Chair of the Board shall, when present, preside at all Members' meetings and meetings of the Board. The Chair of the Board with the Secretary or other officer appointed by the Board for the purpose, shall sign all by-laws. The Chair of the Board shall perform such other duties as may from time to time be



determined by the Voting Member. During the absence or inability of the Chair of the Board, the Chair of the Board's powers and duties may be exercised by the Vice-Chair of the Board, or such other Director as the Voting Member may from time to time appoint for the purpose and if the Vice-Chair of the Board or such other Director shall exercise any such duty or power, the absence or inability of the Chair of the Board shall be presumed with reference thereto.

39. **Secretary.** The Secretary shall give or cause to be given all notices required to be given to Members, Directors and the auditor, shall attend all meetings of the Board and all Members' meetings and shall enter or cause to be entered in books kept for that purpose minutes of all proceedings at such meetings shall be the custodian of all books, papers, records, documents and other instruments belonging to the Corporation and shall perform such other duties as may from time to time be prescribed by the Voting Member.

40. **Treasurer.** The Treasurer shall keep full and accurate accounts of ~~all receipts~~ and disbursements of the Corporation in proper books of account and shall deposit all moneys or other valuable effects in the name and to the credit of the Corporation in such bank or banks as may from time to time be designated by the Voting Member, shall disburse the funds of the Corporation under the direction of the Board, and shall render to the Board at the regular meetings thereof whenever required an account of all of transactions as Treasurer, and of the financial position of the Corporation and shall also perform such other duties as may from time to time be determine by the Voting Member.

41. **Duties of Chief Executive Officer.** The Chief Executive Officer, subject to the authority of the Board and the supervision of the Chair of the Board, shall be charged with the general management and supervision of the affairs and operations of the Corporation. The Chief Executive Officer shall perform all duties incidental to the office and shall have such other powers and duties as may from time to time be assigned by the Board.

42. **Other Officers.** The duties of all other officers shall be such as the terms of their appointment call for or the Voting Member requires of them. Any of the powers and duties of an officer to whom an assistant has been appointed may be exercised and performed by such assistant, unless the Voting Member otherwise directs.

43. **Variation of Duties.** The Voting Member, may from time to time, vary, add to or limit the powers and duties of any officer or officers.

44. **Agents and Attorneys.** The Board shall have power from time to time to appoint agents or attorneys for the Corporation with such powers of management or otherwise (including the power to subdelegate) as may be thought fit.

45. **Term of Office.** The term of office of each officer (other than the Treasurer) shall be such as the terms of their appointment provide, provided that the Voting Member may remove any officer and elect or appoint a successor to serve for the remainder of the term by way of a Council Resolution.

## BUDGETS AND BUSINESS PLANS

46. **Approval of Budgets.** The Board shall prepare annual operating budgets provided that each such budget shall be subject to the City's approval.

47. **Approval of Business Plans.** The Board shall prepare annual business plans provided that each such business plan shall be subject to the City's approval.

## CONFLICTS OF INTEREST – DIRECTORS, OFFICERS AND ADVISORS

48. ***Municipal Conflict of Interest Act.*** The Directors and officers of the Corporation shall be deemed to be members for the purposes of the *Municipal Conflict of Interest Act* (Ontario) or any successor or replacement legislation.

49. **Conflicts of Interest.** A Director, officer or advisor who has a real or perceived direct or indirect interest in a contract, act, transaction, or proposal with the Corporation, whether direct or indirect, shall disclose their interest to the Board in accordance with the provisions of the corporate statute governing the Corporation. For greater certainty, in general (subject to applicable law including the *Municipal Conflict of Interest Act* (Ontario)), consideration of a contract, act, transaction, or proposal with the Corporation which affects or benefits all of the Corporation's stakeholders equally, and which does not affect or benefit, whether directly or indirectly, any Director, officer or advisor unequally or specially, shall not generally (subject to applicable law including the *Municipal Conflict of Interest Act* (Ontario)) be considered a matter that involves a real or perceived direct or indirect interest in such contract, act, transaction, or proposal.

Where a Director has disclosed a conflict of interest with the Corporation the Director shall not debate or vote on the matter that is the subject of the conflict.

Where an officer or advisor has disclosed a conflict of interest with the Corporation the officer or advisor shall not advise on the matter that is the subject of the conflict.

Subject to compliance with the law, and subject to compliance with the conflict of interest provisions in this by-law, no contract or arrangement entered into by or on behalf of the Corporation in which a Director is directly or indirectly interested shall be voided or voidable and no Director shall be liable to account to the Corporation or its Members or creditors for any profit realized from any contract or arrangement by reason of any fiduciary relationship.

Where a Director has failed to comply with the conflict of interest provisions of this by-law and where a contract or arrangement has been entered into with the Corporation, the contract may be deemed to be voided or voidable and the Director may be liable to account to the Corporation or its Members or creditors for any profit realized from the contract or arrangement by reason of a fiduciary relationship.

The Board in its discretion may submit any contract, act, transaction, or proposal with the Corporation for approval or ratification at the Voting Member and, subject to the provisions of the corporate statute governing the Corporation, any such contract, act, transaction, or



proposal that may be approved or ratified or confirmed by the Voting Member shall be valid and binding upon the Corporation.

A Director, officer or advisor who has a real or perceived direct or indirect interest in a contract, act, transaction or proposal with the City shall disclose this to the Board. When the Treasurer is carrying out his or her duties with respect to the Corporation or City business the Treasurer shall be deemed not to have a conflict of interest.

Where a Director, officer or advisor has disclosed a conflict of interest with the City the person shall not debate, vote or advise the Corporation on the matter, nor shall the Director, officer or advisor lobby, advise or make recommendations to, City Council on the matter that is the subject of the conflict.

### AUDITOR AND AUDITS

50. **Auditor.** The auditor for the City (or designate) shall be the auditor for the Corporation, and shall have all of the rights and powers of an auditor provided under the *Municipal Act, 2001*.

51. **Audits.** The Corporation shall be subject to audit by the Voting Member's internal auditor (or designate), as required by the Voting Member.

### EXECUTION OF DOCUMENTS; BANKING

52. **Execution.** Subject to the approval of the Voting Member and this by-law, the Board shall establish a policy regarding authority to sign in the name and on behalf of the Corporation all instruments in writing and any instruments in writing (including in relation to banking matters) so signed shall be binding upon the Corporation without any further authorization or formality. Subject to the approval of the Voting Member and this by-law, the Board shall have power from time to time to appoint any other officer or officers or any person or persons on behalf of the Corporation either to sign instruments in writing generally or to sign specific instruments in writing.

53. **Accounts.** The City Treasurer shall open and administer a corporate bank account(s) for the Corporation, including making deposits, transfers and issuing cheques as required and as directed by the Corporation.

### BORROWING

54. **Borrowing.** The Board of Directors shall not:

- (a) borrow money on the credit of the Corporation;
- (b) issue, sell or pledge securities of the Corporation; or

- (c) charge, mortgage, hypothecate or pledge all or any of the real or personal property of the Corporation including book debts, rights, powers, franchises and undertakings, to secure any securities or any money borrowed or other debt or any other obligation or liability of the Corporation.

### NOTICE

55. **Notice.** Whenever under the provisions of this by-law notice is required to be given, such notice may be given either personally or sent by e-mail or other electronic transmission, or by depositing same in a post office or public letter box, in a post-paid, sealed wrapper addressed to the Director, officer or Member at the address, as the same appears on the books of the Corporation. A notice or other document so sent by post shall be deemed to be sent at the time when the same was deposited in a post office or a public letter box as aforesaid, or if sent by e-mail or electronic transmission shall be deemed to be sent upon transmission. For the purpose of sending any notice, the address of any member, Director or officer shall be the last address as recorded on the books of the Corporation.

### BOOKS AND RECORDS

56. **Books and Records.** The Directors shall see that all necessary books and records of the Corporation required by this by-law of the Corporation or by any applicable statute or law are regularly and properly kept.

### FISCAL YEAR

57. The fiscal year of the Corporation shall terminate on the 31<sup>st</sup> day of December in each year. The first fiscal year of the Corporation shall terminate on the 31st day of December, 2019.

### DISSOLUTION

58. Upon the dissolution of the Corporation, after the payment of all the debts and liabilities of the Corporation, its remaining property shall be distributed and disposed of to the City, as a municipal government and the Voting Member.

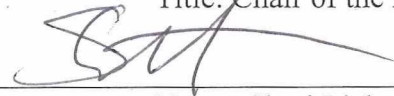
**BY-LAWS**

59. By-laws of the Corporation may be enacted, repealed, amended or re-enacted in the manner contemplated in, and subject to the provisions of, the *Corporations Act* (Ontario) or, upon its relevant provisions coming into force, the *Not-for-Profit Corporations Act, 2010* (Ontario), provided that the approval of the Voting Member shall always be required prior to the enactment, repeal, amendment or re-enactment of any by-law.

ENACTED this 6<sup>th</sup> day of February, 2020.



Name: Paul Mitcham  
Title: Chair of the Board



Name: Shari Lichterman  
Title: Secretary

City of Mississauga

# Corporate Policy & Procedure



**Policy Title:** Appendix 2 - Draft Asset Transfers Policy.docx

**Policy Number:** TBD

**Draft Only – Clean Copy - February 5, 2020**

Section:	<b>Finance and Accounting</b>	Subsection:	<b>Accounting</b>
Effective Date:	<b>February 26, 2020</b>	Last Review Date:	<b>[Last Review]</b>
Approved by: <a href="#">Click here to enter text.</a>		Owner Division/Contact: <b>Financial &amp; Treasury Services, Finance Division, Corporate Services Department</b>	

## Policy Statement

The City of Mississauga (the “City”) may permit the transfer of municipally owned and controlled assets to corporations owned or controlled by the City.

## Purpose

This policy permits and facilitates the transfer of municipally owned and controlled assets to corporations owned or controlled by the City, in accordance with applicable legislation and as authorized by Council on such terms and conditions that Council may determine.

## Scope

This policy applies to any instance where City assets are transferred to a Municipal Service Corporation.

This policy is not applicable to asset transfers within City departments or divisions.

## Definitions

For the purposes of this policy:

“Act” means the *Municipal Act, 2001*, including regulations made under it, as amended from time to time.

“Assets” means real property, equipment, materials and personal property of the City and its agencies, boards, commissions and corporations.

Policy Number: TBD	Effective Date: February 26, 2020	
Policy Title: Appendix 2 - Draft Asset Transfers Policy.docx	Last Review Date:	2 of 3

“Asset Accounting Registry” is a complete and accurate list of Tangible Capital Assets owned by the City.

“Director” means the City’s Director of Finance and Treasurer and includes any person who has been authorized, in writing, to temporarily act during absence or vacancy in that office.

“Fair Market Value” is the amount of consideration that would be agreed upon in an arm’s length transaction between knowledgeable, willing parties who are under no compulsion to act in a biased manner. Fair Market Value may be estimated using market, appraisal or service agreements.

“Municipal Services Corporation” means a corporation incorporated in accordance with Section 203 of the Act and Section 3 of Ontario Regulation 599/06, made under the Act.

## Responsibilities and Procedures

The City may transfer assets as it sees fit to Municipal Services Corporations on the following terms:

- Appropriate staff have ensured that all applicable legislation, including but not limited to the Act, is adhered to
- Prior to any transfer of Assets, the applicable Finance staff, in consultation with other City staff as required, shall determine the current Fair Market Value of the Assets. The determination of Fair Market Value may require the use of an appraiser, but is not required where staff are of the opinion that a Fair Market Value can otherwise be accurately determined
- Asset transfers must be approved by Council in advance of the transfer, in a report identifying the applicable Assets to be transferred
- Where the City received funds by a third party (e.g. Government of Canada, Province of Ontario) to an Asset being transferred, the City shall give notice to the parties that made part of the contribution if notice is required by law or agreement, and
- The disposition or transfer of Assets shall be recorded in the Asset Accounting Registry in accordance with Public Sector Accounting Standards (PSAB), the City’s Tangible Asset Accounting and Reporting Policy and/or the Disposal of Surplus City Assets Policy.

## Terms and Conditions of Asset Transfers

Council may attach any term, condition, guideline or restriction to Asset transfers as it deems appropriate, including but not limited to:

- Specifying the permitted use of the Asset(s)
- Providing for an obligation on the Municipal Services Corporation to transfer back or dispose of the Asset upon the happening of an event or events

Policy Number: TBD	Effective Date: February 26, 2020	
Policy Title: Appendix 2 - Draft Asset Transfers Policy.docx	Last Review Date:	3 of 3

- Restricting or prohibiting the future transfer, sale or lease of the Asset(s) by the Municipal Services Corporation
- Attaching a purchase price of the Asset to be paid to the City by the Municipal Services Corporation, and
- Repayment or conditional payment terms,

**Grants**

If the City proposes to transfer any grant to a Municipal Services Corporation, the Director shall prepare for approval, in advance of the transfer, a statement to Council of the value of the grant.

**Revision History**

Reference	Description



City of Mississauga  
**Corporate Report**



Date: February 5, 2020

To: Chair and Members of General Committee

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

Originator's files:  
 MG.23.REP  
 RT.10.Z-9

Meeting date:  
 February 26, 2020

## Subject

**All-way Stop – Chriseden Drive and Tecumseh Public School Driveway (Ward 2)**

## Recommendation

That an all-way stop control be implemented on Chriseden Drive, at the Tecumseh Public School driveway entrance, #1480 Chriseden Drive, located 120 metres east of Gregwood Road, as outlined in the report from the Commissioner of Transportation and Works, dated February 5, 2020 and entitled "All-way Stop - Chriseden Drive and Tecumseh Public School Driveway (Ward 2)".

## Background

The school driveway and Kiss and Ride entrance are located at a 90 degree curve on Chriseden Drive. Northbound motorists on Chriseden Drive proceed straight through to enter the school driveway. This is causing issues related to right-of-way and potential conflicts with motorists approaching from the east. Additionally, there is currently no protected crossing for students to cross Chriseden Drive to access the school.

The current operational characteristics of the above mentioned location is causing safety concerns among users. A location map is attached as Appendix 1.

## Comments

At the request of the Councillor's office and school staff, Transportation and Works staff reviewed the location to develop a plan that would alleviate the above mentioned traffic safety concerns at the school driveway. While not a typical intersection location, staff recommend the implementation of an all-way stop treatment on Chriseden Drive, at the Tecumseh Public School driveway entrance and 90 degree curve to address concerns related to traffic and pedestrian safety.

General Committee

2020/02/05

2

Originators files: MG.23.REP

RT.10.Z-9

The Ward Councillor supports the proposal for the installation of an all-way stop at the above mentioned location.

## Financial Impact

Costs for the sign installation can be accommodated in the 2020 operating budget.

## Conclusion

The Transportation and Works Department recommends the installation of an all-way stop on Chriseden Drive at the Tecumseh Public School driveway entrance.

## Attachments

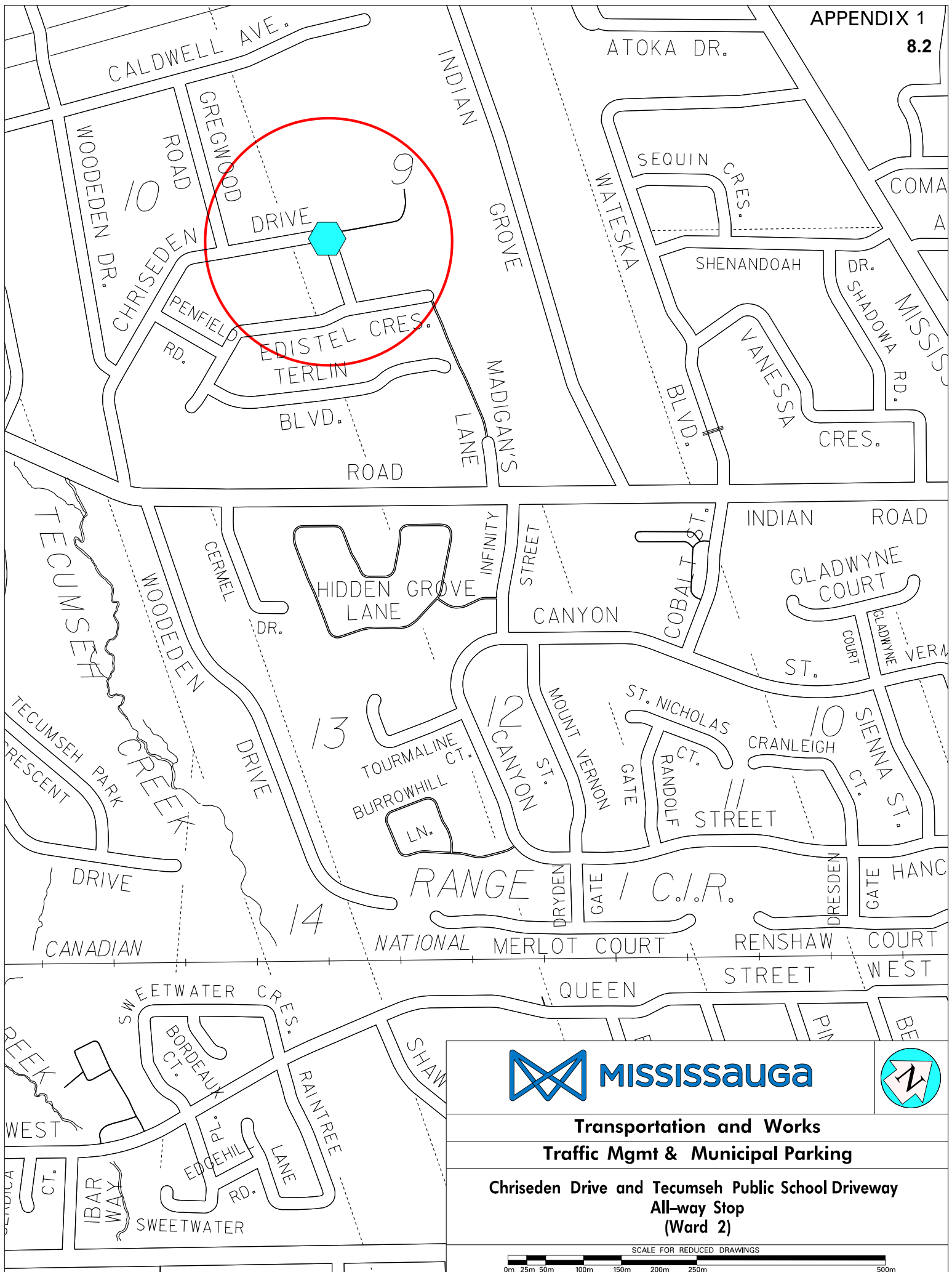
Appendix 1: Location Map - All-way Stop - Chriseden Drive and Tecumseh Public School Driveway (Ward 2)



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

Prepared by: Denna Tallia, C.E.T., Traffic Technologist



# City of Mississauga Corporate Report



Date: February 11, 2020

To: Chair and Members of General Committee

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

Originator's files:

MG.23.REP

RT.10.Z-38W

Meeting date:  
February 26, 2020

## Subject

**All-Way Stop – Earl Street at River Road (Ward 11)**

## Recommendation

That an all-way stop control not be implemented at the intersection of Earl Street at River Road, as outlined in the report from the Commissioner of Transportation and Works, dated February 11, 2020, and entitled "All-way Stop – Earl Street at River Road (Ward 11)".

## Background

The Transportation and Works Department has been requested by the Ward Councillor to submit a report to General Committee regarding the implementation of an all-way stop at the intersection of Earl Street at River Road.

Currently, the intersection of Earl Street at River Road operates as a three-leg intersection with stop control on River Road. A location map is attached as Appendix 1.

## Comments

A manual turning movement count was completed on June 4, 2019 to determine the need for an all-way stop control based on traffic volumes. The results are as follows:

### Earl Street at River Road

	Warrant Value
Warrant 1: Volume for All Approaches	100%
Warrant 2: Minor Street Volume	73%

In order for an all-way stop control to be warranted based on traffic volumes, both Warrants 1 and 2 must equal 100%.

A review of the collision history at this intersection did not reveal any reported collisions within the past three years. For an all-way stop control to be warranted based on collision frequency, at least five collisions must occur in a 12-month period, provided the collisions are of the type considered correctable by the use of an all-way stop (i.e. turning movement, angle collisions).

An all-way stop is therefore not warranted based on the turning movement count results and collision history.

## Financial Impact

In the event that an all-way stop is required, the costs for the sign installation can be accommodated in the 2020 operating budget.

## Conclusion

Based on the manual turning movement count results and collision history at this intersection, the Transportation and Works Department recommends against the installation of an all-way stop at the intersection of Earl Street at River Road Gate.

## Attachments

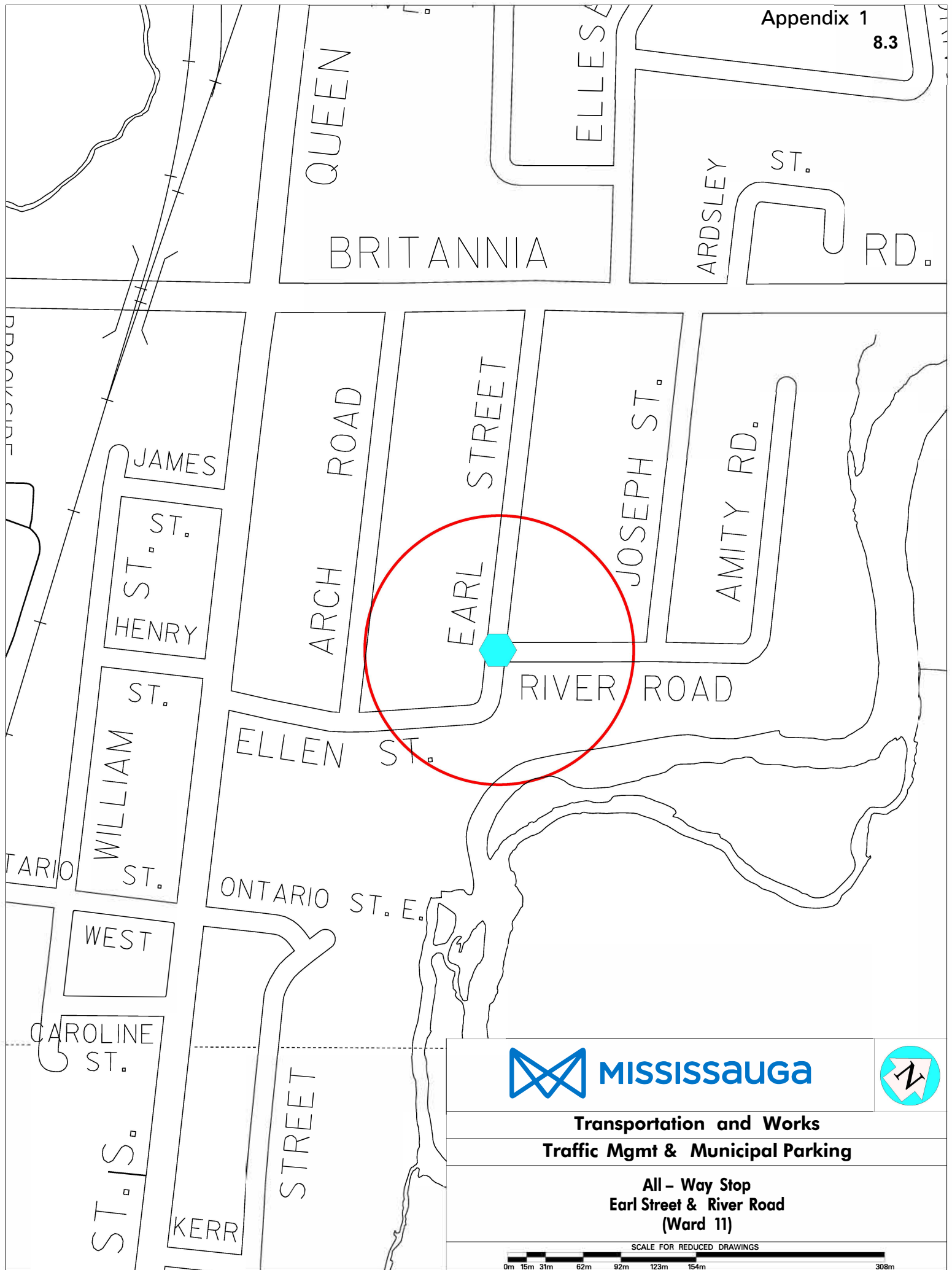
Appendix 1: Location Map - All-Way Stop – Earl Street at River Road Gate (Ward 11)



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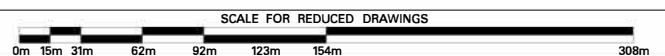
Geoff Wright, P. Eng., MBA, Commissioner of Transportation and Works

Prepared by: Milan Pavlovic, Traffic Operations Technician



**Transportation and Works**  
**Traffic Mgmt & Municipal Parking**

**All - Way Stop**  
**Earl Street & River Road**  
**(Ward 11)**



City of Mississauga

# Corporate Report



<p>Date: February 11, 2020</p> <p>To: Chair and Members of General Committee</p> <p>From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: February 26, 2020</p>
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## Subject

**Trap Neuter Return Management (TNRM) Program Enhancements**

## Recommendation

That General Committee approve the recommended enhancements to the Trap Neuter Return Management (TNRM) program as detailed in the report from the Commissioner of Transportation and Works, dated February 11, 2020 and titled "Trap Neuter Return Management (TNRM) Program Enhancements".

### Report Highlights

- The total number of feral cats in Mississauga is estimated to be between 4,000 and 15,000.
- Several program enhancement opportunities have been identified in the areas of: veterinarian services, feral cat colony operator training, sheltering & adoption and public education.
- An annual maximum of 60 City-funded spay/neuters is recommended to be established up to a maximum of \$12,000 per year.
- There are no 2020 budget impacts resulting from the recommendation in this report. Future funding will be requested through the 2021-2024 Business Plan and Budget process

## Background

The three primary objectives of the Trap Neuter Return Management (TNRM) Program are to:

1. Effectively manage the feral cat population;
2. Optimize the welfare of feral cats; and
3. Provide support services to feral cat colony operators.

Over the past ten years, the TNRM program has continued to evolve and improve the welfare of feral cats. Most recently, in 2017, amendments to the Animal Care and Control By-law 98-04 provided exemptions to qualifying rescue organizations and feral cat colony operators in the areas of pet licensing, wildlife feeding and the number of animals that can be kept on any premises. These by-law amendments have all contributed to improved feral cat welfare.

On September 11, 2019 Council Resolution 0199-2019 directed staff to report back to General Committee and provide additional information related to the issue of feral cats and cat colonies, existing City practices and training programs; best practices from other municipalities and to consult with the interested residents.

## Present Status

### Feral Cat Population

The total number of feral cats in Mississauga is estimated to be between 4,000 and 15,000. This estimate is based on information gained through public consultations as well as a 2019 study published by the Toronto Humane Society titled, “Using a Geographic Information System (GIS) to More Accurately Estimate the Feral Cat Population – A glance into the feral cat population of the Greater Toronto Area” (See Appendix 1).

### Feral Cat Colony Operators

A ‘feral cat’ is an un-owned domestic cat that lives outdoors and avoids human contact: it does not allow itself to be handled or touched, and usually remains hidden from humans. A ‘feral cat colony’ is a local population of **feral cats** living in an urban area and using a common food source. A ‘feral cat colony operator’ is a person who practices the trapping of feral cats for the purpose of spaying or neutering and eventual return of said cats to their outdoor home.

The current number of feral cat colonies and operators in Mississauga is unknown. There is very little data available, however staff estimates there are between 381 and 2,286 colonies based on an overall average of 10.5 cats per colony and the population of 4,000 to 15,000 feral cats estimated by the Toronto Humane Society’s study.

### TNRM Program

Over the past three years staff have confirmed that Animal Services has provided direct support and funding for 145 feral cats and 43 feral cat colony operators. This support has included:

- Trapping – setting, baiting and retrieval of traps for feral cats.



- Transportation – transport of trapped feral cats to supporting veterinary clinics for spay/neuter and the return of feral cats to where they were trapped.
- Short-term Sheltering – temporary sheltering of feral cats at the Animal Services Centre pending transportation to scheduled spay/neuter at supporting veterinary clinics.
- Spay/neuter and Vaccination – paid spay/neuter services by supporting veterinary clinics, including basic vaccination and ear-tipping.
- Adoption of Socialized Cats – intake of young and/or socialized feral cats for sheltering and introduction to the City pet adoption process to match them with an appropriate forever home.
- Loaning of Traps to Feral Cat Colony Operators – trap bank made available to support trap, neuter and return efforts.
- Donations to Feral Cat Colony Operators – routine sharing of available surplus donated pet care products and pet food to rescues and feral cat colony operators upon request.
- Provision of education services through the Animal Responsibility Campaign (ARC) in neighbourhoods where colonies have been identified and supported.

The current funding for the spay/neuter and vaccination of feral cats comes from the ‘Special Care for Animals and Resources Fund’ (SCARF).

### **Save-Rate Improvements**

Since 2010, Animal Services has significantly improved the save-rate of domestic animals and feral cats. The combined save-rate of dogs, cats and feral cats coming under the care of Animal Services has improved by 90% and the number of dogs, cats and feral cats euthanized has decreased by 96%. This progress is due, in large part, to the TNRM program.

## **Comments**

While considerable progress has been made over the past ten years, several program enhancement opportunities have been identified in the areas of:

1. City Funded Veterinarian Services
2. Training for Feral Cat Colony Operators
3. Sheltering and Adoption
4. Public Education
5. Data Collection and Analysis
6. Voluntary Registration

### **1. City Funded Veterinarian Services**

In consultation with public stakeholders and external agencies, it is recommended that an annual maximum of 60 City-funded spay/neuters be established. Each spay/neuter treatment would include the correction procedure, vaccinations, rabies shots and ear-tipping. It is unclear if this level of support would serve to decrease the overall feral cat population and further evaluation would be required following the implementation.

Staff have confirmed that several veterinarian clinics operating in the City would be willing to provide a discounted rate for the treatment of feral cats. Staff would administer the program alongside the veterinarian clinics and feral cat colony operators.

## 2. Training for Feral Cat Colony Operators

Inconsistent practices amongst colony operators have been observed by staff on several occasions. There are many reasons for these inconsistencies such as the experience level of the operator, available resources or treatment preferences.

Developing and delivering training to colony operators would increase the level of consistency amongst operators. Registration for the training will require that the colony operator has completed the registration process with the City.

Training will include all steps required in setting up a managed colony, including:

- trapping,
- feeding,
- sheltering,
- seeking spay/neuter,
- understanding associated By-laws, and
- fostering cooperation within the community.

Feral cat colony operators who attend the training will be eligible for access to the City-funding of veterinary support for spay/neuter, as well as access to equipment loans and other supports.

This training would support each of the primary TNRM program objectives: to optimize the welfare of feral cats; to effectively manage the feral cat population and to provide support services to feral cat colony operators.

## 3. Sheltering and Adoption

In consultation with public stakeholders and external agencies, a need for additional sheltering capacity and adoption services was identified as an issue. Many feral cat colony operators indicated that they were sheltering an excessive number of cats in their home that were eligible for adoption.

Offering sheltering and adoption services at the Animal Services Centre shelter would help to address this need and offset some of the burden on feral cat colony operators. Cats would be required to meet appropriate health and behavioural criteria and support would be provided when sufficient shelter capacity is available.

## 4. Public Education

Feedback has shown that feral cat colony operators aren't aware of the City's current TNRM program support. Efforts are required to increase education to the community around TNR as the best practice in effective humane feral cat population control. Promotion of the services and

By-law exemptions being offered by the City to support this TNR management program is also required.

Awareness and education to the community can be achieved through such means as updates to the website and enhancement to the information included in Animal Services' Awareness and Responsibility Campaign when engaging members of the community directly regarding feral cats.

#### 5. Data Collection and Analysis

Staff currently lacks the necessary data to accurately assess effectiveness of the TNRM program from a population control perspective. Examples of data requirements include: the number of feral cat colony operators, the number of colonies, the number of spay/neutered cats per colony and the number of cats requiring spay/neuter per colony. This type of data will allow staff to establish a more accurate spay/neuter target that will measurably decrease the feral cat population in a humane manner.

A stronger partnership with operators is essential for these data collection efforts to succeed. As a first step toward strengthening these partnerships, a voluntary registration process will be established.

#### 6. Voluntary Registration in the TNRM Program

In order to be exempt from the available by-law provisions, it is recommended that all colony operators first be required to apply and register for the TNRM program. Once qualifying for the exemptions for approved TNR programs in the Animal Care and Control By-law 98-04, operators may then apply for approval for the additional services offered from the City's TNRM program for colony operators.

#### Community Engagement

Following the motion on September 11, 2019, staff held a Public Stakeholder Consultation meeting on October 22, 2019 which had 30 people in attendance including feral cat colony operators in the City, the Toronto Humane Society, members of the Mississauga veterinarian community and City staff.

Key insights were derived from this engagement which lent to Animals Services' identification of various program enhancement opportunities such as the offer of shelter and adoption services, access to funded spay/neuter services and assistance with education and communications in the affected community. Important insights were also offered in terms of the scale and scope of the required financial support and the importance of fostering effective support to TNRM programs operating in the City by earning the trust of rescues and feral cat colony operators through more transparent and improved communications with them. Having access to local TNR training and vet services for spay/neuter would also be important. A copy of the 'TNRM Stakeholder Meeting Summary' is attached (See Appendix 2).

### Jurisdictional Scan

A jurisdictional scan was conducted in the municipalities of Brampton, Burlington, Calgary, Hamilton, Markham, Oakville, Oshawa, Toronto, Vaughan and Whitby.

The scan found that six of the ten municipalities (Brampton, Burlington, Calgary, Hamilton, Oakville and Vaughan) do not currently recognize feral cats in their By-law or provide direct support to TNR operations in their respective municipalities. The Cities of Markham, Oshawa and Whitby each support TNR in their By-law and offer annual funding of between \$1,500 and \$5,000 for TNR operation support in their municipalities. The City of Toronto supports TNR in their By-law and provides support to operators through two stationary and one mobile spay/neuter clinic and on-staff full-time, part-time and contract veterinarians. These services are funded through a mix of City-funding, donations and grants (See Appendix 3).

## **Financial Impact**

There are no 2020 budget impacts resulting from the recommendation in this report.

The Trap Neuter Return Management program in 2020 will be using Enforcement Division's existing operating budget up to a maximum of \$12,000. Future funding will be requested through the 2021-2024 Business Plan and Budget process.

## **Conclusion**

The recommended TNRM program enhancements will contribute to achieving the three primary program objectives which are to: effectively manage the feral cat population, optimize the welfare of feral cats, and provide support services to feral cat colony operators.

## **Attachments**

Appendix1: 'Estimating feral cat densities using distance sampling in an urban environment'

Appendix2: 'TNRM Stakeholder Meeting Summary'

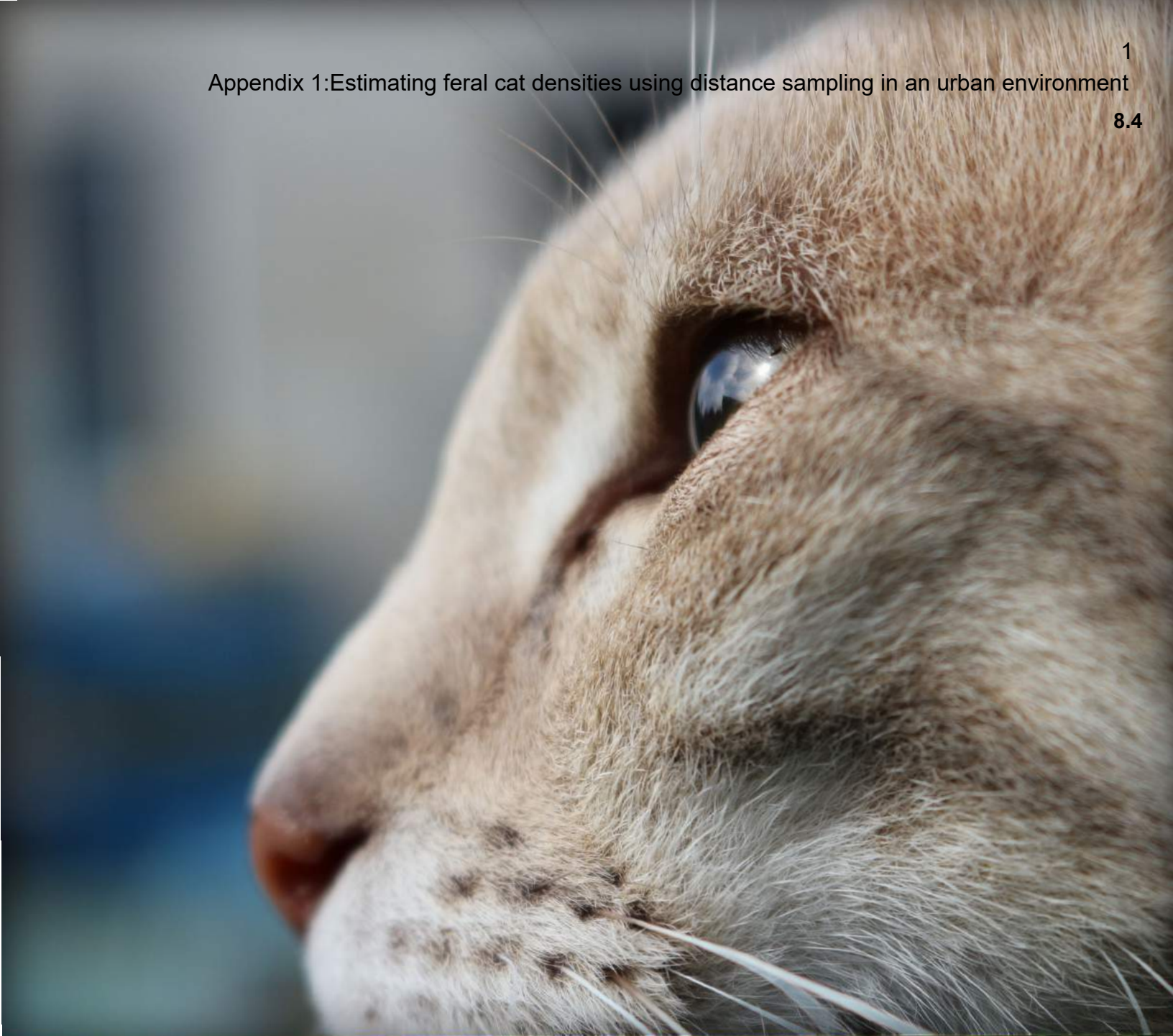
Appendix3: 'TNR Municipal Benchmarking'



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

Prepared by: Jay Smith, Manager, Animal Services



## Using a Geographic Information System (GIS) to More Accurately Estimate the Feral Cat Population

A glance into the feral cat population of the Greater Toronto Area

# INTRODUCTION

## 8.4

*In 2017 there were approximately 36.5 million people that call Canada their home (Statistics Canada, 2017), and there was an abundance of statistical population information on these people. However, statistics and population information that relate to animals associated with this population, is relatively non-existent, especially when referring to feral cats.*

For the purpose of this study, Feral Cats can be defined as free-ranged and independent cats that have little to no reliance on human interaction (Dickman, 1996). When compared to domestic and stray cats, the biggest differences are the characteristics of socialization, defined ownership, confinement, and fear/interaction/dependence on humans. Internationally, the population sizes are disputed but range in the billions, across Canada they are estimated to be in the hundreds of thousands (Canadian Federation of Humane Societies, 2012). The incredibly high estimations are due to feral cats having un-documented, isolated, and “self-perpetuating populations” (Dickman, 1996, p. 12).

This study targets Southern Ontario’s largest population centre to get a more accurate assessment on the number of feral cats and where they are located. For the City of Toronto and the numerous communities that surround it, the feral cat population has been a cause for concern for many years. So much so that a number of groups within the City of Toronto created the Trap Neuter Return (TNR) program in 2010. This created the Toronto Feral Cat Coalition (TFCC), a group of 7 organizations with the mandate to reduce the population of feral cats (Toronto Feral Cat Coalition, 2014).

The aim of this study is to enhance the work of the TNR services provided by the Toronto Humane Society, one of the organizations in the TFCC. The main objective is to determine the most accurate population estimation for feral cats within the City of Toronto and the Greater Toronto Area (GTA) as of 2017. Spatial analysis, Geographic Information System (GIS) operation, and population statistics will be used to determine the exact locations of feral cat colonies. It was determined that in order to calculate the most accurate estimation of the feral cat population that spatial variables would need to be considered. In order to account for spatial variables such as land use, population density or different types of demographic data, a GIS should be used.





## INTRODUCTION (CONTINUED)

8.4

According to Esri (a company who creates one of the leading GIS software platforms; ArcGIS), a GIS does three major things:

- 1) It captures, manages, analyzes, and displays all forms of geographically referenced information.
- 2) It allows us to view, understand, question, interpret, and visualize our world in ways that reveal relationships, patterns, and trends in the form of maps, globes, reports, and charts.
- 3) It helps you answer questions and solve problems by looking at your data in a way that is quickly understood and easily shared—on a map!

This study will have the powerful ability to model whether a specific location has, or (with mathematical certainty) could have, a feral cat colony.

With the use of demographic data and data on the colonies, a map will be produced to illustrate cold, neutral, and hot spots for potential colonies not known to the Toronto Humane Society in the proposed study area. This study has three main goals (1) to establish the most accurate equation to estimate the probability of the location of unknown Feral Cat colonies, (2) to determine the most accurate representation of the Feral Cat population within the City of Toronto and surrounding area and map the locations of known colonies and (3) to determine the effectiveness of the Toronto TNR Program and provide population estimates for the future.



# STUDY AREA + SURVEY AND DATA COLLECTION

8.4

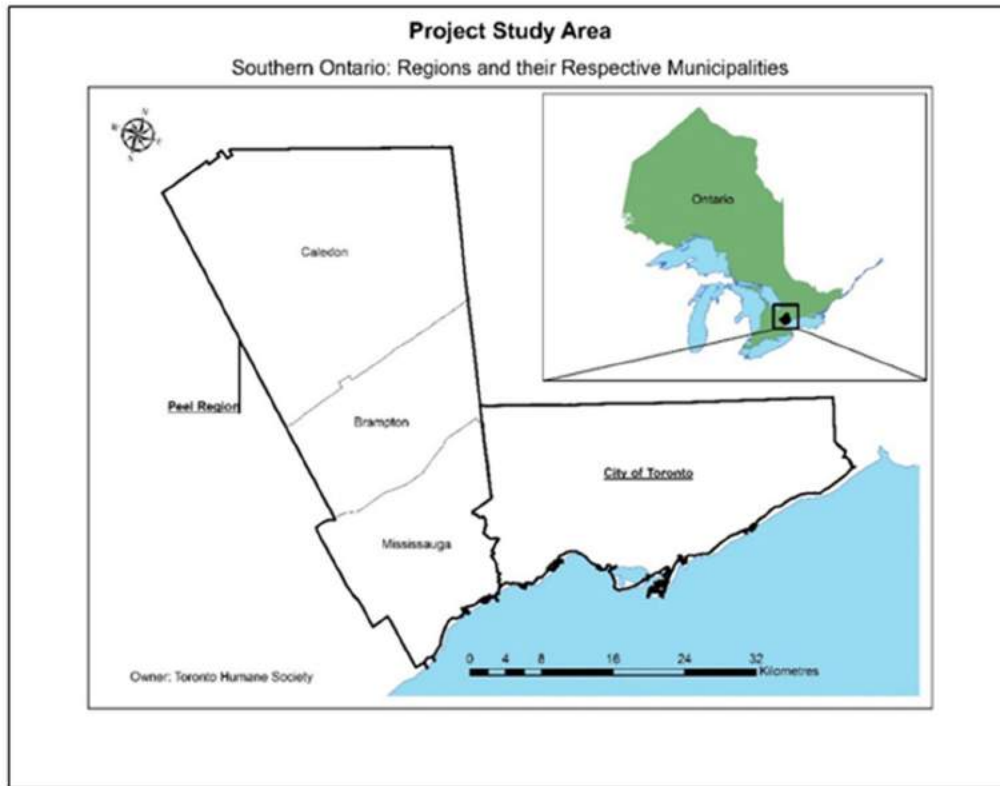


Figure 1: Map of the final study area containing the Region of Peel and the City of Toronto

The City of Toronto and the Region of Peel are the regions that make up the study area for the study. A map of the final study is shown in Figure 1. These two regions were selected based on available spatial data. Other areas within the GTA did not have all necessary spatial data available for use in our model, limiting our ability to use other regions that surround the City of Toronto.

The chosen geographic level used for the study was census tracts (CTs). CTs are a stable geographic level consisting of 2,500 to 8,000 people, and are found within Census Metropolitan Area's (CMAs). Since the CT geographic level is within the Toronto CMA boundaries, it was easily accessible and standardized across both the Region of Peel and the City of Toronto. Most importantly, CTs follow geographic features and natural boundaries that divide the landscape. These natural barriers also contribute in our determination of the feral cat population.

The first step of this study was to contact as many colony caretakers as possible to collect information regarding the feral cat colonies they manage. 155 Colony Caretakers were contacted and 68 of them responded with information about their colonies. Additionally, 13 people came forth about colonies they manage. The 81 people who responded were able to provide information, including the approximate location of 144 feral cat colonies.





# Model Development

## Project Study Area: Region of Peel and City of Toronto MCDA Model & Colony Locations

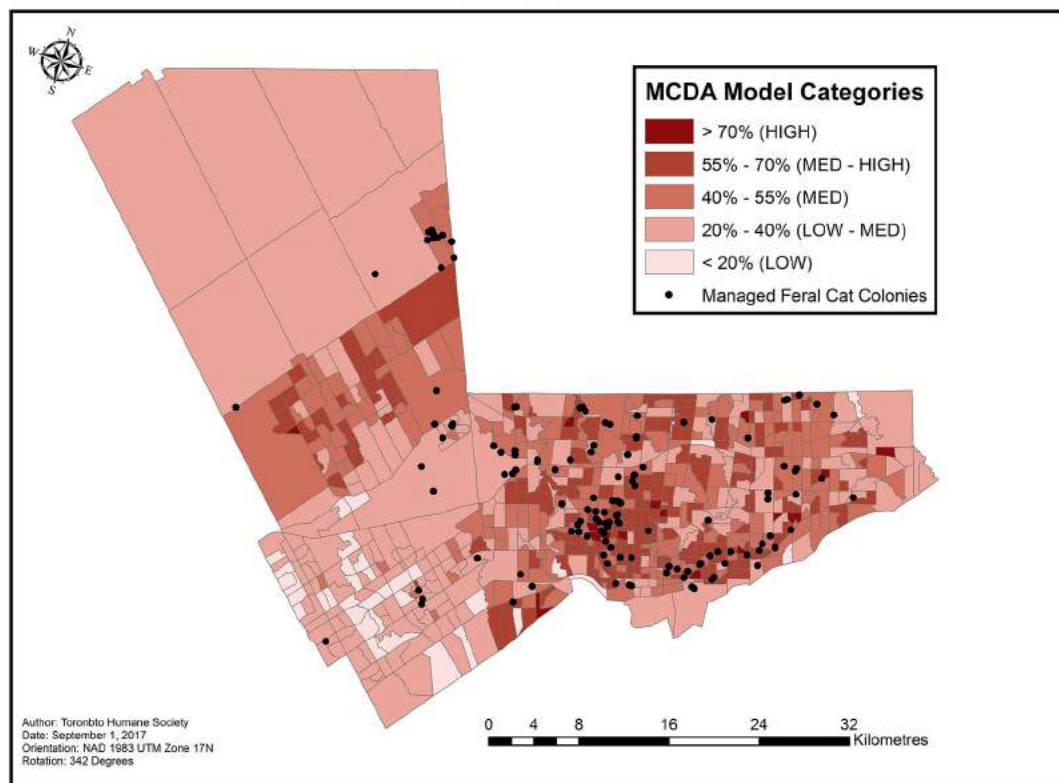


Figure2: Map of the Region of Peel and the City of Toronto illustrating the result of the MCDA Model in relation to known feral cat colony locations

Using this collected data, a Multicriteria Decision Analysis (MCDA) was used to aid us in the feral cat population model. Simply put this the MCDA takes into account multiple variables and standardizes them across one another by creating a weight.

The MCDA required three integral components; the decision makers (analysts), the physical criteria (variable weighting), and the alternatives (Malczewski & Rinner, 2015). The decision makers being the analyst, group or organization that has a problem or goal in mind (THS) for which the tool is used solve it. The physical criteria are the indicators that evaluate the normalized variables that were formerly raw counts. The indicators are for example, Income, Age, and Land Use. The variables are for example, Residential, Population Density, and Annual Income of 20-39 thousand.

The idea behind the use of MCDA, is to more easily depict where in the study area there is a high likelihood of feral cats.

Using the MCDA model, the output will show areas of high and low likelihood of feral cat colonies and help to give us a more accurate population estimate on their population. For example, in this study the land use variable was weighted higher than population density and other demographic data because the known colony locations were more statistically correlated to land use. The result of this model provided 1 of 5 classifications to each CT in the study area. These classifications included, LOW, LOW-MED, MED, MED-HIGH and HIGH. This classification took into account all the weighted variables in each CT and determined an overall probability for each CT of how likely it would be that a feral cat colony existed there.

# RESULTS

8.4

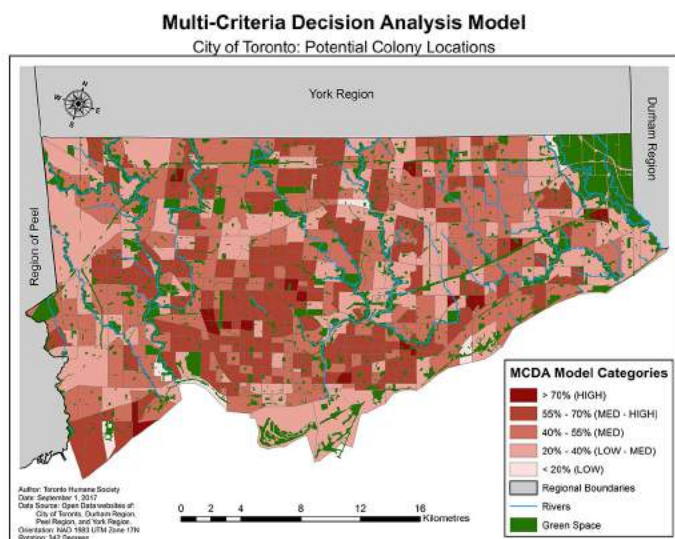


Figure 3: Map illustrating the MCDA Model results for the City of Toronto in relation to other land use features

This study determined three outcomes, (1) the MCDA Model Results, (2) Population Calculation Results and (3) TNR and Stray Intake Trends. There were a number of detailed calculations that went into the MCDA Model in this study. These calculations determined standardized rates for each variable being considered. Using these standardized rates, we were also able to standardize each CT against each other. The map in Figure 2 illustrates the results of these values, depicting areas likelihood of housing a feral cat colony.

The final appearance of the map is dependent on the classification values of each category (Heywood, Cornelius, & Carver, 2006). For the purpose of this study, it was determined that CT with a percentage over 70% would be classified as HIGH. CT's with a percentage that fell between 55% and 70% would be classified as MED – HIGH.

CT's with a percentage that fell between 40% and 55% would be classified as MED. CT's that had a final percentage value that fell between 20% and 40% were classified as LOW – MED and finally CT's

whose percentage fell lower than 20% were classified as LOW. If the classification values were broken down differently, the map would display differently and a different number of CT's would fall into the different categories.

To look closer at the results of the MCDA Model, Figure 3 focuses on the City of Toronto and illustrates Green Space and Rivers. Here it can be seen that the HIGH and MED – HIGH Categories are mostly located near residential areas of the City. The CTs surrounding green space tend to fall into the LOW – MED or LOW categories. When analyzing the Region of Peel results, a similar trend is noted.

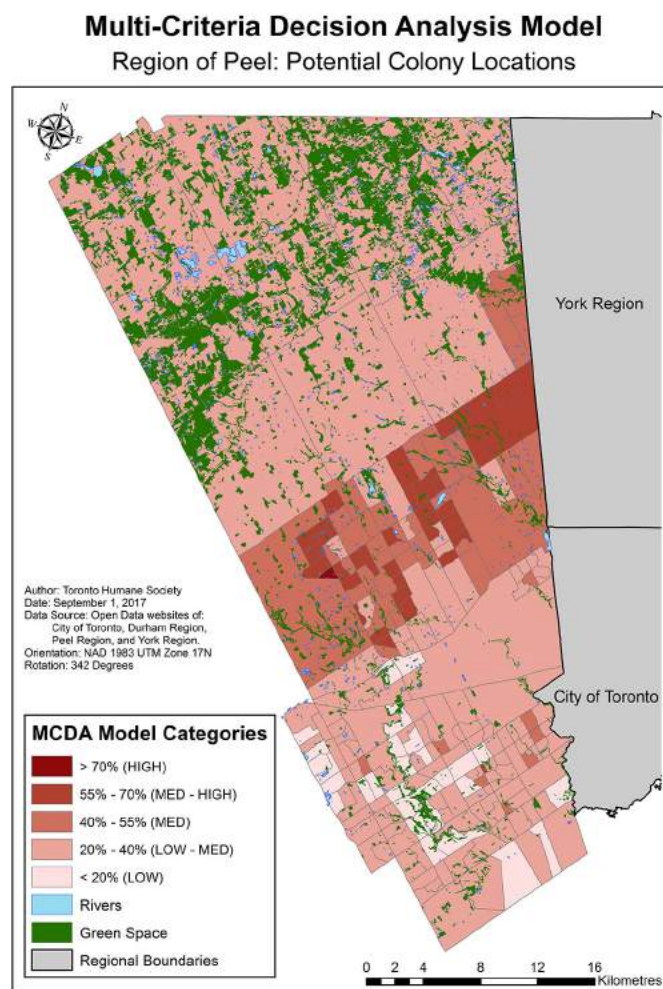


Figure 4: Map illustrating the MCDA Model results for the Region of Peel in relation to other land use features

**RESULTS (CONTINUED)**

8.4

Figure 4 illustrates the MCDA Model results for the Region of Peel. As mentioned above, the trend of CT categorization is noticed again for the Region of Peel. In the northern part of the region, you can really see how the Green Space correlates to the lower categorization of the CT. Another impact here is likely to be population density. The northern part of the Region of Peel is Caledon which is more rural than the centre part of the region, which is Brampton. What is interesting though is the difference seen between Brampton and Mississauga (on the south end of the region). Mississauga is also more population dense, however, what is likely playing a part here, is the income of the residents in both cities.



Using the results illustrated in the MCDA map in Figure 2, the CT's containing known Feral Cat Colonies were used to determine the average population of the colonies within them. This average was then applied across all CT's with the same classification. Table 1 illustrates the results for the five classifications.

Table 1: Number of CTs and the Average Feral Cat Population within each CT Classification

CT Classification	Number of CT's	Average Feral Cat Population Within CT
HIGH	16	9.00
MED - HIGH	261	7.63
MED	227	7.47
MED - LOW	236	11.20
LOW	36	0.00



## RESULTS (CONTINUED)

### 8.4

Extending the averages across all of the CT's, allows for the consideration of all the spatial variables that went into the original MCDA model. The results in Table 6 may seem a bit misleading, as one would expect that CT's that were classified as "HIGH" would have a larger population of cats within them. We must remember that the model determined the likelihood of feral cat's presence within those CT's. This does not mean that because it has been determined that an area has a high likelihood of feral cats; it would also have a higher population than other locations. The MED – LOW classification actually has the highest population average at 11.20. If we look at how the variables were weighted in the MCDA model, we know that Land Use and Population Density were rated high.

In many of the areas that were classified as MED – LOW we see low population densities and a number of them located within Green Space. What this could mean is that although these areas are less likely to have Feral Cat Colonies, if there are colonies found in them, they tend to be larger in population size.

This could be for a number of reasons, some reasons that may be considered is the presence of humans. When colonies are managed they are not only provided with food and water, but also have higher probabilities of being part of a TNR program. If colonies are located outside residential areas, it is more difficult for people to discover them, but also to manage them. Proximity to human population could also play a role in this.



**RESULTS (CONTINUED)****8.4**

The Average Population (Extrapolated Collected Data) takes the data we knew and collected first hand from Colony Caretakers and spreads it out across the Region of Peel and the City of Toronto. However, we know that we had a 44% response rate from the Colony Caretakers that we contacted and an additional response from 13 Colony Caretakers that were not in the Toronto Humane Society database. According to the Center for Innovation in Research and Teaching (CIRT), surveys put out to the General Public can receive response rates between 1-20% (CIRT, No Date). For the purpose of this study, the 13 people will be assessed at 1%, 10% and 20% to provide a possible population range. 10% is assumed because it lies in the middle of the ranged defined by CIRT. Knowing this, we can assume the numbers are in fact higher than what was collected. Table 3 outlines the range of population.

Table 3: Final Population Estimates Extrapolating Data to Represent an Estimated 100%

Region	Estimated Population 13 Additional Responses 1% Data	Estimated Population 13 Additional Responses 10% Data	Estimated Population 13 Additional Responses 20% Data
City of Toronto	93,314.08	16,912.08	12,589.58
Region of Peel	40,729.81	7,381.80	5,495.11
<b>TOTAL</b>	<b>134,043.89</b>	<b>24,293.88</b>	<b>18,084.69</b>

## RESULTS (CONTINUED)

### 8.4



It is unlikely that those 13 people only represented 1% of the unknown. It is also unlikely that they represented 20% of the unknown. A safer assumption would be that they represented 10% of the unknown population. If this were to be the case, the population of Feral Cats within the City of Toronto would sit near 17,000 cats. For the Region of Peel, the population of Feral Cats would sit closer to 7,400 cats. This would put the total estimated feral cat population for the entire study area around 24,400 cats. Prior to this study, it was estimated that over 100,000 Feral Cats resided within the City of Toronto; this is vastly different than the estimated 17,000 cats determined by this study.

Now that we have an estimate of the current state of the Feral Cat Population within the City of Toronto, it is important to look at other factors that impact this value as well. TNR Programs have been “well documented to reduce or eliminate cat populations at the colony level” (J.K. Levy, 2014, p. 270). With this noted, it is important to glance at TNR within the City of Toronto. Seeing as we don't have historic population data to compare it to, instead we will be looking at the Stray Intake data and how it correlates with TNR. Stray Intake Data is representative of Cats who were brought into a shelter from the street.

Table 4: Stray and TNR Data from 2012 to 2016

Year	THS Stray Intake	TAS Stray Intake	Total Stray Intake	THS TNR
2012	594	5,547	6,141	0
2013	430	3,954	4,384	165
2014	560	4,081	4,641	616
2015	457	2,432	2,889	717
2016	488	2,007	2,495	808



## RESULTS (CONTINUED)

### 8.4

Table 4 outlines the data collected year over year for TNR at the Toronto Humane Society and Stray Intake data for the THS and Toronto Animal Services (TAS). Looking at the numbers from Table 4 and by looking at the graph in Figure 5 just at first glance you can see TNR numbers are increasing and Stray Intake Numbers are decreasing. The upward trend seen in TNR numbers would be more prevalent with the addition of TAS's TNR data. Unfortunately, we did not have access to this data and can only illustrate TNR data from the Toronto Humane Society. While there could be other external factors playing into the trends seen in Figure 5, it was important to test how strong the relationship was between the known variables. To test this, the values were statistically assessed using Pearson's Correlation Coefficient.

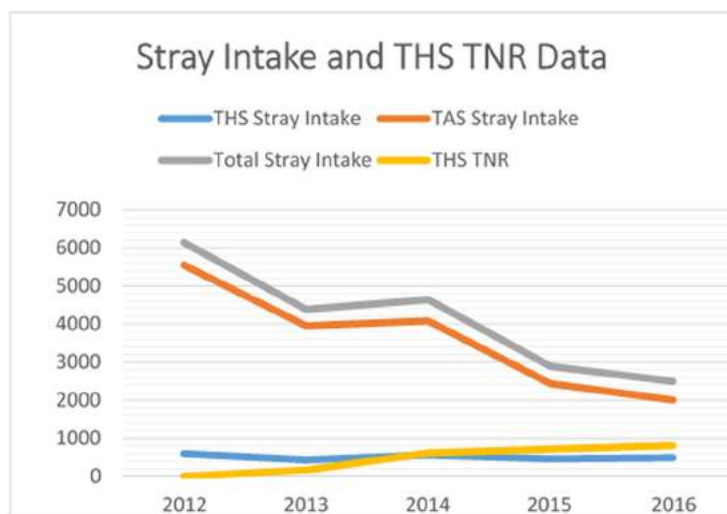


Figure 5: Stray Intake and THS TNR Data from 2012 - 2016

"Pearson's Correlation Coefficient is the ratio of the joint variation of two variables to the total variation of the entire dataset" (Mitchell, 2009, p. 204). Effectively, it measures the "strength of association between two variables" (University of the West of England, 2017). When this test is run it produces an  $r$  value between -1 and +1. The closer the value is to  $(+/-)1$  the stronger the relationship is.

The positive and negative sign indicate the relationship trend. For instance, if you were to test age with relation to wrinkles you would expect a positive relationship (as age increases, so do wrinkles). Negative relationships would be inverse; as one variable increases, the other decreases. An example of a negative relationship may be as temperature increases, the amount of snow on the ground will decrease.

When considering the variables of TNR and Stray Intake, Figure 6 illustrates the result of the relationship. X Values represent TNR data, while the Y Values represent the Stray Intake Data. It can be seen from the chart that there is a negative relationship formed between the two variables. The R-value calculated from the Pearson Correlation Coefficient was 0.8642. This value indicates a strong, negative correlation between high TNR and low Stray Intake values (Stangroom, 2017).

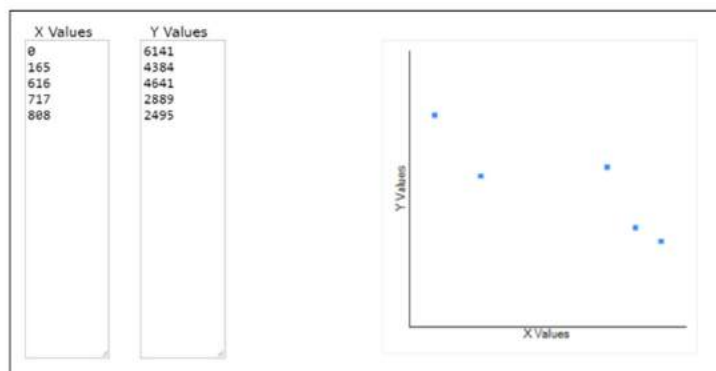


Figure 6: Pearson Correlation Coefficient input values and output trend chart (Stangroom, 2017)

## WHAT DOES THE FUTURE HOLD?

8.4



Using the results of this model, the average population of known feral cats in each classification was determined. It was then applied across all CTs (even those without known colony locations). Calculations were completed to determine an estimate of how much data was actually collected in order to properly project what the feral cat population number could be. It was determined that the City of Toronto is likely to have approximately 17,000 feral cats, and the Region of Peel is likely to have around 7,400 feral cats. One of the goals of this study was to determine what the future may hold for the feral cat population, TNR Programs in the City of Toronto and its surrounding areas and stray intake numbers at shelters across the GTA.

### FERAL CAT POPULATION

One of the key objectives of this study was to determine what the population of feral cats would look like in 5 and 10 years. Unfortunately, to calculate future values of population, you need past population markers.

Luckily in this study we have found a close approximation to what the current population looks like and in future years, this number can be used. However, there are a select few pieces of literature out there that have analyzed populations of feral cats in other locations.

One of these studies was done at the University of Florida and another in Rome, Italy. Both these studies were assessing the effectiveness in TNR. In 11 years' time, the University of Florida noticed a 66% decrease in the feral cat population they were studying and the study and over a 10-year time frame the study in Rome, saw a 16%-32% decrease in feral cat population (Alley Cat Allies, 2017). Toronto, although not identical by any means is more similar to the City of Rome than it is to the campus of the University of Florida. Considering this, we can apply an estimate of 10%, 20% and 30% decrease over 10 years to the estimated current population number. Table 5 outlines what this would look like.



## WHAT DOES THE FUTURE HOLD? (CONTINUED)

8.4

Estimating a population decrease of 10% - 40% would mean in 10 years' time the feral cat population could range between 10 and 15 thousand.

Table 5: Future Population of Feral Cats within the City of Toronto

2017 Estimated Population	Est 10% Decrease Over 10 Years	Est 20% Decrease Over 10 Years	Est 30% Decrease Over 10 Years	Est 40% Decrease Over 10 Years
16,912.08	15,220.87	13,529.67	11,838.46	10,147.25

### TNR AND STRAY INTAKE

Even though we cannot accurately project population numbers for the future, we can assess and look at trends that we have seen through TNR and Stray Intake numbers. As we noted, there is a strong correlation between the numbers of TNR's completed with the number of stray cats being brought into shelters. If we continue this trend into the future, we can expect that Stray Intake numbers across GTA shelters will continue to decline.

If it is assumed that there will be a mere 10% increase in TNR and a small 10% decrease in Stray Intake numbers over the next 10 years, in 2021 (5 years) the Toronto Humane Society will be completing around 1300 TNR surgeries in a year and less than 1500 stray cats will be entering into the shelters across the City of Toronto. In 10 years' time, 2026, the Toronto Humane Society will be completing over 2000 TNR surgeries in a year and there will be less than 1000 stray cats entering City of Toronto shelters. Using the value of 10% was less than most trends noted in the past. This is a relatively safe estimate given some of the significant changes in Stray Intake numbers.



# CONCLUSION

## 8.4

The City of Toronto lends itself to be a fantastic place for feral cats to populate; with its dense populations, residential areas and other key factors all playing a role. Prior to this study it was thought that there were over 100,000 feral cats living in the City of Toronto. The goal of this study was to determine the most accurate equation to calculate the feral cat population. Having an understanding of feral cats and how they live, aided in the decision to use GIS for this equation. Using a GIS allows for the consideration of the spatial aspects of the feral cat population. For example, it was positively correlated that known colonies were located near residential areas with high population density. Without using a GIS, the locational aspect of this data could not be accounted for, and is likely what lead to the high population projections.



In this study, a number of key objectives were completed. There is now locational data attributed to known managed feral cat colonies; we can see them on a map. Using a number of different variables, a MCDA Model was completed and depicted the CTs probability of feral cats residing within them. This model also played a vital role in our population estimates. With an estimated 17,000 feral cats living within the City of Toronto, our TNR program is an important piece to this puzzle and other municipalities should consider a program for themselves. This study supports the strong relationship between TNR and Stray Intake numbers by running statistical tests.

The future was another important aspect of this study. It was determined using what few published studies there are, that in 10 years the City of Toronto could have a feral cat population between 10 and 15 thousand. The future of TNR and Stray Intake Numbers were also assessed as they are an important part of the equation as well. In 10 years, the Toronto Humane Society could be completing around 2000 TNR surgeries in a year. With this increase in surgeries, there would a noted decrease in Stray Intake numbers. If trends continued we could expect to see as few as 1000 Stray Cats enter the shelters in Toronto in the year 2026.

Throughout this study it has become abundantly evident that there are not enough academic studies out there looking into feral cats. In recent years, there have been a few studies conducted but nothing consistent enough that relevant comparisons can be made. For more accurate results to be determined, studies similar to this one need to occur year after year to monitor the population.

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# TORONTO HUMANE SOCIETY

8.4

## *The Organization*

The Toronto Humane Society is an animal shelter and non-profit organization fighting to make the world a better place for animals. Through constructive, collaborative efforts in their community and beyond, they fight each and every day to free animals from distress and discomfort, hunger and thirst, pain, injury and disease.

Following no kill principles, the Toronto Humane Society aspires to be a best-in-class animal shelter and leader in animal welfare advocacy. For over 130 years they have been working with their community to find creative solutions to the challenges, old and new, animals face every day. By leading, educating, and inspiring people towards humane action, they will continue their fight, one life at a time.

## *Contact US*

The Toronto Humane Society  
11 River Street, Toronto, Ontario, M5A 4C2  
General Inquiries: [info@torontohumanesociety.com](mailto:info@torontohumanesociety.com)  
Phone: 416.392.2273  
Fax: 416.392.9978

## *The Author*

Tegan Buckingham has had a passion for animals all her life. After graduating from her Master in Spatial Analytics (MSA) program, Tegan continued her journey toward finding a path where she could help animals. She began her career at an Environmental Consulting firm where she assisted with many different projects, including projects for the betterment of wildlife. Her passion for animals pushed her to a more animal-focused organization, the Toronto Humane Society. After only a little while at the Toronto Humane Society, she began to see just much her knowledge in Data Analytics, and Geographic Information Systems would benefit the organization. Not only could her experience and knowledge aid in research and report writing, but also in the organization's marketing and fundraising efforts. This report is the first of many more that will help advance not only the Toronto Humane Society, but the animal welfare industry as a whole.



## **TNRM Stakeholder Meeting Summary**

**October 22, 2019**

Staff presented on Mississauga Animal Services. Tegan Buckingham from the Toronto Humane Society presented her research on feral cat population estimates in Mississauga and Peel. Her study found a range of between 4,400 cats which would represent 130 colonies, to 24,000 cats, which would represent 1,300 colonies.

Staff then asked participants for their input on the number of operators and colonies in the City. Key themes of the discussion included:

### **1) Trust:**

- Participants expressed that there is a lack of trust in the rescue community with regards to Animal Services, which prevents cooperation. This is due to a lack of information on the services Animal Services provides and their procedures.
- It was suggested that one way to mitigate this would be to release quarterly statistics on TNRs and outcomes on the Mississauga Animal Services website. This is a practice in several cities including Oshawa and Port Hope.

### **2) Accessibility:**

- Participants shared that in some instances cost is not the biggest barrier. For instance, the TNR training requirement in some communities results in untrained volunteers using their peers who have received training to access services.
- Representatives from the Toronto Humane Society shared that in their experience, accessibility was a significant issue. Previously, there were set pick-up and drop-off times for the Spay and Neuter Clinic which was challenging for volunteers. Removing this requirement increased TNR rates by 200%. There are options besides subsidizing costs or providing incentives that will improve TNR rates.

### **3) Education:**

- Some participants suggested that the public is not getting correct information from 311, which was creating discrepancies. They stressed that it is important for the public to receive the same information as volunteers.
  - o City staff agreed this was an issue and agreed to review the information provided to Call Centre staff.

- Participants suggested providing education to volunteers such as shelter building or trapping workshops. They stated that education is crucial to gaining public awareness and involvement, which is important since it's a community issue.
- Materials on TNR such as flyer or 'door knockers' were also suggested as a way to increase public awareness.
- Some participants also stated that City involvement adds legitimacy to volunteers' efforts.

#### **4) The Availability and Transparency of Data:**

- There was not agreement on the feral cat population in Mississauga. However, numerous participants suggested deciding on a number of spays and neuters based on available resources and using that as a starting point to increase TNR efforts.
- Colony tracking sheets were identified as a best practice. It was also suggested that Animal Service staff visit colonies to confirm numbers and track the calls they receive about feral cats.
- Many participants offered to help with promoting future survey efforts.

#### **5) Cooperation:**

- Participants identified that spaying or neutering kittens as soon as they're old enough is a best practice and questioned why Animal Services allows unsprayed and unneutered cats to be adopted.
- Many participants suggested that the City of Mississauga needs to develop a model based on community needs. It was identified that providing low cost spays and neuters is not a sustainable business model for for-profit clinics since costs need to be highly subsidised.
- Participants suggested that when services are available, such as Caretaker Clinics, people take advantage of them and numbers will surpass expectations.
- Most participants agreed the right approach was to share services with Animal Services and work cooperatively. There was some agreement that a sustainable model is the right approach, although many participants iterated the need to take action quickly.

## Appendix 3: TNR Municipal Benchmarking

Trap, Neuter and Return - Municipal Benchmarking			
Jurisdiction	TNR Program Exist? (Y/N)	Funding Offered?	Level of Annual Funding (\$)
Brampton	N	N	NA
Burlington	N	N	NA
Calgary	N	N	NA
Hamilton	N	N	NA
Markham	Y	Y	\$5,000.00
Oakville	N	N	NA
Oshawa	Y	Y	\$4,500.00
Toronto	Y	Y*	Donations
Vaughan	N	N	NA
Whitby	Y	Y	\$1,500.00

\*provide support to operators through spay/neuter clinics and on-staff veterinarians funded through a mix of City-funding, donations and grants.

# City of Mississauga Corporate Report



Date: February 10, 2020  To: Chair and Members of General Committee  From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works	Originator's files:
	Meeting date: February 26, 2020

## Subject

**Redmond Road from Webb Drive to Burnhamthorpe Road West – Municipal Class Environmental Assessment Study (Ward 7)**

## Recommendations

1. That the report titled Redmond Road from Webb Drive to Burnhamthorpe Road West – Municipal Class Environmental Assessment Study (Ward 7) dated February 10, 2020 from the Commissioner of Transportation and Works be received;
2. That the draft Project File Report and the preferred solution for the Redmond Road Municipal Class Environmental Assessment Study (Webb Drive to Burnhamthorpe Road West), dated February 2020 be endorsed by Council;
3. That staff be directed to publish the “Notice of Study Completion” for the study in the local newspaper and place the Project File Report on the public record for a 30-day review period in accordance with the Municipal Class Environmental Assessment process; and
4. That all necessary by-laws be enacted.

## Report Highlights

- The City has carried out, through its consultant, WSP, a Schedule ‘B’ Class Environmental Assessment (EA) study for the Redmond Road corridor from Webb Drive to Burnhamthorpe Road West.
- Through the EA, there were several opportunities for consultation with the public, stakeholders and various government and technical agencies, including a public information centre.



- The preferred solution is to extend Redmond Road from Webb Drive to Burnhamthorpe Road West with two lanes of travel as well as sidewalks and on-street parking.
- The detailed design and construction of the Redmond Road extension will be completed by Rogers Real Estate Development Ltd. as a condition of approval of their M City development and as stipulated in their Master Site Plan Agreement (2015).
- A copy of the executive summary of the Project File Report (PFR) has been appended to this report.
- Subject to Council endorsement, the PFR will be posted on the public record for a 30-day review period.

## Background

Municipalities in Ontario follow the Municipal Class Environmental Assessment (October 2000, amended 2007, 2011, and 2015) process under the Ontario Environmental Assessment Act to complete a Municipal Class Environmental Assessment (EA) for most transportation, water and wastewater projects. The Municipal Class EA is a phased planning approach that includes five (5) main study phases and public consultation. The complexity and extent of the environmental impact of a specific project determines the number of phases to be completed to comply with the Class EA process.

The five (5) phases are as follows:

**Phase 1 - Problem or Opportunity:** The completion of this phase requires the proponent to document the factors that lead to the conclusion that an improvement or change is warranted.

**Phase 2 - Alternative Solutions:** In this phase, alternative solutions to the problem or opportunity are identified and evaluated, taking into account the existing environment. A recommended preferred solution can be developed with input from the public and review agencies. The nature of the solution will determine if the proponent is required to complete additional phases of the Municipal Class EA process.

**Phase 3 - Alternative Design Concepts for Preferred Solution:** If required, this phase will examine alternative methods of implementing the preferred solution, again considering environmental impacts and public and review agency input.

**Phase 4 - Environmental Study Report (ESR):** This phase includes the preparation of an ESR that documents the rationale and planning and consultative process undertaken for the project and the publication of the report for public review. The ESR is filed with the Municipal Clerk and placed on the public record for at least 30 calendar days for review by the public and review agencies. At the time of filing the ESR, the public and review agencies are notified via the Notice of Study Completion of the ESR, which is mailed out to area residents and advertised in local newspapers and online at [mississauga.ca](http://mississauga.ca). Any outstanding comments and concerns must

be provided to the proponent during this time. If concerns regarding this project cannot be resolved through discussion with the proponent, a person or party may request that the Minister of Environment, Conservation and Parks order the project to comply with Part II of the Environmental Assessment Act (referred to as a Part II Order), which addresses individual environmental assessment. If no request for an Order is received by the Minister within the review period, the ESR is deemed approved and the proponent may proceed to Phase 5 and implementation of the project.

The anticipated environmental impacts of an extension of Redmond Road are minor, considering the study area setting and development context. Therefore, this study meets the criteria for a Schedule 'B' process. A Schedule 'B' Class Environmental Assessment Study requires the completion of Phases 1 and 2 of the Municipal Class EA process.

City staff has worked with their consultants, WSP, to complete a Schedule 'B' Class EA study for the Redmond Road corridor from Webb Drive to Burnhamthorpe Road West.

The Executive Summary of the PFR is provided in Appendix 1.

The major objectives of the EA were to:

- Confirm and document the need for road improvements, vehicular and non-vehicular;
- Address existing and potential safety issues along the corridor;
- Establish a preferred alternative planning solution and right-of-way requirements;
- Determine active transportation requirements (pedestrian and cyclist), and
- Prepare a PFR.

### Study Area

The Redmond Road Class EA study area is generally situated between Grand Park Drive to the west and Confederation Parkway to the east (as shown in Figure 1) within the M City development, owned by Rogers Real Estate Development Ltd.

Redmond Road currently exists as a 2-lane north-south roadway between Webb Drive and Fairview Road West. The existing road traverses an older neighbourhood with primarily low density/single family residential development. Other north-south transportation connections in the immediate area include: Grand Park Drive and Confederation Parkway, both City collector roads. Key east-west transportation links in the area include Webb Drive and Central Parkway West, collector roads, and Burnhamthorpe Road West, an arterial road.

### Existing Conditions

Existing conditions of the study area were collected and reviewed, including the following:

- Various background studies and reports (e.g. stormwater management reports, etc.);
- Data provided by various City departments (e.g. traffic data, tree survey data, etc.);
- Investigations undertaken as part of this Class EA study;
- Meetings with the Project Team;

- Meetings and correspondence with agencies including the Ministry of Environment, Conservation and Parks;
- Consultation with Rogers Real Estate Development Ltd.;
- Consultation with members of the public; and
- Site visits.

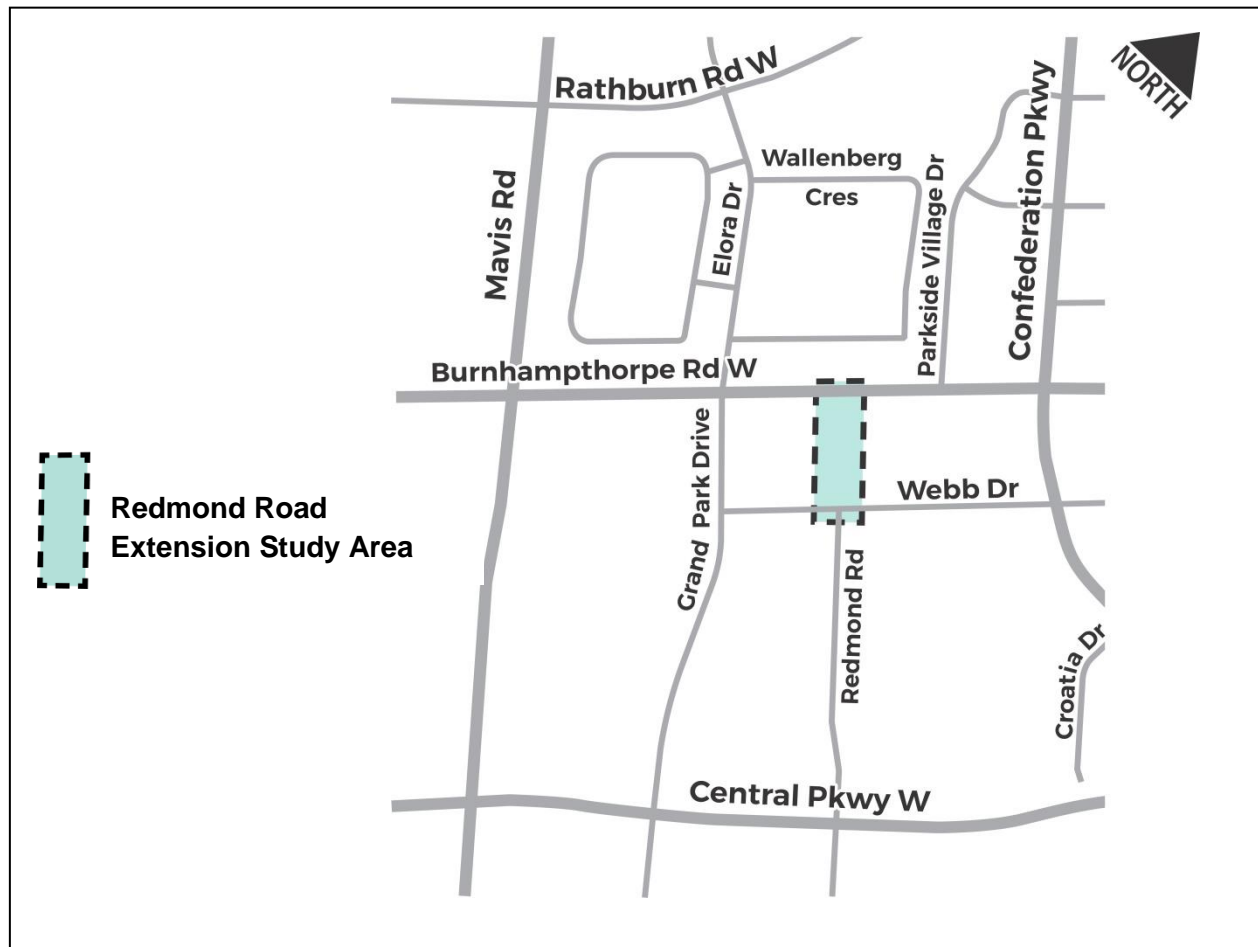


Figure 1: Redmond Road Study Area

## Comments

### Problems and Opportunities

A new City of Mississauga collector road is required to provide north-south access and connectivity within the planned Rogers M City community. A new segment of Redmond Road will facilitate multi-modal movement between the internal road system and the surrounding road network. The new road will also provide for on-street parking and a vibrant pedestrian environment to support street-level commercial uses. The proposed Redmond Road extension will support the City's vision for Downtown Mississauga that includes: a high-density, dynamic

urban core with smaller block sizes, a fine-grained street network with a high-quality public realm and a range of transportation choices.

### Evaluation of Alternative Solutions

The Class EA process for municipal roads in Ontario requires consideration and evaluation of all reasonable alternative solutions to accommodate future travel demand. The following alternative solutions have been assessed from a traffic perspective and been identified as possible alternative solutions:

- Alternative 1 – Do Nothing
- Alternative 2 – Diverting traffic or implementing Transportation Demand Management (TDM) strategies
- Alternative 3 – Resolving the deficiency elsewhere in the network
- Alternative 4 – Extend Redmond Road from Webb Drive to Burnhamthorpe Road West

Each alternative solution was evaluated based on the following criteria:

- Transportation and Technical;
- Socio-Economic environment;
- Natural environments; and
- Cultural environment.

Based on the analysis and evaluation of alternative solutions and feedback received from the public and stakeholders, the preferred planning solution is Alternative 4 – Extend Redmond Road from Webb Drive to Burnhamthorpe Road West. Alternative 4 addresses the Problems and Opportunities by:

- Supporting the creation of an urban environment that meets planning objectives, network connectivity and access;
- Fully addressing the City's transportation objectives by creating a fine-grained downtown street network;
- Providing a new north-south collector road within the planned M City community;
- Providing redundancy in the road network for all vehicles;
- Creating smaller, more walkable blocks that enhance pedestrian access to transit; and
- Supporting a mixed-use community by offering a high-quality pedestrian environment and street-parking for street-level commerce.

### Road Design Concept

A design concept was developed for the Preferred Planning Solution to extend Redmond Road. The design concept was developed for illustrative purposes only and is subject to refinement during future design phases.

Figures 2 and 3 illustrate the proposed typical road cross-sections, which are based on the City's Standard City Centre Cross-Section. Two variations on the cross-section are proposed to reflect the proposed road rights-of-way. Figure 4 shows the road alignment concept.

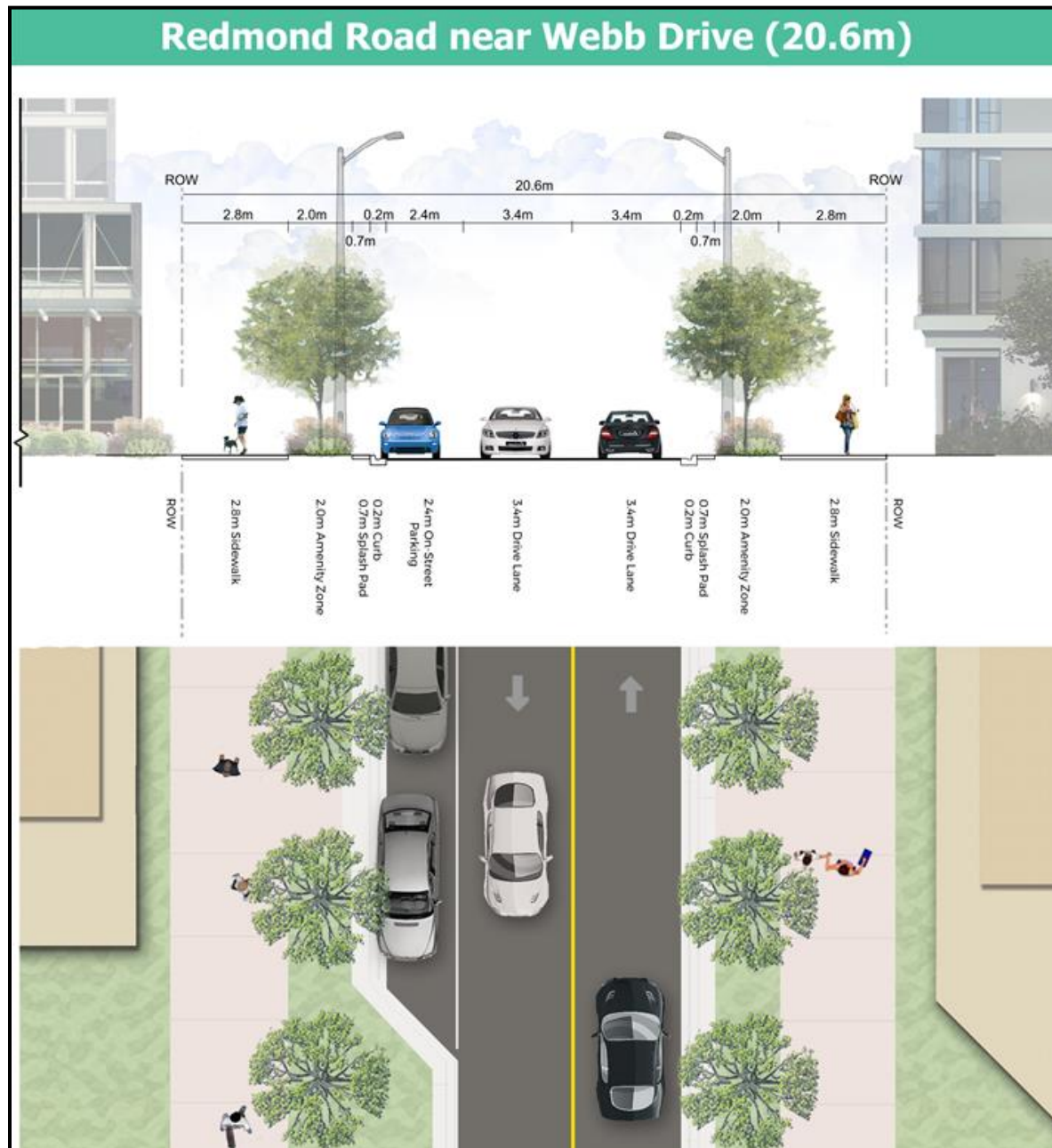


Figure 2: Redmond Road Cross-Sections (near Webb Drive)



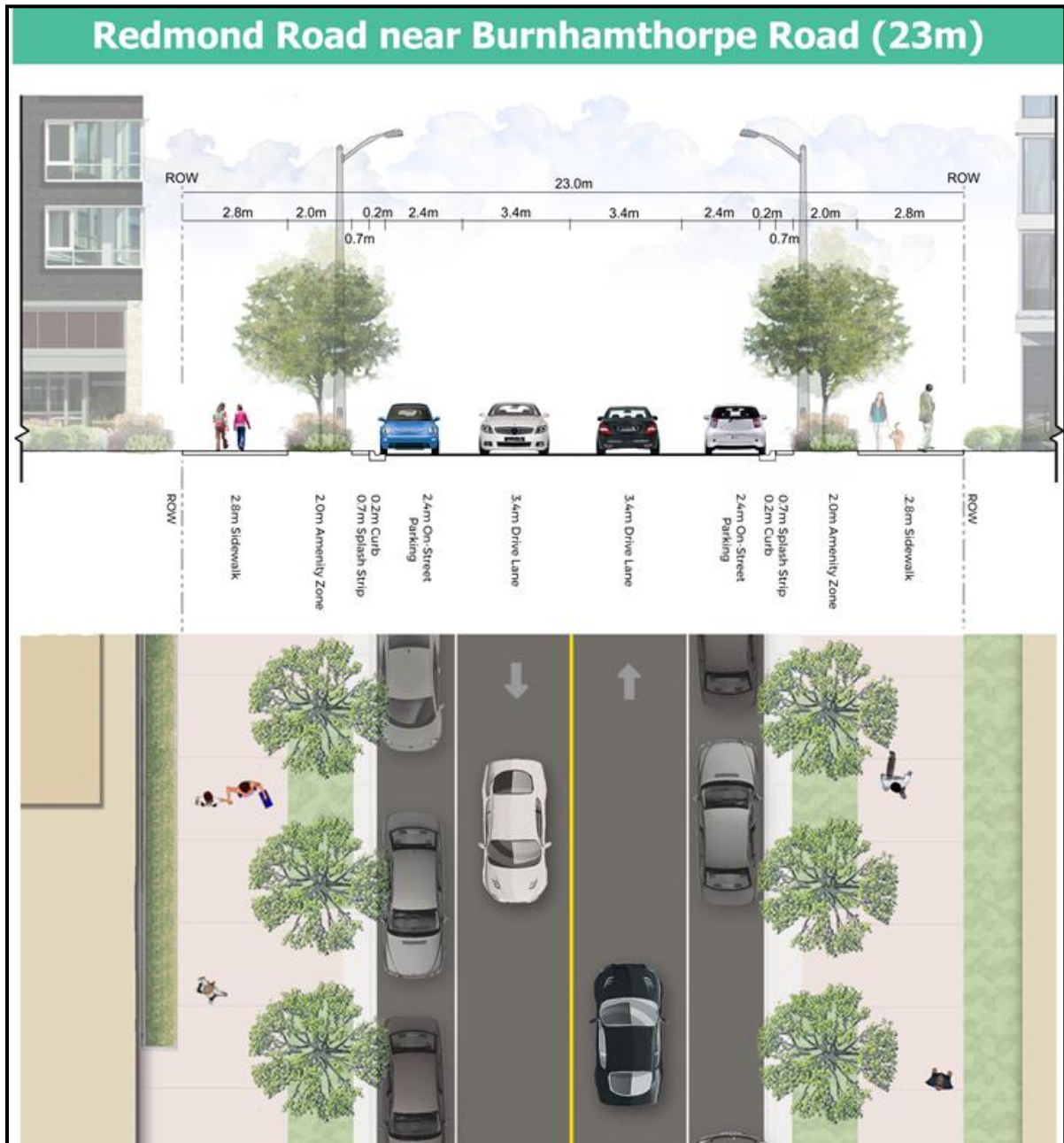


Figure 3: Redmond Road Cross-Sections (near Burnhamthorpe Road)

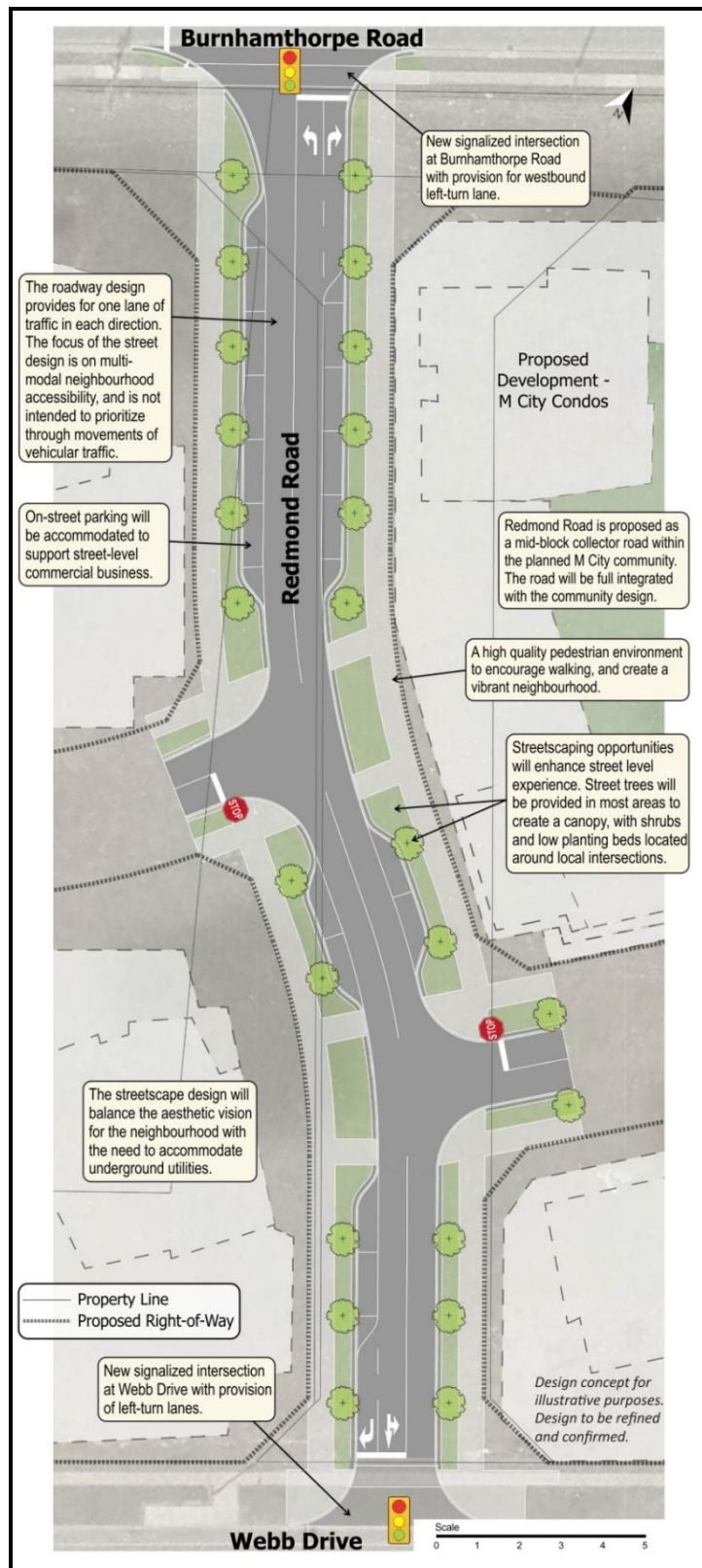


Figure 4: Redmond Road Design Concept

The road design will be completed by Rogers Real Estate Development Ltd. as part of the M City development phasing. The design will be subject to further review and approval by City staff. Of particular interest to the design will be the use of the current City of Mississauga Standard City Centre Road Cross-Section to ensure appropriate space is available for underground utilities, street trees and sidewalk.

However, some details of the road cross-section may be subject to minor adjustments during the design phase, including:

- Traffic operations including turning lane requirements and storage length at Webb Drive and Burnhamthorpe Road West.
- Design of on-street parking, while maintaining appropriate clearance at intersections.
- Design of mid-block intersections.
- Streetscape design based on the Rogers M City Master Site Plan Agreement (dated 2015) and further review/approval by City staff.

#### Public Consultation

Public consultation is a key feature of an EA planning process and therefore was a principal component of the Redmond Road from Webb Drive to Burnhamthorpe Road West – Municipal Class Environmental Assessment Study. Key features of the consultation program undertaken as part of this study included:

- Notice of Study Commencement published in the local newspaper on December 6 and 13, 2018 and mailed to area property owners and technical agencies;
- Meeting with Rogers Real Estate Development Ltd. on May 30, 2019; and
- Public Information Centre held on June 12, 2019.

Subject to Council endorsement, a Notice of Study Completion will be published in the local newspaper and mailed to area property owners and technical agencies.

#### Implementation

Detailed design and construction of the Redmond Road extension will proceed as part of Phase 3 of the Rogers M City Development, as stipulated in the Master Site Plan Agreement (dated 2015). Furthermore, streetscape design will be completed per the Master Site Plan Agreement, in consultation with City staff.

#### Property Requirements

Property conveyance will be finalized in coordination with the M City development, as necessary, per the Rogers M City Master Site Plan Agreement (dated 2015).

#### Next Steps

Should this study PFR and the preferred alternative solution be endorsed by Council and no Part II Orders be filed with the Ministry of the Environment, Conservation and Parks during the

public notification period, this project will be deemed approved. The Notice of Study Completion for this PFR will be posted for a 30-day review period.

## Financial Impact

There are no financial impacts resulting from recommendations in this report.

As previously noted, the detailed design and construction will proceed and will be funded by Rogers Real Estate Development Ltd. as part of the development of Phase 3 of their M City Development.

## Conclusion

The preferred solution identified through the Schedule 'B' Class Environmental Assessment Study is to extend Redmond Road from Webb Drive to Burnhamthorpe Road West, with two lanes of travel as well as sidewalks and on-street parking, as outlined in this report. The Transportation and Works Department recommends that Council endorse this preferred alternative solution for Redmond Road and that staff be directed to publish the Notice of Study Completion for this study in the local newspaper and place the PFR on the public record for a 30-day review period.

## Attachments

Appendix 1: Redmond Road Municipal Class Environmental Assessment Study - Draft Project File  
Report: Executive Summary



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

Prepared by: Gino Dela Cruz, P.Eng., Transportation Project Engineer

# Redmond Road Extension Schedule B Municipal Class Environmental Assessment

## PROJECT FILE (DRAFT)

February 2020

Prepared for: City of Mississauga

Prepared by: WSP



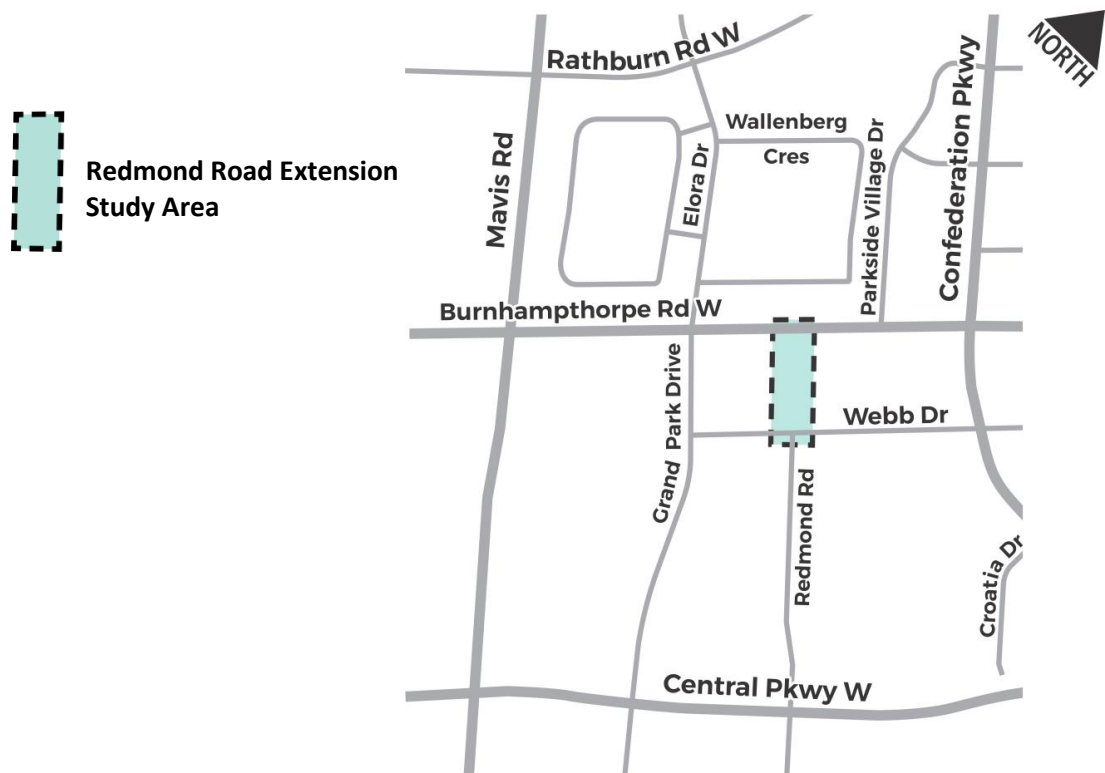
## Executive Summary

### Introduction

The City of Mississauga has completed a Municipal Class Environmental Assessment (Class EA) study to evaluate the need to extend Redmond Road from Webb Drive to Burnhamthorpe Road West. The study was carried out as a Schedule B project in accordance with the Municipal Class EA document (2000, as amended in 2015), as approved under the Ontario Environmental Assessment Act.

The Redmond Road Class EA study area is generally situated between Grand Park Drive to the west and Confederation Parkway to the east (Exhibit ES-1), within the 'M City' development, owned by Rogers Real Estate Development Limited.

### Exhibit ES-1: Study Area



### Planning Context

The planning and policy framework applicable to the Redmond Road Class EA Study was reviewed. The planning and policy framework guides infrastructure planning,

land use planning, and strategic investment decisions to support Provincial, Regional and Local objectives in growth and transportation. Plans and policies reviewed and documented included:

- A Place to Grow - Growth Plan for the Greater Golden Horseshoe
- Provincial Policy Statement (2014)
- Region of Peel Official Plan (2018)
- City of Mississauga Strategic Plan
- City of Mississauga Official Plan (2016)
- Downtown21 Master Plan (2010)
- Downtown Core Local Area Plan (2015)
- Mississauga Transportation Master Plan (2019)
- City of Mississauga Cycling Master Plan (2018)
- Rogers Real Estate Development Limited M City Master Site Plan Agreement (2015)

One of the key guiding plan/policy documents is the Downtown Core Local Area Plan (Mississauga Official Plan Amendment 8 - "MOPA 8"), which builds on the Official Plan and contains more detailed policies and schedules specific to the Downtown Core. The Downtown Core Local Area Plan (DCLAP) policies are intended to promote a high quality of urban design and urban built form. The proposed Redmond Road extension is being planned to directly support DCLAP policies.

The DCLAP goals and objectives are directly relevant to the Redmond Road Class EA study:

- ▶ Create a vibrant Downtown by strengthening the transportation system, improving linkages/access, and enhancing the pedestrian experience;
- ▶ Create a fine-grained, well-connected road network that supports multiple modes of transportation; and
- ▶ Develop an urban environment that includes high-quality public spaces.

The proposed Redmond Road extension is consistent with the following policies of the DCLAP:

- ▶ Development Objectives outlined in Section 2.1 of DCLAP provide policies intended to plan for the location of streets, provide for a high standard of urban and streetscape design, and develop/enhance of a comprehensible public/private system of pathways and open space.
- ▶ Urban Design Objectives outlined in Section 3.1 provide policies intended to, for example:
  - Encourage a built form which has a high level of physical continuity, cohesion and linkage between building;
  - Promotes urban scale land blocks, streets and built form appropriate to transit supportive and pedestrian oriented core;
  - Achieve elements of linkage to the abutting communities while ensuring compatible integration and context sensitivity; and
  - Achieve a balance of vehicular traffic and transit and active transportation needs to achieve pedestrian comfort, convenience, safety and accessibility.
- ▶ Urban Design policies for the public realm outlined in Section 3.2.1 of the DCLAP speak to the design of streets, edge boulevards and public open spaces. Again, these policies emphasize the desire to promote a high level of design tailored to the pedestrian and on-street experience.

## Existing Conditions

### Land Use

The proposed Redmond Road extension will be entirely situated on lands owned by Rogers Real Estate Development Limited and approved for development per the M City Master Site Plan Agreement (2015). The proposed Redmond Road extension between Webb Drive and Burnhamthorpe Road West has been incorporated into the planned M City Master Site Plan and the roadway will serve as a minor collector road within the development.

Land use in the broader surrounding area is a mix of established residential communities to the south (along existing Redmond Road) and to the north of Burnhamthorpe Road West. New condominium communities have developed east and west of the study area, reflecting the City's plan for high density, mixed-use developments within the downtown core, per the Downtown Core Local Area Plan.

### **Cultural Heritage**

A Cultural Heritage Assessment was conducted in support of the Redmond Road Class EA. Based on this work, there are no built heritage resources or cultural heritage landscapes within or adjacent to the Redmond Road study area.

A Stage 1 Archeological Assessment was conducted. The assessment was carried by Archaeological Research Associates Ltd (ARA) in accordance with the *Ministry of Tourism, Culture and Sport (MTCS) Standards and Guidelines for Consultant Archaeologists* (2011). The findings indicate that the Redmond Road Class EA study area has been previously assessed and/or disturbed. Therefore, no further archaeological assessment is required.

### **Natural Environment**

A Natural Heritage assessment was conducted in support of the Redmond Road Class EA. The review confirmed that there are no natural environmental features or trees within the Redmond Road Class EA study area.

### **Drainage and Stormwater**

The study area falls within the Mary Fix Creek watershed and is under the jurisdiction of the Credit Valley Conservation Authority. Mary Fix Creek is an intermittent surface water feature north of Burnhamthorpe Road. Surface water flow drops into a catch basin on the north side of Burnhamthorpe Road and reemerges south of Webb Drive, just east of Confederation Parkway West.

There are no surface water features or areas regulated under Credit Valley Conservation Authority Regulation 160/06, in the Redmond Road Class EA study area. Currently, surface water runoff from the undeveloped parcel drains as overland flow to the surrounding street network where it enters the storm sewer system.

A complete internal storm sewer system will be implemented as the block develops, which will tie into the existing storm system. Road drainage has been accounted for in the drainage design for the development. Further information regarding the M City stormwater management plan can be obtained from the City.

### **Municipal Services and Utilities**

The Region of Peel is making watermain and sanitary sewer improvements on numerous streets in the Mississauga City Centre. The Region has planned this work to improve water supply through water infrastructure upgrades, in support of

approved growth in the Mississauga City Centre. Specific work underway in the vicinity of the Redmond Road Class EA study area includes: A new 1500 mm watermain along Burnhamthorpe Road, between Grand Park Drive and Cawthra Road; and new 400 mm and 600 mm local distribution watermain planned for Webb Drive and Duke of York Boulevard, respectively. Sanitary improvements are also identified in these areas. Other local municipal services and utilities will be installed as part of the M City development. This work will be planned and designed in accordance with the City approved Master Site Plan Agreement (2015).

## **Transportation**

### ***Existing Transportation Network***

Redmond Road currently exists as a 2-lane north-south roadway between Webb Drive (in the north) and Fairview Road West (in the South). The existing road, south of Webb Drive traverses an older neighbourhood with primarily low density/ single family residential development. Other north-south transportation links in the immediate area include: Grand Park Drive and Confederation Parkway, both City collector roads. Key east-west transportation links in the area include Webb Drive and Central Parkway west, City collector roads, and Burnhamthorpe Road West, a Region of Peel arterial road.

### ***Traffic and Transportation Assessment***

An assessment of existing (2018) traffic conditions was undertaken to assess the overall transportation network performance which incorporated the study areas of all four EA studies (Redmond Road, Webb Drive, The Exchange and Kariya Drive). The micro-simulation assessment included an analysis of existing conditions and operational performance for the area bounded by Elora Drive, Webb Drive / Central Parkway West, Hurontario Street, as well as Burnhamthorpe Road West / City Centre Drive.

Results from the future (2031) traffic analysis indicated that without the Redmond Road extension from Webb Drive to Burnhamthorpe Road, traffic exiting from the M City development is expected to experience heavy delays at the adjacent intersections during the morning peak hour. Many movements are expected to operate at very congested level (i.e. Level of Service 'F') with queues backing up to the property accesses (e.g., northbound left movement at Burnhamthorpe Road and Elora Drive/Grand Park Drive intersection, northbound movements at Burnhamthorpe Road and Parkside Village Drive/Street A intersection, and southbound movements



at Webb Drive and Street A intersection). The proposed Redmond Road extension would provide an essential connection between the M City development and the overall road network.

### **Problems and Opportunities**

Based on a review of the planning context and policy framework and the existing traffic conditions, safety issues and multi-modal transportation deficiencies, the following problems and opportunities have been identified:

- ▶ Downtown Mississauga is transitioning to an urban, high-density, mixed use community that is oriented toward pedestrian mobility and access to public transit;
- ▶ A key objective of the City's Downtown Core Local Area Plan is to create complete communities that have a compact urban form, are walkable and provide convenient access to a variety of land uses and public transit;
- ▶ A new north-south collector road is needed for the M City community to provide access within the community as well as into and beyond the downtown;
- ▶ A new roadway will provide additional routing in the downtown and make for more pedestrian-friendly environment;
- ▶ There is an opportunity to contribute to a vibrant urban core through the creation of high-quality public realm/pedestrian environment that supports street-level commerce and encourages street activity.

### **Problem and Opportunity Statement:**

A new City of Mississauga collector road is required to provide north-south access and connectivity within the planned M City community. A new segment of Redmond Road will facilitate multi-modal movement between the internal road system and the surrounding road network. The new road will also provide for on-street parking and a vibrant pedestrian environment to support street-level commercial uses. The proposed Redmond Road extension will support the City's vision for Downtown Mississauga that includes: a high-density, dynamic urban core with smaller block sizes, fine-grained street network with a high-quality public realm and a range of transportation choices.

### Alternative Solutions

Phase 1 of the Municipal Class EA process involves the identification of the transportation problems and opportunities to be addressed by the study and Phase 2 involves the identification and evaluation of a range of possible solutions or 'planning alternatives'. The following Alternative Solutions are being considered to address the Problems and Opportunities:

1. Do Nothing: Maintain existing transportation system within the study area i.e. new development would require an internal road network to connect with other collector or arterial roads.
2. Manage Transportation Demand: Improve access within the downtown by: discouraging single-occupant vehicles and encouraging carpooling; shifting travel demand to off-peak hours; and encouraging walking, cycling and transit use.
3. Improve Other North-South Routes: Upgrade parallel roads such as Grand Park Drive or Confederation Parkway to meet transportation needs.
4. Extend Redmond Road: Redmond Road as a 2-lane road from Webb Drive to Burnhamthorpe Road.

The alternative planning solutions were assessed in their ability to reasonably address the problems and opportunities. Criteria were developed to guide the assessment process so that transportation planning, technical and environmental (socio-economic, community and cultural / heritage) conditions were all factored into the recommendation.

The assessment of alternatives employed a reasoned argument approach which assesses the potential impacts of each alternative and then compares the relative significance of the impacts among the alternatives to select the recommended solution. A summary is provided in Exhibit ES-2.

**Exhibit ES-2: Summary of the Evaluation of Alternative Planning Solutions**

	Alternative 1	Alternative 2	Alternative 3	Alternative 4
Category	Do Nothing	Manage Transportation Demand	Upgrade Parallel Roads	Extend Redmond Road
Transportation and Technical	<ul style="list-style-type: none"> <li>- Does not address Problems and Opportunities</li> <li>- Not consistent with City planning policies to create a finer-grained street network</li> <li>- Does not improve network connectivity</li> </ul>	<ul style="list-style-type: none"> <li>- May result in some shift in travel demand to improve road operations.</li> <li>- Does not address the primary transportation problem of the need for a finer grid collector road network</li> </ul>	<ul style="list-style-type: none"> <li>- Would provide additional north-south traffic capacity in other corridors</li> <li>- Not consistent with City planning policies to create a finer-grained street network</li> <li>- Does not address local transportation needs within the M City community or improve network connectivity</li> </ul>	<ul style="list-style-type: none"> <li>- Consistent with City planning policies to create a finer-grained street network</li> <li>- Addresses anticipated transportation needs</li> <li>- Improves network connectivity for all users</li> <li>- Improves road operations and safety</li> <li>- Enhances access to transit and downtown walkability</li> </ul>
Socio-Economic Environment	<ul style="list-style-type: none"> <li>- No property required</li> <li>- Does not create access to new community or support mixed-use development</li> <li>- No opportunity to improve walkability and enhance access to transit</li> </ul>	<ul style="list-style-type: none"> <li>- No property required</li> <li>- Although supportive of transit, cycling and pedestrian activities, this does not provide the specific infrastructure needed within the study area to support or enhance these forms of transportation.</li> </ul>	<ul style="list-style-type: none"> <li>- Potentially significant property impacts along other corridors</li> <li>- Does not address problems and opportunities within the study area</li> <li>- Does not meet the multi-modal mobility needs of the M City community</li> <li>- Does not support economic development within the study area</li> </ul>	<ul style="list-style-type: none"> <li>- Supports mobility for all modes within local community and in downtown</li> <li>- Provides opportunity to enhance streetscape</li> <li>- Prioritizes a high quality pedestrian environment</li> <li>- Provides for on-street parking to support mixed-use development and street-level commercial uses</li> </ul>
Natural Environment	<ul style="list-style-type: none"> <li>- Not applicable, no natural environmental features are present.</li> </ul>	<ul style="list-style-type: none"> <li>- Not applicable, no natural environmental features are present.</li> </ul>	<ul style="list-style-type: none"> <li>- Not applicable, no natural environmental features are present.</li> </ul>	<ul style="list-style-type: none"> <li>- Not applicable, no natural environmental features are present.</li> <li>- Provides sustainable transportation choices to reduce vehicle use.</li> </ul>
Cultural Environment	<ul style="list-style-type: none"> <li>- No potential archaeological impacts</li> <li>- No cultural heritage resources identified</li> </ul>	<ul style="list-style-type: none"> <li>- No potential archaeological impacts</li> <li>- No cultural heritage resources identified</li> </ul>	<ul style="list-style-type: none"> <li>- Other corridors would require assessment.</li> </ul>	<ul style="list-style-type: none"> <li>- No potential archaeological impacts</li> <li>- No cultural heritage resources identified</li> </ul>
Evaluation Result	Not Preferred	Already Being Implemented Through City Policies	Not Preferred	Preferred

### **Preferred Planning Solution**

Based on the results of the evaluation, Alternative 4, Extension of Redmond Road, is preferred because it fully addresses the Problems and Opportunities by:

- ▶ Supporting the creation of an urban environment that meets planning objectives, network connectivity and access;
- ▶ Fully addressing the City's transportation objectives by creating a fine-grained downtown street network;
- ▶ Providing a new north-south collector road within the planned M City community;
- ▶ Providing redundancy in the road network for all vehicles;
- ▶ Creating smaller, more walkable blocks that enhance pedestrian access to transit;
- ▶ Supporting a mixed-use community by offering high-quality pedestrian environment and street-parking for street-level commerce.

Alternative 1 does not address any of the Problems and Opportunities. Alternatives 2 and 3 only partially address the Problems and Opportunities and do not contribute to a fine-grained street network that supports community growth, improved pedestrian options and access to transit.

### **Future Transportation Conditions**

In general, future traffic conditions are not likely to change significantly and operations will not improve with the extension of Redmond Road, given the expected growth in the downtown core. Traffic modeling indicates that the proposed Redmond Road extension would provide north-south access and connectivity within the planned M City community.

It is important to note that the City's objectives of the Downtown Core Local Area Plan are to prioritize the development of a complete community with a compact urban form that is walkable and convenient to public transit and the cycling network.

MiWay Transit currently operates on the road network around Redmond Road, including Webb Drive, Burnhamthorpe Road, Grand Park Drive. MiWay has

confirmed that there are no plans to extend local transit onto the proposed new segment of Redmond Road.

The City of Mississauga Cycling Master Plan (2018) does not include plans for dedicated cycling facilities on Redmond Road. However, there will be access to the surrounding cycling network which includes: multi-use path on Burnhamthorpe Road; existing bike lanes on Webb Drive; and existing dedicated and shared facilities on Grand Park Drive.

### **Road Design Concept**

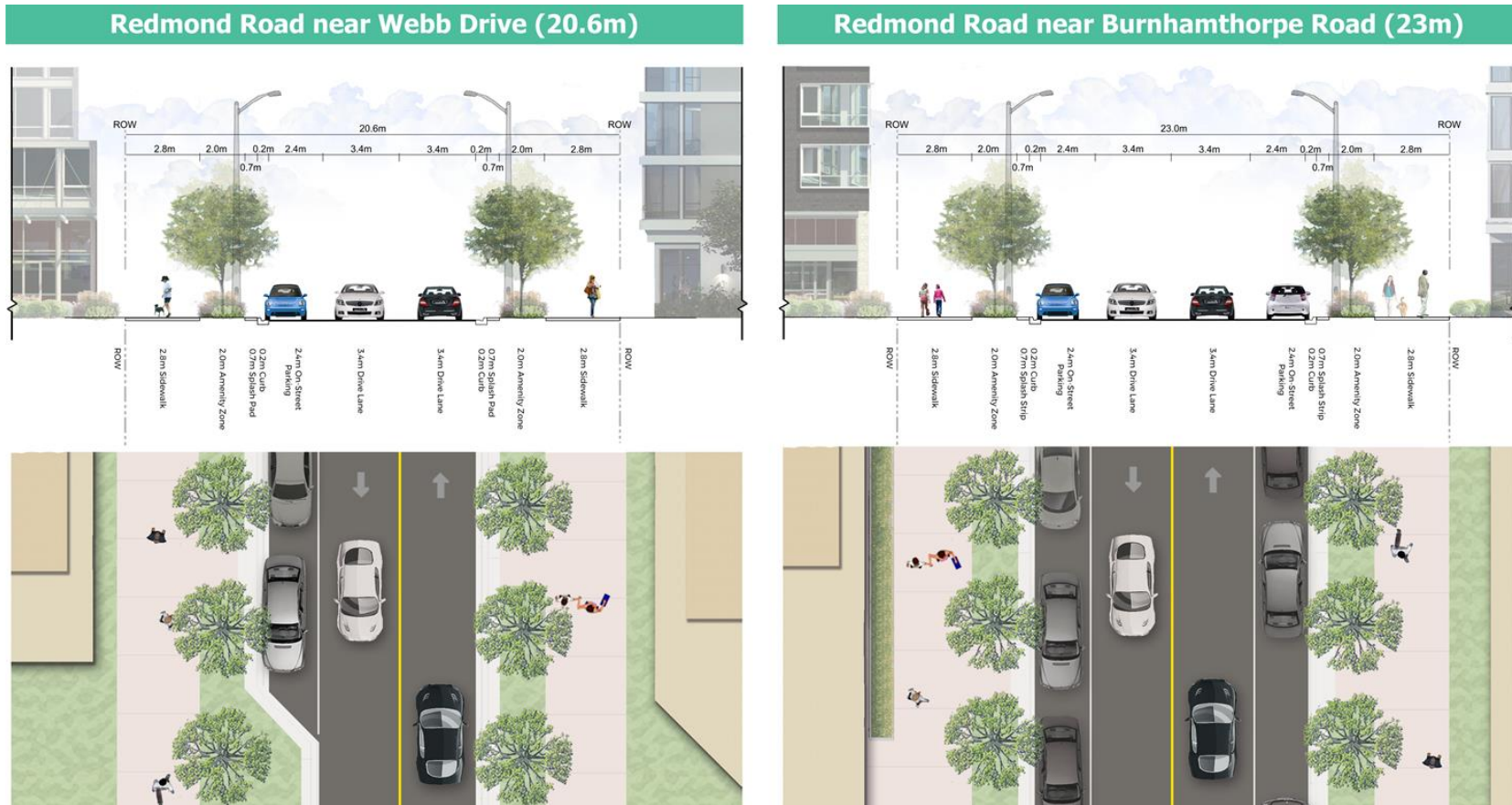
A design concept was developed for the Preferred Planning Solution to extend Redmond Road. The design concept was developed for illustrative purposes only and is subject to refinement during future design phases.

Exhibit ES-3 depicts the proposed typical road cross-sections, which are based on the City's Standard City Centre Cross-Section. Two variations on the cross-section are proposed to reflect the proposed road rights-of-way. Exhibit ES-4 depicts the road alignment concept.

It is anticipated that the road design will be completed by Rogers Real Estate Development Ltd. as part of the M City development phasing. The design will be subject to further review and approval by City staff. The following design aspects will be of particular interest:

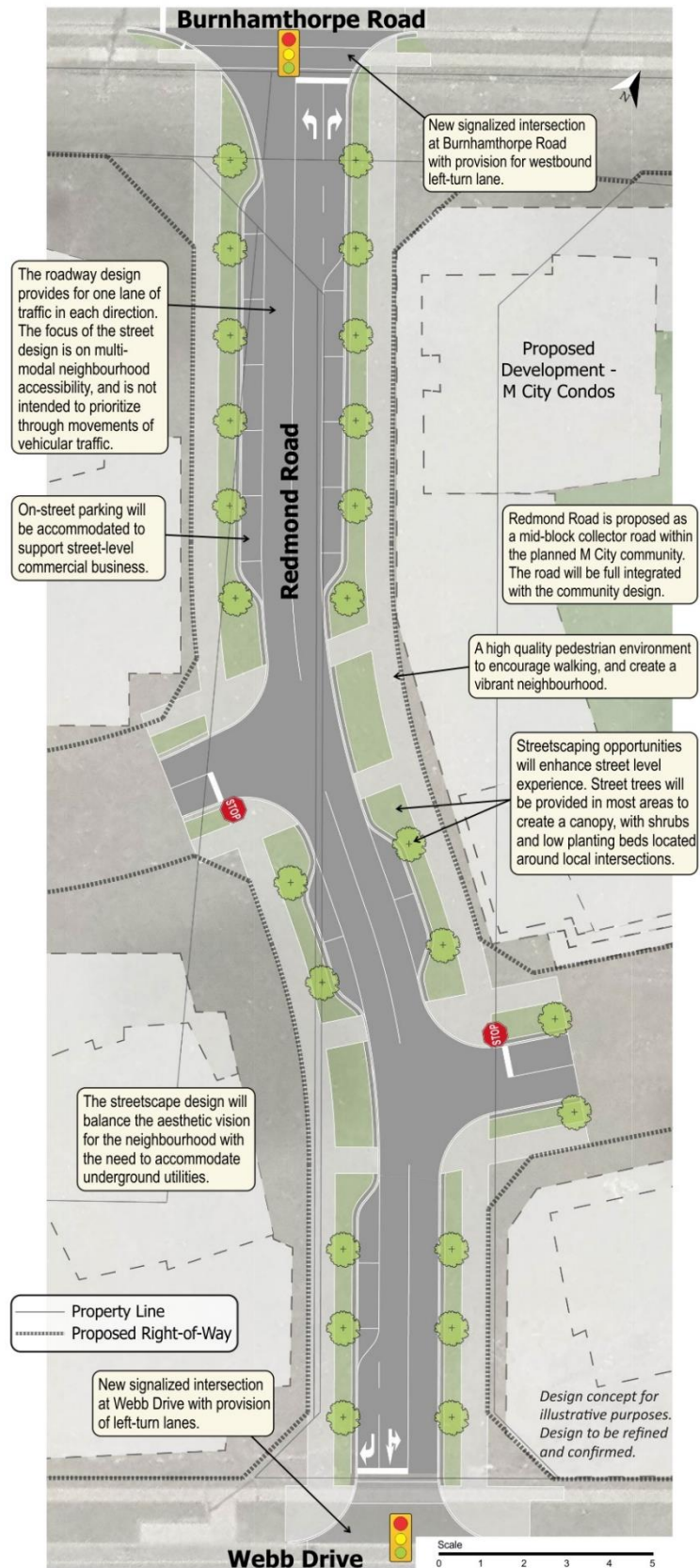
- ▶ The use of the City of Mississauga Standard City Centre Road Cross-Section will ensure appropriate space is available for underground utilities, street trees and sidewalk. However, some details of the road cross-section may be subject to minor adjustments during the design phase.
- ▶ Traffic operations including turning lane requirements and storage length at Webb Drive and Burnhamthorpe Road.
- ▶ Design of on-street parking, while maintaining appropriate clearance at intersections.
- ▶ Design of mid-block intersections.
- ▶ Streetscape design based on the Master Site Plan Agreement (2015) and further review/approval of City staff.



**Exhibit ES-3: Redmond Road Cross-Sections**

### Exhibit ES-4: Redmond Road Design Concept

Note: Streetscape depiction is conceptual only. Green areas are identified for future streetscape design and do not imply the presence of sod. Location of streetscape is subject to further design and integration with building location, utilities and on-street parking considerations.



## Consultation

### **Key Points of Contact**

External agencies, utilities, emergency service providers, and residents and business owners were contacted directly at key points during the study and requested to provide input to the study and feedback on the decision-making process. The key points of contact are listed in Exhibit ES-5.

A direct mailing list of residents and businesses, within the defined catchment area, agencies and utilities was developed at the outset of the study. The catchment area for property owners was defined as approximately 300 m on either side of Redmond Road within the study area. The mailing list continued to be updated based on feedback received through the study.

Members of the general public were made aware of the study through notifications in the local newspapers and invited to contact the project team to join the project mailing list. Members of the public requesting to be on the mailing list received direct notification of subsequent study milestones at the key points of contact.

A dedicated website and email address were established through the City of Mississauga's website at the outset of the study.

Various Public Information Centre (PIC) materials were made available on the website (e.g. Notices, display material and comment sheets). All notices and study materials contained the dedicated project team email address to facilitate direct contact from interested members of the public.

The potential need for formal Indigenous community engagement was explored with the Ministry of Environment, Conservation and Parks (MECP). In correspondence dated January 18, 2019, MECP confirmed that, given the urban downtown setting, the absence of natural features and watercourses, Indigenous communities were unlikely to have an interest in the study and direct outreach was not required.

### Exhibit ES-5: Key Points of Public Contact

Date	Notification	Purpose
<b>Notice of Study Commencement</b> December 4, 2018	<ul style="list-style-type: none"> <li>- Letter sent to property owners / mailing list – December 4, 2018</li> <li>- City project website – December 4, 2018</li> <li>- The Mississauga News – December 6 and December 13, 2018</li> <li>- Letters and Response Forms sent to agencies and utilities – December 10, 2018</li> <li>- Letter and Streamlined EA Project Information Form sent to MECP – December 12, 2018</li> </ul>	To introduce and invite participation in the study and to request any preliminary comments or pertinent information.
<b>Public Information Centre</b> June 12, 2019	<ul style="list-style-type: none"> <li>- Postcard notices sent to property owners / mailing list – May 27, 2019</li> <li>- City project website – May 31, 2019</li> <li>- City website – June 3, 2019</li> <li>- The Mississauga News – June 6, 2019</li> <li>- PIC Display materials posted on City website on June 13, 2019</li> </ul>	To notify and invite interested parties to attend the first Public Information Centre on June 12, 2019 to review information and provide input regarding: the problem and opportunities being addressed, the collection of background information, the evaluation of planning alternatives and early design concepts.
<b>Notice of Study Completion</b> [TO BE COMPLETED]	<ul style="list-style-type: none"> <li>- Letters sent to property owners / mailing list – TBC</li> <li>- Letters sent to agencies and utilities – TBC</li> <li>- City project website – TBC</li> <li>- The Mississauga News – TBC</li> </ul>	To announce the completion of the Class EA Study and notify interested parties of the 30-calendar review period for the Environmental Study Report.

### Agency Consultation

The list of technical agencies was assembled based on previous City of Mississauga Class Environmental Assessment studies and Ministry of the Environment, Conservation and Parks (MECP) Government Review Team (GRT) list. External 'agencies' (including regulatory/review agencies, utilities and emergency service providers) were first notified of this Class EA study through written correspondence

on December 10, 2018 which included a copy of the Notice of Study Commencement and a Response Form. A summary of Agency comments received throughout the study and course of action taken by the Project Team, as appropriate, is provided in Exhibit ES-6.

#### **Exhibit ES-6: Agency Comments**

Agency Comment	Course of Action
<p>Ministry of Natural Resources and Forestry Email dated: January 2, 2019 I have received your letter regarding four proposed road extensions in Mississauga. There was no attached notice with a key plan. Please provide.</p>	<p>Notice of Commencement was provided via email.</p>
<p>Ministry of Natural Resources and Forestry Email dated: January 3, 2019 Natural areas to be affected will need to be searched for Butternut trees of all sizes, including seedlings, within 25 metres from proposed works. The woodland areas to be affected will need to be outlined and, if they are at least 0.5 ha averaging at least 30 metres in width with some native oak or maple species, assessed for potential as habitat for endangered bat species (Little Brown Myotis, Northern Myotis, Tri-coloured bat).</p>	<p>An assessment of the natural environment was completed as part of this study.</p>
<p>Ministry of the Environment, Conservation and Parks Letter dated: January 18, 2019 Response to Notice of Commencement providing guidance on consultation with Indigenous Communities.</p>	<p>Given the nature of this project and the existing land uses in the area, separate notification for Indigenous Communities was not required.</p>
<p>Ministry of Natural Resources and Forestry Emailed dated: June 6, 2019 We have received the Notice of Public Information Centre for this project. If you have any questions regarding natural features/systems or impacts on them, please let us know.</p>	<p>No action required.</p>
<p>Region of Peel Public Health Email dated: June 12, 2019 Thank you for sharing the notice of PIC for the environmental assessment process for Redmond Road, Webb Drive, The Exchange and Kariya Drive. We would like to request digital copies of information being shared at tonight's PIC, including the presentation, so that we may review and provide comments.</p>	<p>PIC materials were provided via email on June 17, 2019.</p>



### **Public Information Centre**

A Public Information Centre (PIC) was held on June 12, 2019 from 5:30 pm to 7:30 pm in the Great Hall at the Mississauga Civic Centre, located at 300 City Centre Drive in Mississauga.

The purpose of the PIC was to provide stakeholders and interested members of the public with an opportunity to view study information including project background, the Municipal Class EA process, planning and policy context, assessment and evaluation of alternative planning solutions and the selection of a preliminary preferred solution. A design concept was presented of the preliminary preferred solution, for illustrative purposes.

Twelve people signed in at the PIC. Attendees included local residents / property owners, stakeholders, and staff from the Peel District School Board and City of Mississauga. The PIC materials were made available on the City's website the day after the PIC.

One comment was received via hard copy at the PIC. No additional comments were received during the comment period, ending July 5, 2019. The written comment that was received is provided in Exhibit ES-7, along with the how the feedback was considered in this study. Sensitive information such as names and contact information have been removed.

#### **Exhibit ES-7: Public Feedback Received at the Public Information Centre**

<b>Comments</b>	<b>How the feedback has been considered in this study</b>
Add at least 2 overpasses or underpasses to help alleviate traffic, i.e. Mavis & Burn / Burn & Confederation Pkwy. Replace proposed lights @ Redmond & Webb with stop signs.	Any improvements to Burnhamthorpe Road are outside the scope of the Redmond Road Class EA study. The purpose of this Class EA is to confirm the project need and recommend a preferred planning solution. All aspects of the design, including specific intersection configuration, will be finalized during detailed design.

### **Stakeholder Consultation**

The proposed Redmond Road extension is located entirely within the M City development and has been previously conceptualized as part of the Master Site Plan Agreement (2015). As such, Rogers Real Estate Development Ltd. has a direct stake

in the planning for the Redmond Road and will be responsible for the future design and implementation of this road as part of the M City development.

A meeting was held with Rogers' representatives on May 30, 2019. Minutes are on file with City staff. A summary of the meeting is provided below:

- ▶ A meeting was held with Rogers' representatives on May 30, 2019, at the City of Mississauga, 201 City Centre Drive.
- ▶ The purpose of the meeting was to introduce the study, review early design concepts, discuss stakeholder questions and concerns, and review next steps.
- ▶ During the meeting it was noted that the design concept was based on the streetscape character described in the Master Site Plan Agreement (2015).
- ▶ Rogers reviewed their timeframes for the next phase of development and confirmed that the completion of the Redmond Road Class EA was on the critical path to their construction phasing.
- ▶ Following the meeting, Rogers provided comments related to the preliminary design of the design concept. Preliminary design is outside of the scope of the Schedule B Class EA process. No further comments about the study process or design concept were received.

### **Mitigation and Commitments to Further Work**

As noted above, it is anticipated that the road design will be completed by Rogers Real Estate Development Ltd. as part of the M City development phasing. The design will be subject to further review and approval by City staff. While some commitments to further work are highlighted below, it is beyond the scope of this Project File to identify all potential future commitments specifically, since these will be subject to ongoing review and approval processes between Rogers and the City of Mississauga.

### **Integration with M City Development**

Design of the Redmond Road extension will proceed in coordination with the M City development phasing. M City development is subject to the Master Site Plan Agreement (2015) with the City of Mississauga as well as other development requirements/approvals.

Property conveyance will be finalized, as necessary, per the Master Site Plan Agreement (2015).

Excess Soil Management and Sediment and Erosion Control measures will be implemented per Master Site Plan Agreement and other City of Mississauga requirements.

Streetscape design will be completed per the Master Site Plan Agreement and any other requirements/approvals, in consultation with City staff.

### **Drainage and Stormwater Management**

The stormwater management design will appropriately manage water quality and quantity per applicable City of Mississauga and Credit Valley Conservation design criteria. A Ministry of Environment, Conservation and Parks Environmental Clearance Approval (ECA) permit may be required for the new storm sewer system.

### **Utilities**

The City and Rogers Real Estate Development Ltd. will engage with Alectra, Peel Region and private utility companies to determine needs and coordinate design and installation. Requirements are outlined in the Master Site Plan Agreement (2015).

### **Noise and Vibration**

The potential for Noise Sensitive Areas (NSAs) in close proximity to the proposed Redmond Road extension was reviewed. There are no NSAs immediately adjacent to roadway since the setting is within vacant land that is planned for a new condominium community. Nearby existing condominium towers on Grand Park Drive and Confederation Parkway will be blocked from Redmond Road by new towers. Any potential NSAs located to the north for the study area, on Wallenberg Crescent, back onto Burnhamthorpe Road. Noise levels in the rear yards will be dominated by Burnhamthorpe Road and not Redmond Road. Based on this review, a noise assessment for Redmond Road was deemed to be not warranted.

The potential for construction noise issues will be further reviewed during detailed design when construction methodology and schedule is fully developed. Construction activities will conform to the City of Mississauga Noise Control By-Laws.

There is no existing land uses which are considered to be highly sensitive to vibration impact (e.g. sensitive equipment such as electron microscopes, or laboratory with sensitive scientific equipment, etc.).

Once constructed, the main source of vibration from Redmond Road would be from truck traffic. However, vehicles with pneumatic tires generally do not create significant levels of vibration except at very short distances. This road will function as a minor collector road serving only the local community and truck traffic volumes will be low, as such, vibration levels to the community are not expected to be perceptible or significant.

Some construction activities associated with the road building may at times create vibration levels that are perceptible at nearby land uses. However, the vibration levels produced by the anticipated construction activities will not be large enough to cause structural damage. The potential vibration generated by the building of the road and the surrounding community should be reviewed in detailed design, once construction methodologies and scheduling are developed.

### **Air Quality**

During construction of the roadway, emissions sources will include construction equipment engines and air borne dust from construction vehicles travelling over exposed soils/unpaved surfaces. These impacts will be temporary, during construction. Due to the temporary nature of construction activities, there are no air quality criteria specific to construction activities. Construction emissions can be mitigated by appropriate maintenance of equipment and proper phasing that minimizes activity on unpaved surfaced.

The Environment Canada “Best Practices for the Reduction of Air Emissions from Construction and Demolition Activities” document provides several mitigation measures for reducing emissions during construction activities. Mitigation techniques discussed in the document include material wetting or use of chemical suppressants to reduce dust, use of wind barriers, and limiting exposed areas which may be a source of dust and equipment washing.

Ministry of Environment, Conservation and Parks (MECP) recommends that non-chloride dust suppressants be applied. MECP also recommends referring to the following publication in developing dust control measures: Cheminfo Services Inc. Best Practices for the Reduction of Air Emissions from Construction and Demolition Activities. Report prepared for Environment Canada. March 2005.

### **Sustainability**

The Downtown Core is located within a major designated growth area and identified as an Anchor Hub in the Regional Transportation Plan. The City's objective is to create a high quality, pedestrian friendly, human scaled environment that attracts lasting public and private investment in the Downtown to support existing and planned infrastructure, particularly higher order transit.

The Redmond Road extension is part of this integrated plan to transform the downtown into a sustainable, compact mixed-use area with multi-modal transportation options that seek to reduce single occupant vehicle use by creating a live-work-play community, linked to a multi-tier public transit system.

The existing road pattern is made up of super blocks. An expanded road network is proposed that will create an urban pattern of development blocks that are walkable in scale and well connected. The new road network will result in urban scaled blocks, providing routing options for vehicular, servicing and goods movement, pedestrian and cycling movement within the Core. The scale of the streets is to be narrower with special attention paid to the public realm.



# City of Mississauga Corporate Report



<p>Date: February 12, 2020</p> <p>To: Chair and Members of General Committee</p> <p>From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: February 26, 2020</p>
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## Subject

**The Regional Municipality of Peel Road Maintenance and Repair Agreement Extension**

## Recommendation

That a by-law be enacted to authorize the Commissioner of Transportation and Works and the City Clerk to execute, on behalf of The Corporation of the City of Mississauga, a Third Amending Road Maintenance and Repair Agreement with the Regional Municipality of Peel, in a form satisfactory to the City Solicitor, as outlined in the report from the Commissioner of Transportation and Works, dated February 12, 2020 and entitled "The Regional Municipality of Peel Road Maintenance and Repair Agreement Extension".

## Report Highlights

- The existing Road Maintenance and Repair Agreement between the City of Mississauga (the "City") and the Region of Peel (the "Region") has expired.
- The City is currently participating in the Road Access Control and Operational Efficiencies (RACOE) staff working group.
- An amending agreement is required to extend the term of the existing agreement for a two year period ending on December 31, 2021.

## Background

The City and the Region of Peel previously entered into an agreement that was executed in January 2009, which expired in December 2013, for the maintenance and repair of three regional roads by the City (the "Agreement"). These roads included Regional Road 17 (Cawthra Road), Regional Road 20 (The Queensway), and Regional Road 19 (Winston Churchill Boulevard between Lakeshore Road and Dundas Street West). A map showing the locations of the roads listed above has been attached as Appendix 1: Schedule A.

The Agreement specifies that the City performs maintenance activities on behalf of the Region in accordance with Regional Road Standards on the above-noted roads. Typical maintenance activities include pothole patching, depression and settlement repairs, guiderail repairs, snow plowing, snow removal, salting, spring cleanup and traffic signage. The Agreement has served the City and the Region well and there are no issues in the continuation of this Agreement. A copy of the Region's levels of service has been attached as Appendix 2: Schedule B.

A first amending agreement was entered into extending the term to December 31, 2017. The City and the Region entered into a second amending agreement, dated January 11, 2018 whereby the Agreement was extended and amended, with its extended term having now ended on December 31, 2019.

## **Present Status**

As the Agreement has now expired as of December 31, 2019, the City and the Region wish to enter into a third amending agreement, which shall extend the term for a further two-year period commencing on January 1, 2020 and ending on December 31, 2021. The amending agreement will also accommodate required updates to the schedules. The Transportation and Works Department therefore recommends that the Third Amending Road Maintenance and Repair Agreement with the Region be approved to achieve this extension.

## **Comments**

The Region and the City wish to extend the term of the Agreement beyond December 31, 2019 as cumulatively provided for in the Amending Agreement and the Second Amending Agreement. The significant terms of the Third Amending Road Maintenance and Repair Agreement ("Third Amending Agreement") are as follows:

- The Third Amending Agreement shall be to extend the term of the Agreement for a further term commencing on January 1, 2020 and ending on December 31, 2021 (the "2020 Extended Term").
- The Third Amending Agreement shall also further update the attached schedules to the extent necessary.
- In the event the parties are able to negotiate and finalize a new agreement during the 2020 Extended Term relating to the maintenance obligations outlined in the Agreement, this Third Amending Agreement shall terminate automatically upon execution of such new agreement.
- Except as otherwise provided in the Third Amending Agreement, all other terms and conditions of the Agreement, Amending Agreement, and Second Amending Agreement remain unchanged, unmodified and in full force, and effect with time continuing to be of the essence.

Both the Transportation and Works Department and Legal Services Staff of the Corporate Services Department have reviewed the Third Amending Agreement and find the conditions acceptable.

The City is participating in the Road Access Control and Operational Efficiencies working group which consists of staff members from the Region of Peel, City of Brampton, Town of Caledon, and City of Mississauga. The working group is investigating opportunities to improve on the effective and efficient utilization of resources between municipalities while ensuring that a consistent level of service is maintained from a corridor perspective. The final outcomes from this working group may impact the details of the Agreement. As such, amending agreements are prepared to extend the term of the existing Agreement until the any final recommendations are received and approved.

## Financial Impact

The proposed Third Amending Road Maintenance and Repair Agreement with the Region of Peel does not have a financial impact to the City. All activities performed by the City on behalf of the Region are 100 percent recoverable from the Region in accordance with the agreement.

## Conclusion

The City and the Region of Peel previously entered into an Agreement that was executed in January 2009, which expired in December 2013, for the maintenance and repair of three regional roads by the City. A first amending agreement extended the term to December 31, 2017. The City and the Region entered into a second amending agreement in 2018 which ended on December 31, 2019. The City and the Region now wish to enter into a third amending agreement, which shall extend the term for a further two-year period commencing on January 1, 2020 and ending on December 31, 2021

## Attachments

Appendix 1: Schedule A

Appendix 2: Schedule B



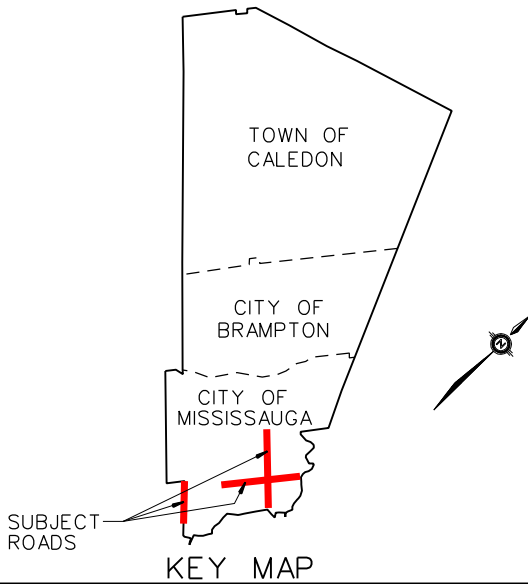
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Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works

Prepared by: Scott Holmes, Sr. Manager Works Administration, Operations & Maintenance

## SCHEDULE 'A'

PEEL - MISSISSAUGA  
ROAD MAINTENANCE AGREEMENT  
WARD 1, 2, 3, 4 & 7  
CITY OF MISSISSAUGA



Peel Level of Service Maintenance Activities that have a Provincial Minimum Maintenance Standard

Roadway Winter Maintenance				Designated Bicycle Lane Winter Maintenance				Weather monitoring		Roadway Maintenance															
Winter Snow Accumulation				Snow & Ice Accumulation				October 1 to April 30	May 1 to Sept 30	Potholes						Shoulder Drop Off		Debris/ Litter Pick up	Roadway Surface Cracks			Surface Discontinuities			
Spreading and Plowing				Anti-icing, Spreading and Plowing				Current and forecast		Paved Surface			Paved & non paved shoulder			Depth (in cm) for a distance of 20m	Time (in days)	ime (in hour	Width (in cm)	Depth (in cm)	Time (in Days)	Heigh t (in cm)	Time (in days)	Bridge deck	
Accumulation (cm) greater than or equal to	Time (in hours)	Icy formation prevention (in hours)	Treatment of Ice (in hours)	Accumulation (cm) greater than or equal to	Time (in hours)	Icy formation prevention (in hours)	Treatment of Ice (in hours)	Time (in hours)		Surface area (in cm2)	Depth (in cm)	Time (in Days )	Surface area (in cm2)	Dept h (in cm)	Time (in Days)										
Minimum Maintenance Standard (MMS)	2.5	4	6	3	2.5	8	6	3	3 times - once per shift or once per calendar day; 24 hours preceeding an alledged formation of ice or accumulation of snow	Once per calendar day	600	8	4	1500	8	7	8	4	Deploy resources, as soon as practicable after becoming aware	5	5	30	5	2	If exceeds 5cm - deploy resources as soon as practicable after becoming aware of the fact to repair
	Maintain as bare as possible throughout winter precipitation event (Enhancement to MMS)**	4	6	3	2.5	8	6	3	4 times per calendar day; 24 hours preceeding an alledged formation of ice or accumulation of snow	Twice per calendar day	600	8	4	1500	8	7	8	4	Deploy resources, as soon as practicable after becoming aware	5	5	30	5	2	If exceeds 5cm - deploy resources as soon as practicable after becoming aware of the fact to repair
Scheduled Routine Maintenance	Anti-icing ahead of frost events and weather events, not applied if salt application applied in previous 48 hours or temperatures below - 10C																Resurfacing and adding granular is completed annually in construction season - 2 continuous grading cycles per year	Once in Spring and ahead of grass cutting activity				Permanent repairs completed in construction season			

N/S = No Standard

**Enhance Peel Level of Service**

\*\* Bare pavement means in winter conditions, the pavement surface is maintained as bare as possible throughout winter precipitation event and returning pavement to bare condition within 4 hours once the precipitation has stopped. Peel aims to proactively achieve a bare pavement by utilizing anti-icing technique, monitoring weather conditions and use the snow fencing in areas of drifting snow.

\*\*\*Level One Regulatory Signs as per MMS

1. Checkerboard
2. Curve sign w/it
3. Do not enter
4. Load Restrict
5. Low Bridge
6. Low Bridge Atr
7. One Way
8. School Zone S
9. Stop
10. Stop Ahead
11. Stop Ahead, New
12. Traffic Signal Ahead, New
13. Two-Way Traffic Ahead
14. Wrong Way
15. Yield
16. Yield Ahead
17. Yield Ahead, New

	Structure Maintenance					Patrol		Roadside Maintenance			
	Bridge Deck					Roadway Patrol		Sign Maintenance		Luminaries	
	Surface area (in cm2) - Spalls	Depth (in cm) Spalls	Time (in Days) For repair of spalls	Inspection	Time (in Days) For Graffiti	Winter	Summer	Regulatory signs (on list below***)	All other Regulatory and warning signs (Days)	Time (in Days)	
<b>Minimum Maintenance Standard (MMS)</b>	600	8	4	N/S	N/S	Same as summer unless there is a probability of snow accumulation on roadways, ice formation on roadways or icy roadways then it is performed at intervals deemed necessary by the municipality to check for such conditions.	3 times every 7 days	As soon as practicable	7	Once per calendar year, with each inspection taking place not more than 16 months from the previous inspection. 3 or more consecutive on same side of highway and or 30% of highmast in any KM of highway are to be repaired within 7 days	
<b>Responsive (Reactive) Maintenance</b>	600	8	4		Graffiti removal within 30 days after becoming aware; unless of sensitive nature which will be dealt with as soon as practicable	October 1st to November 1st	Respond to weather	Response within 1 hour of becoming aware	7	Contact Traffic Engineering as soon as practicable after becoming aware	
<b>Scheduled Routine Maintenance</b>	Wash bridge deck annually in Spring			Visual inspection annually in Spring; Engineering inspection every 2 years		<b>Once per 24 hours/ 7 days a week (Enhancement to MMS) November to April 15</b>	<b>4 times every 7 days (Enhancement to MMS)</b>	Straighten signs once per year	Straighten signs once per year		



Peel Specific Level of Service Standards (no existing Minimum Maintenance Standards for these activities)

	Winter Maintenance			Storm Maintenance			Roadside Maintenance					
	Snow Removal	Snow Clearing	Spring Clean Up	Catch Basin		Storm Sewer	Urban Mowing	Rural Mowing	Debris/ Litter Pick up	Tree Removal	Brush Cutting	Weed Control
	Time (in hours)	Time (in hours)	Time (in Days)	Inspection and cleaning Time (in Days)	Maintenance Time (in Days)	Maintenance Time (in Days)	Time (in cuts)	Time (in cuts)	Time (in hours)	Time (in days)	Time (in days)	Time (in days)
MMS	N/S	N/S	N/S	N/S	N/S	N/S	N/S	N/S	N/S	N/S	N/S	N/S
Responsive (Reactive) Maintenance	Priority Areas: •Sight line – removed as soon as practicable post event; •Pedestrian Safety- (High pedestrian traffic passage) removed as soon as practicable post event; ; •Structures - if storage is limited, ahead of the next storm or as soon as practicable post event; •Underpass - if storage is limited, ahead of the next storm or as soon as practicable post event; •Roadside windrows - where roadside storage is limited, ahead of the next storm or as soon as practicable post event.	After snow plowing operations are complete, situations that pose hazard or risk to the travelled portion of the roadway are cleared as soon as practicable after becoming aware.		Flooding or 5cm+ standing water respond immediately; Hazard marked and temporary repairs completed within 24 hours after becoming aware and repaired within 90 days.	Hazard marked and temporary repairs completed within 24 hours after becoming aware and repaired within 90 days.	Flooding or 5cm+ standing water respond immediately after becoming aware;	Within 7 days of request, (Outside of scheduled cuttings)	Within 7 days of request (Outside of scheduled cuttings)	Deploy resources, as soon as practicable after becoming aware	Hazards responded to immediately after becoming aware. Full clean up achieved within 7 days	Hazards responded to immediately after becoming aware. Full clean up achieved within 7 days	Based on findings and responded to only by Certified Staff Weed Control Inspector.
Scheduled Routine Maintenance		Install plough markers annually in Fall	Annually at the end of winter maintenance; 1 cycle per season Material swept to the road surface for pick up shall remain on no greater than 48 hours, and shall not constitute a hazard to the road users.	1/3 of the system cleaned once per year in Fall. Failed asset, permanent repaired within 90 days after becoming aware	Scheduled based on priority ranking, during construction season.	Silt and debris removed when accumulations cause back ups under normal conditions.	12 cuts per season starting in May.	Twice per year - Summer months 1st cut mid-July, 2nd cut by end of September	Once in Spring and prior to each Urban mowing cut	Non-hazardous trees removed as scheduled.	Non-hazardous within 90 days of becoming aware.	

	Roadside Maintenance								Roadway Maintenance			
	Maintenance Strips	Routine Shoulder	Shoulder Washouts	Sound Barrier	New Sign Install	Mailbox Repair	Safety Barrier		Maintenance Hole Repair	Curb and Gutter Repair	Summer Sweeping	Pavement Retrace
	Time (in days)	Time (in hours)	Time (in days)	Time (in Days)	Time (in days)	Time (in Days)	Inspection Time (in days)	Maintenance Time (in days)	Time (in days)	Time (hours)	Time (in hours)	Time (in hours)
MMS	N/S	N/S	N/S	N/S	N/S	N/S	N/S	N/S	N/S	N/S	N/S	N/S
Responsive (Reactive) Maintenance	Temporary stabilization within 24 hours after becoming aware.		Hazards temporarily stabilized in 24 hours after becoming aware; permanent repairs in 60 days. Non hazardous completed within 90 days after becoming aware	Stabilized in 24 hours after becoming aware; Graffiti removal within 30 days after becoming aware; unless of sensitive nature which will be dealt with as soon as practicable.	In conjunction with new By-law and official request	Temporary mailbox installed within 48 hours after becoming aware.	Inspected 24 hours after becoming aware of damage due to collision and Hazard marked.	Hazards responded to 24 hrs after becoming aware and marked and temporarily fixed Associated repairs scheduled in accordance with the routine scheduled maintenance work	Hazards responded to immediately, marked and temporarily fixed within 24hrs after becoming aware.	Hazards responded to, marked and temporarily fixed within 24hrs after becoming aware. Permanent repairs to be scheduled in the construction season	Emergency Street sweeping, as required, 24 hour, 7 day per week basis with a one hour response time throughout the year, weather permitting.	Within 48 hours after becoming aware.
Scheduled Routine Maintenance	Permanent repairs completed in summer months.	Regrading - 2 cycles per year - Spring and Fall.		Within 90 days after becoming aware.  Detailed Condition Assessment every 2 years (spring)		Permanent repair of post and standard mailbox within 30 days after April 1st	Inspected annually in Spring.	Permanent repairs within 90 days, during construction season, after becoming aware.	Non-hazardous within 90 days of becoming aware.	Inspected annually and scheduled based on priority ranking; >50 mm settlement is replaced; damage 70%-100% and 3metres long shall be scheduled for repair	South District - 2 Passes during summer months;  North District -2 passes in Hamlets and rural intersections during summer months	Retraced once annually

# City of Mississauga

## Corporate Report



<p>Date: February 5, 2020</p> <p>To: Chair and Members of General Committee</p> <p>From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: February 26, 2020</p>
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### Subject

Single Source Contract Award to Canada Clean Fuels Inc. for the Supply and Delivery of Diesel, Biodiesel and Gasoline required by MiWay, Corporate Fleet and Various Other City Facilities (PRC002099)

### Recommendation

That the Purchasing Agent be authorized to execute an agreement with Canada Clean Fuels Inc., on a single source basis for an estimated amount of \$27.7 million per year for Diesel, Biodiesel, and Gasoline, subject to annual review of quantities and budget approval, for an initial term from April 1, 2020 to December 31, 2024 for Diesel and from Aug 1, 2020 to Dec 31, 2024 for Gasoline with the option to extend the contract for an additional two year term, ending December 31, 2026.

### Report Highlights

- This report recommends that the City enter into a contract with Canada Clean Fuels Inc. for the supply and delivery of diesel, biodiesel and gasoline for use by MiWay, Corporate Fleet and various other City facilities, on a single source basis, pursuant to a competitive procurement process conducted by the Toronto Transit Commission (TTC).
- The proposed Canada Clean Fuels Inc. contract offers favourable pricing. Discounts are higher for diesel, biodiesel and gasoline and delivery rates are equal or lower than those currently paid. Applying the new pricing to the City's estimated annual quantity represents more than \$700,000 in annual savings as the City decides to purchase B10 and B20, higher blends of biodiesel, in summer season.
- The TTC recently conducted a competitive procurement process for diesel, biodiesel and gasoline. Canada Clean Fuels Inc. was the successful bidder and received a contract for the term of Jan 1, 2020 to December 31, 2024 with the option to extend for an additional

two year period.

- The TTC receives favourable discounts off the rack price of diesel, biodiesel and gasoline based on its purchase volume. The TTC's annual consumption of diesel is approximately 85.8 million litres for its fleet of approximately 2000 buses. In comparison the City of Mississauga consumes approximately 23 million litres of diesel annually for its fleet of 500 buses and other City vehicles.
- The TTC's contract with Canada Clean Fuels Inc. provides for other public agencies, such as the City, to receive similar discounts. Canada Clean Fuels Inc. has agreed to give the City the same discounts on the fuels as the TTC. In addition, staff negotiated favourable delivery rates.
- Staff recommends that a contract be awarded to Canada Clean Fuels Inc. on a single source basis. The volume pricing achieved by the TTC is advantageous to the City. Staff considers that no better value would be gained if the City were to conduct its own procurement process.
- The Purchasing By-law #374-2006, Schedule 'A' item 1(b)(vii) allows for single source contract awards when it is advantageous to the City to acquire the Goods and/or Services from a supplier pursuant to the procurement process conducted by another Public Body

## Background

The current diesel and biodiesel supply and delivery contract will expire on March 31, 2020.  
The current gasoline supply and delivery contract will expire on July 31, 2020.

The City attempted to participate in a co-operative procurement led by Metrolinx for diesel in the fall of 2019 anticipating the volume discounts it may get however, Metrolinx does not use biodiesel and declined to include it in the bidding process. The City withdrew from Metrolinx's procurement process as the full benefits of volume based co-operative procurement would not be achieved.

The TTC recently awarded a contract to Canada Clean Fuels Inc. which allows other public agencies to purchase diesel, biodiesel and gasoline under similar terms and conditions. City staff approached Canada Clean Fuels Inc. and obtained the same discounts as the TTC, and negotiated equal or better delivery rates than our current contract with Suncor (Metrolinx).

## Present Status

This report seeks authority to award a contract to Canada Clean Fuels Inc. on a single source basis for the supply and delivery of diesel, biodiesel and gasoline for the term of April 1, 2020 to December 31, 2024 with the option to extend for an additional two year period. The supply of gasoline, under the new contract, will start on August 1, 2020 to coincide with current contract expiry date.

Higher blends, such as B10 (10% biodiesel) and B20 (20% biodiesel) is not included in our current contract with Suncor. With advancements in biodiesel blending, CGSB (Canadian General Standard Board) recommended the use of biodiesel seasonally for the benefits of reduced greenhouse gas emissions. Staff recommends the use of B10 and B20 biodiesel for summer season (April to Oct) and B5 biodiesel for winter months (Nov to March) from Canada Clean Fuels Inc.

## Comments

### Single Source Contract Award

Fuel pricing is based on three components: (1) discount from the posted Toronto Rack Price for diesel and gasoline (the market price fluctuates daily), (2) rates for delivery (based on location, tank size and order quantity), (3) Federal and Provincial taxes before HST is applied on top.

Staff was successful in obtaining the same discounts that Canada Clean Fuels Inc. extends to TTC off the Toronto Rack Price, resulting in a price that is lower than the current contract price. In addition, staff successfully negotiated better or equal delivery rates for MiWay and other City locations than current contracts. Staff considers that the pricing received from Canada Clean Fuels Inc., which is based on the TTC's high volume usage, represents excellent value for the City. Based on the City's quantity, it is unlikely that, alone, we could achieve such favourable pricing.

Staff recommends that Canada Clean Fuels Inc. be awarded the contract for the supply and delivery of diesel, biodiesel and gasoline, on a single source basis, as it is advantageous to the City.

The single source contract award recommendation in this report is made in accordance with Schedule A of the Purchasing By-law #374-2006 item 1(b)(vii) which states that the single source procurement method may be applied when *it is advantageous to the City to acquire the Goods and/or Services from a supplier pursuant to the procurement process conducted by another Public Body*. Single source contract awards having a value of \$100,000.00 or more require Council approval.

The Comprehensive Economic and Trade Agreement (CETA) between Canada and the European Union (EU) and the Canadian Free Trade Agreement (CFTA) both came into effect in September 2017. CETA is the first international trade agreement in which municipal procurement is covered. The objectives of the government procurement obligations within these trade agreements are to ensure fairness and increase competition. The threshold for municipalities for goods and services is \$365,700 under CETA and \$100,000 under CFTA.

Not conducting a competitive procurement process presents the risk of a challenge under CETA/CFTA. However, the likelihood of a European supplier bidding for the supply and delivery of fuels in Mississauga is very low.

Since CETA came into effect no European bidders have requested bidding documents or submitted bids to the City.

## Strategic Plan

Introducing a higher grade biofuel helps reduce MiWay's overall carbon emission outputs and aligns to the goals outlined in the City's Move and Green pillars. This change in purchasing methodology highlights MiWay's ongoing commitment to reducing our impact, and promotes a green culture by adopting initiatives and changing behaviours to support a more responsible and sustainable approach to the environment.

## Financial Impact

The annual estimated contract amount is approximately \$23 million (excluding HST) for diesel, biodiesel and \$1.3 million (excluding HST) for gasoline based on Jan 10, 2020 rack price's calculation. \$3.4 million will be reserved for market contingency for a total contract value of \$27.7 million. Quantities may change based on MiWay service levels and fleet growth. The posted rack price of fuel is subject to change based on market fluctuations. For contract purpose, 14% market price contingency is added each year to cover market price changes. The total estimated contract value for five (5) years is \$138.5million. Funds for this purpose are available in annual operating budgets.

As per TTC's contract, the delivery rates will increase by 2% each year of the contract, starting in 2022.

## Conclusion

The City has the ability to leverage the contract with Canada Clean Fuels Inc. that was competitively bid by TTC and has obtained favourable pricing for supply and delivery of diesel, biodiesel and gasoline, which is estimated to result in annual savings of \$700,000 over the prices currently paid. It is recommended that the contract be awarded to Canada Clean Fuels Inc. on a single source basis, as provided for in the Purchasing By-law #0375-2006.

## Attachments

Appendix: 1: City of Mississauga Fuel Tender



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

Prepared by: Darren Ridings, Manager Transit Maintenance

**Supply and Delivery of Diesel, Biodiesel and Gasoline for Five (5) Years**  
**(Savings calculated based on Jan 10, 2020 Rack price)**

LOCATION	Estimated Annual Volumes (Litre)	Annual Savings over Rack price (yearly volume x \$ saved/litre)	Anticipated delivery savings per year	Anticipated savings over 5 years
Transit (Diesel, Biodiesel)	21,587,300	(\$653,180.50)	\$0	(\$3,265,902.50)
Other City Facilities (Diesel, Biodiesel)	1,556,400	(\$39,503.20)	(\$5,600.00)	(\$225,516.00)
City wide (Gasoline)	1,413,820	(\$18,379.66)	\$0	(\$91,898.30)
<b>Total</b>	<b>24,557,520</b>	<b>(\$711,063.36)</b>	<b>(\$5,600.00)</b>	<b>(\$3,583,316.80)</b>



# City of Mississauga Corporate Report



<p>Date: January 23, 2020</p> <p>To: Chair and Members of General Committee</p> <p>From: Paul Mitcham, P.Eng, MBA, Commissioner of Community Services</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: February 26, 2020</p>
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## Subject

**Federation of Canadian Municipalities – Sustainable Communities Award Application**

## Recommendation

That the Mayor signs the letter of support to accompany the application as outlined in the Corporate Report dated January 23, 2020, from the Commissioner of Community Services titled "Federation of Canadian Municipalities – Sustainable Communities Award Application".

## Report Highlights

- The Environment Section of Parks, Forestry, and Environment, on behalf of the City of Mississauga, are submitting an application to the Federation of Canadian Municipalities' 2020 Sustainable Communities Awards.
- The 2020 Sustainable Communities Award's "Climate Change category recognizes municipal initiatives to adapt to climate change impacts and/or reduce greenhouse gas (GHG) emissions.
- The City will be submitting the Climate Change Action Plan for consideration under the "Climate Change" category.
- The Federation of Canadian Municipalities requires council approval in order to be eligible for the Sustainable Communities Award. Support is demonstrated in the form of a signed Letter of Support from the Mayor on behalf of Council (see Appendix 1).

## Background

Since 2001, the Federation of Canadian Municipalities' (FCM) Sustainable Communities Awards have celebrated the most innovative environmental initiatives in Canadian cities. The Awards

are intended to recognize sustainability projects that demonstrate environmental responsibility and excellence, and take an integrated approach to yielding social and economic benefits for their communities.

The winning projects leverage current and advanced technologies as well as best practices in the area of environmental and sustainability, and can be replicated and scaled up across Canada to achieve national quality-of-life, sustainability, and climate goals. The awards honour the most innovative sustainability and environmental initiatives in nine categories:

- GMF 20th Anniversary Visionary Award
- Asset management
- Brownfields
- Climate change
- Energy
- Neighbourhoods
- Transportation
- Waste
- Water

The City of Mississauga is pursuing an application under the “Climate Change” category.

## Comments

In the “Climate Change” category, FCM recognizes municipal initiatives to adapt to climate change impacts and/or reduce greenhouse gas (GHG) emissions. Winning initiatives will demonstrate a holistic approach and will be relevant to municipalities across Canada. The City’s Climate Change Action Plan takes a holistic approach to climate action and includes actions to be taken in the corporation and in the community to advance mitigation and adaptation goals and targets.

The two goals set out in the CCAP are as follows.

### Goal: Mitigation

Reduce community and corporate GHG emissions 80% by 2050, as compared to 1990 levels, with a long term goal of becoming a net zero community, and position the City competitively in the emerging low carbon economy. As this is a ten year plan, an interim GHG reduction milestone of 40% by 2030 has also been set.

### Goal: Adaptation

Increase resilience and the capacity of the Community and Corporation to withstand and respond to future climate events by taking action on the highest climate-related risks.

## Strategic Plan

The CCAP supports four pillars of the City’s Strategic Plan:

- Move: the CCAP supports the strategic goal to Develop Environmental Responsibility.
- Connect: the CCAP supports the strategic goal to Provide Mobility Choices.
- Prosper: the CCAP supports the strategic goal to Create Partnerships for Innovation.
- Green: the CCAP supports the strategic goals to Lead and Encourage Environmentally Responsible Approaches; Conserve, Enhance and Connect Natural Environments; and Promote a Green Culture.

## Financial Impact

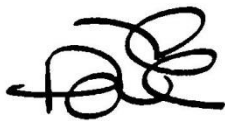
If the City of Mississauga is the winner of the Sustainable Communities Award, it is expected that staff will be present at the Sustainable Communities Conference, taking place on October 20-22, 2020, in St. John's, NL, to accept the award. Travel, accommodation, and participation at the conference would need to be covered by the City which is absorbed within the existing 2020 budget.

## Conclusion

Mississauga's Climate Change Action Plan takes a holistic approach to climate action and meets the criteria for FCM's 2020 Sustainable Communities Awards. The Environment Section of Parks, Forestry, and Environment would like to submit an application under the climate change category for the 2020 Sustainable Communities Awards. To do so, FCM requires council approval in order to be eligible for the award. Support is demonstrated in the form of a signed Letter of Support from the Mayor on behalf of Council (attached as Appendix 1).

## Attachments

Appendix 1: Draft Letter of Support



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

Prepared by: Leya Barry, Climate Change Specialist



**City of Mississauga**  
Parks, Forestry, and Environment  
300 City Centre Drive  
MISSISSAUGA ON L5B 3C1  
mississauga.ca

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**Green Municipal Fund Program  
Federation of Canadian Municipalities  
24 Clarence Street  
Ottawa, Ontario K1N 5P3**

**February 26, 2020**

Re: Letter of Support for Sustainable Communities Awards Application: Climate Change category for the City of Mississauga's Climate Change Action Plan to, be submitted by Leya Barry, Climate Change Specialist

Dear Sir/Madam,

This letter is to confirm that we are aware that the City of Mississauga is applying for the Federation of Canadian Municipalities' Sustainable Communities Award for our Climate Change Action Plan. On behalf of Mississauga we endorse the application abovementioned and consider this two-year initiative that was unanimously endorsed by Council deserving of recognition.

Sincerely,

Mayor Bonnie Crombie (On behalf of Council)  
City of Mississauga

# City of Mississauga Corporate Report



<p>Date: February 11, 2020</p> <p>To: Chair and Members of General Committee</p> <p>From: Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer</p>	<p>Originator's files:</p> <p>0074-2020</p> <hr/> <p>Meeting date:</p> <p>February 26, 2020</p>
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## Subject

**Single Source Procurement with Gallagher McDowall Associates for Compensation Consulting Services File Ref: PRC002066**

## Recommendation

1. That the Purchasing Agent or designate be authorized to execute a contract with Gallagher McDowall Associates for a term of four (4) years at an estimated cost of \$280,000 exclusive of taxes, as detailed in the report titled "Recommendation for Single Source Procurement with Gallagher McDowall Associates for Compensation Consulting Services, File Ref: PRC002066" dated February 11, 2020 by the Commissioner of Corporate Services and Chief Financial Officer.
2. That the Purchasing Agent or designate be authorized to extend the initial term of the contract for up to three (3) additional years subject to budget approval.
3. That the Purchasing Agent or designate be authorized to issue amendments to increase the value of the single source contract subject to budget approval.

## Report Highlights

- The City of Mississauga successfully partnered with Gallagher McDowall Associates ("McDowall") in December 2016 to complete the project of reviewing the City of Mississauga non-union Job Evaluation tool and salary structure with the goal to closer align with the Pay Equity Act.
- Extensive work was performed by McDowall over the last three years including gathering the data, detailed analysis, benchmarking and interviews with key stakeholders.

- The interim and final reports have now been completed with the final recommendations being endorsed by the Leadership Team on November 8, 2019; the City of Mississauga is now preparing to implement the approved recommendations. There is an identified need to continue receiving on-going compensation consulting services including the use of the on-line Job Evaluation Questionnaire and the tool.
- The contract with McDowall was for an initial term of two years and was extended for an additional one year term; the contract ended on December 31, 2019.
- Human Resources is recommending a contract be entered into with McDowall on a single source basis for a four year period with the option to extend for an additional three years

## Background

McDowall is a compensation and human resources consulting firm founded in the mid-1980s by Robert McDowall offering specialized expertise, data and tools for all aspects of total rewards design and management. They specialize in services such as compensation strategy design and implementation, broad-based and executive compensation consulting, job evaluation and measurement, pay equity analysis, market reviews and salary benchmarking, and compensation surveys for Canadian and international commercial, private, public sector and non-profit clients.

McDowall has provided Compensation Consulting services to the City as of December 2016; the company was selected through a competitive procurement process in order to review our Job Evaluation tool and salary structure with the goal of fully satisfying alignment with the Pay Equity Act. Since 2016, McDowall has done extensive work on this project including; analysis of external and internal factors, data benchmarking, costing options, reviewing internal policies, our current Job Evaluation tool and questionnaire as well as interviews with internal stakeholders which resulted in an interim report on May 2018 as well as final report recommendations that were shared with the Leadership Team in November 2019.

The signed contract with McDowall was for an initial term of two years and was extended for an additional one year term, in the total amount of \$200,000. The original contract ended in December 2019. Human Resources is recommending using the single source approach in procuring the required compensation consulting services.

McDowall Associates is uniquely qualified to meet the City of Mississauga's needs for a number of reasons:

- It would not be economically beneficial to the City to select another vendor and pay them for understanding, reviewing and potentially duplicating all the previous work completed on the project regarding review of Job Evaluation tool, process and salary structure (three years of partnership).



- Based on the detailed analysis that McDowell has completed to date, they are in the best position to support the City in the implementation of the final recommendations upon Council's approval.
- McDowell has the on-line Job Evaluation tool which we are looking to introduce as a part of the modernized and streamlined Job Evaluation process; it would not be economically beneficial for the City to introduce a new vendor who is not familiar with the changes we are planning to introduce.
- McDowell has performed a number of job evaluations for various positions at the City throughout the duration of their contract, and they have gained a thorough understanding of the nature of our jobs as well as business processes, therefore it would not be economically beneficial for the City to outsource this task to a new vendor who is not familiar with the City's values, culture and processes.

## Comments

One of the major priorities identified in the People Strategy is developing a Total Rewards Strategy which describes all the tools and programs available in the City that may be used to attract, motivate and retain employees. One of the core elements of total rewards is its compensation program and principles, and the foundation for this is an effective Job Evaluation program and tools. Therefore, continuing and implementing the final recommendations of the review to modernize the Job Evaluation tool and process is critical. As McDowall is an integral partner of reviewing the program, it would be most advantageous to continue the contractual relationship and partnership.

### Purchasing By-law Authorization

The recommendation in this report for a single source purchase is made in accordance with Schedule "A", section 1(b)(iv) of the Purchasing By-Law #374-06, as amended, wherein it states; The Goods and/or Services are available from more than one source, but there are good and sufficient reasons for selecting one supplier in particular as follows:

(iv) The solicitation of competitive Bids would not be economical to the City.

Materiel Management, Human Resources and Legal Services staff will collaborate to establish the detailed requirements, negotiate the final arrangements and prepare any required documents including the contract.

McDowall is being requested on a Single Source basis. A Statement of Work is attached as Appendix 1.

## Financial Impact

The total projected cost of the four year contract with McDowall is \$280,000 (on average, 70,000 annually). The annual operating cost of \$70,000 will be accommodated in the existing professional services operating budget for Human Resources for the extent of the contract.

## Conclusion

In order to deliver on one of the core elements of developing a Total Rewards Strategy it is essential to continue and implement the final recommendations of the Job Evaluation tool and Process modernization review.

McDowall has built a clear understanding of this project over the last three years and have completed a significant amount of work. It would not be economically beneficial or efficient to source a new partner for the City.

Human Resources is recommending a contract be entered into with McDowall on a single source basis for a four year period with the option to extend for an additional three years.

## Attachments

Appendix 1: Statement of Work



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

Prepared by: Elena Shiganova, Acting Senior Manager Total Rewards

## STATEMENT OF WORK

### Scope of Services

The scope of the services required from the Compensation Consultant is divided into 3 main categories:

1. Delivering on and partnering with the City on **implementing the final recommendations of the Job Evaluation Tool and process review and Salary Structure for phase 1 and 2** including:
  - a. Providing advice and guidance to the Compensation Team regarding the project (review of Job Evaluation Tool, process and Salary Structure)
  - b. Presenting at the Council and any required Senior management meetings regarding the project
  - c. Analysis and benchmarking as required
  - d. Providing on-line Job Evolution Tool and Questionnaire if procured by the City
  - e. Provide recommendations regarding the changes in Governance (including but not limited to the Salary Administration Policy)
  - f. Provide support and guidance in creation of title governance protocol and competencies mapping (phase 2)
  - g. Provide support and guidance regarding changes in Pay for Performance program (phase 2)
2. Completing **on-going job evaluations** as part of on-going Job Evaluation maintenance with the goal to have all job descriptions updated:
  - a. Evaluate specific jobs upon City's request
  - b. Provide the City with timely news of legislative changes that will impact Compensation and Total Rewards related programs and provide recommendations (examples can be newsletters, email updates, etc.)
  - c. Respond to ad hoc queries regarding integrating other components into a "total rewards" approach with respect to the compensation programs
3. Providing **compensation advice on various total rewards related topics** including but not limited to Pay Equity as required
  - a. Assist the City in developing a Total Rewards Strategy
  - b. Respond to ad hoc pay compensation requests (questions and or projects related) for union and non-union employee groups
  - c. Work with the City to continue identifying gaps and mitigating risks while being compliant with Pay Equity legislation
  - d. Provide regular advice and recommendations in relation to PE for specific groups including Union groups
  - e. Prepare detailed reports and presentations for the City as an outcome of research; deliver presentations to Directors and Senior Executive group if required

City of Mississauga  
**Corporate Report**



<p>Date: February 5, 2020</p> <p>To: Chair and Members of General Committee</p> <p>From: Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: February 26, 2020</p>
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## Subject

**Recommendation for Single Source Procurement by way of Contract Amendment with Upaknee Inc. for an Email Marketing Enterprise Solution File Ref: Procurement PRC002115**

## Recommendation

1. That Council approve the single source procurement for an Email Marketing Enterprise Solution, professional services, training, and maintenance and support for a period of five (5) years, as detailed in the corporate report entitled, "Recommendation for Single Source Procurement by way of Contract Amendment with Upaknee Inc. for an Email Marketing Enterprise Solution File Ref: Procurement PRC002115" dated February 5, 2020, by the Commissioner of Corporate Services and Chief Financial Officer (the "Purchase").
2. That the Purchasing Agent or designate be authorized to execute all contracts and related ancillary documents with respect to the Purchase between the City of Mississauga and Upaknee Inc., in accordance with the City's Purchasing By-law 374-06, as amended.
3. That the Email Marketing Enterprise Solution offered by Upaknee Inc, continues to be designated as a "City Standard" for a period of five (5) years from June 1, 2020 to May 31, 2025 in accordance with the City's Purchasing By-law 374-06, as amended.

## Report Highlights

- Upaknee Inc. is the City's current email marketing service vendor used by departmental service areas (e.g. Recreation, Library, MiWay, Communications, Culture, Sports and Tourism) to send monthly email newsletters since 2011.
- The current agreement with Upaknee Inc. expires on May 31, 2020.
- An RFP will be issued in 2020 to implement a city-wide CRM solution, including email marketing services, by the end of Q2 2021. If the CRM email marketing services are not deemed viable during RFP response evaluation, a separate RFP will be issued for a best of breed email marketing service that will integrate with the CRM solution.
- Key users:
  - Recreation, Library, MiWay, Communications, and Culture service a
  - Revenue Division's eBill
  - Animal Services
- The recommended pricing structure is for five (5) years, and includes an estimated 10% increase in annual volume of emails sent, at a fixed unit cost of \$0.0057 per email. The annual hosting fee and SSL certificate renewal fee have a combined fixed unit cost of \$299 per month.

## Background

Upaknee Inc. is a Canadian based cloud messaging company that has been providing email marketing services to the City since June 2011.

Through a competitive RFP process in 2010, the City signed a Master Services Agreement with Upaknee Inc. for three years until May 2014, with a possible two year extension, which was exercised. In May 2016, an addendum to the Master Services Agreement was issued to extend the contract for one year until May 31, 2017, with a revised upset limit spend authority of \$117,324. In 2017, the contract was extended for two years, with a possible one year extension, which was exercised.

Originally procured to meet the email marketing needs of Recreation Division, today Library, MiWay, Communications, and Culture are using Upaknee Inc.'s hosted service to send monthly email newsletters. In 2016, Revenue Division and IT launched eBill (electronic tax bill) service, which leverages Upaknee Enterprise Solution to send notification emails to tax payers who have signed up for paperless billing.

## Comments

The existing agreement needs to be renewed to ensure that an email marketing service is available without disruption to the City's departmental service areas to send email newsletters and eBill notifications to tax payers. The eBill notification service leverages Upaknee Enterprise Solution, and it would be cost prohibitive at this time to integrate with a different product or service on the market.

In Q1 of 2020, an RFP will be issued for a city-wide customer relationship management (CRM) solution as part of the City's Customer Service Strategy. Planned early adopters include the 311 Citizen Contact Centre, Revenue, Office of the City Clerk, and all current email marketing users. If during RFP evaluation it is determined that the email marketing services provided by the CRM solution do not sufficiently meet requirements and budgetary restrictions, a separate RFP will be issued in 2021 for a best of breed email marketing service that can be integrated with the selected CRM solution.

Current users list and description:

- Recreation, Library, MiWay, Communications, and Culture service areas use Upaknee Enterprise Solution email marketing service to issue monthly email newsletters to subscribers.
- Revenue Division's eBill (electronic tax bill) email notification service uses Upaknee Enterprise Solution email marketing service to notify tax payers who are subscribed to paperless billing.
- Animal Services is developing an email reminder service using Upaknee Enterprise Solution email marketing service to send pet owners actionable reminders to renew a pet licence.

The current version of Upaknee Enterprise Solutions meets all requirements and criteria established through the original 2010 RFP, and the vendor Upaknee Inc. has worked with the City over the past nine (9) years to keep improving their service and enhancing features.

## Purchasing By-law Authorization

The recommendation in this report is made in accordance with Schedule A of the Purchasing By-law #374-06, items 1(b)(xi) which states that a single source procurement method may be applied when, *"a need exists for compatibility with, or for the maintenance and support of a City Standard and there are no reasonable alternatives, substitutes, or accommodations"*.

Information Technology, Legal Services and Materiel Management staff are collaborating to establish the detailed requirements, negotiate the final arrangements and prepare the requisite forms including the agreement.



## Financial Impact

The Upaknee Enterprise Solution email marketing service cost for each of five (5) years (June 1 2020 – May 31, 2025), for a total of \$180,565, will be funded through Information Technology annual maintenance operating budget and respective departmental service areas' approved operating budgets.

Upaknee Inc. will commit to a fixed hosting fee, which includes maintenance and support, and a fixed unit cost per email sent, for their Upaknee Enterprise Solution email marketing service for five (5) years, from June 1, 2020 through May 31, 2025.

Sufficient funding is in the Information Technology maintenance operating budget with future increases subject to budget approval.

## Conclusion

The City has been a customer of Upaknee Enterprise Solution email marketing service since June 2011. Originally procured to meet the email marketing needs of Recreation Division, today there are eight service areas throughout the City using Upaknee Inc.'s hosted service to send monthly email newsletters and eBill tax notifications.

It is recommended that the City extend the agreement with Upaknee Inc. for an additional five (5) years, from June 1, 2020 through May 31, 2025, on a single source basis for providing the Upaknee Enterprise Solution email marketing hosted service and associated maintenance and support, along with training and consulting services.

## Attachments

Appendix 1: Upaknee Inc. - Statement of Work



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

Prepared by: Onil Patel, Project Leader IT, CPS/Project Portfolio & Dev

**Upaknee Inc. – Statement of Work**

The following outlines the pricing negotiated and agreed to with Upaknee Inc. by staff from Materiel Management and Information Technology.

Single Source Procurement PRC002115:

**Hosting Fee, Unit Cost and Maintenance & Support:**

Upaknee Inc. will commit to a fixed hosting fee, which includes maintenance and support, and a fixed unit cost per email sent, for their Upaknee Enterprise Solution email marketing service for 5 years, from beginning of contract date June 1, 2020 through May 31, 2025, as outlined in the table below.

Year/Description	IT Share (\$); fixed cost annual hosting & SSL fees, and maintenance & support	Combined Departmental Service Areas Share (\$); estimated 10% increase in annual volume of emails sent
Unit Cost	299.00/month	0.0057/email sent
June 1, 2020 – May 31, 2021	3,588.00	25,000
June 1, 2021 – May 31, 2022	3,588.00	27,500
June 1, 2022 – May 31, 2023	3,588.00	30,250
June 1, 2023 – May 31, 2024	3,588.00	33,275
June 1, 2024 – May 31, 2025	3,588.00	36,600
Professional Services Including: Training, Software Modification, Consulting	10,000.00	N/A
Subtotal	27,940.00	152,625.00
Total		180,565.00

# City of Mississauga Corporate Report



<p>Date: January 31, 2020</p> <p>To: Chair and Members of General Committee</p> <p>From: Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer</p>	<p>Originator's files:</p>
	<p>Meeting date: February 26, 2020</p>

## Subject

**TXM Tax Manager (Property Tax Management Software) for City of Vaughan.**

## Recommendation

1. That the report from the Commissioner of Corporate Services and Chief Financial Officer, dated January 31, 2020, and entitled, "TXM Tax Manager (Property Tax Management Software) for City of Vaughan", be received.
2. That the Commissioner of Corporate Services and Chief Financial Officer be authorized to execute the necessary agreements with the City of Vaughan to license, implement and support the TXM Tax Manager (TXM), in a form satisfactory to the City Solicitor.

## Report Highlights

- The City of Mississauga (The City) licenses its proprietary tax software, TXM Tax Manager to other municipalities including City of Brampton, City of Pickering, City of Markham, City of Richmond Hill and most recently, the Town of Newmarket. License and support fees from these municipalities help offset the ongoing costs of the TXM system and system support.
- The City of Vaughan has expressed an interest in acquiring TXM. We have conducted an assessment through a "Discovery Phase", as provided for under by-law number 0121-2017, to determine effort and costs for full TXM implementation.
- Delegation of authority to the Commissioner of Corporate Services and Chief Financial Officer is required for the City to respond on a timely basis to the City of Vaughan to license, implement and support the TXM Tax Manager.

## Background

TXM is software developed and owned by the City for the billing and collection of property taxes. The software was implemented in 1998. The City has licensed TXM to 5 municipalities - Brampton, Markham, Richmond Hill, Pickering and Newmarket (implemented January 13, 2020). TXM is managed by an in-house IT Team which provides application development and support to the City and the licensed municipalities. Revenues of \$843,990 (excluding HST) are expected to be collected for maintenance and support provided to these municipalities. These revenues are included as part of the 2020 budget.

The City has been approached by the City of Vaughan (Vaughan) as they are interested in acquiring TXM to replace their existing property tax software. In order to assess the scope, effort and costs involved, the City's TXM Team conducted an assessment ("Discovery Phase") in November 2019 as provided for under By-law number 0121-2017. This assessment evaluated Vaughan's existing property tax system and all associated property tax billing and collection processes. The TXM Team worked with Vaughan Staff and sub-contractor DesTech Consulting Services Inc. (City Standard Vendor) in order to assess what business and technical changes were required to implement TXM.

Upon completion of the Discovery Phase, the effort and costs required to migrate Vaughan to TXM was identified in detail.

The purpose of this report is to obtain Council's approval to enter into all necessary agreements with Vaughan for TXM implementation and to update Council on the use of DesTech Consulting Services Inc. as a subcontractor to the City of Mississauga for this engagement.

## Comments

### Role of DesTech Consulting Services Inc.

At their meeting of July 6, 2011, Council adopted the following recommendation: (GC-0463-2011), that DesTech Consulting Services Inc. be designated as a City Standard Vendor to provide advisory and implementation services, as required, as a sub-contractor to the City of Mississauga for any upgrade or implementation of TXM - Tax Manager Software being undertaken on behalf of a licensed municipality, where the costs are to be reimbursed to the City.

At their meeting of October 12, 2016, Council adopted the following recommendation: (GC-0593-2016). That DesTech Consulting Services be designated as a City Standard Vendor for a ten (10) year term extending up to October 31, 2026 for consulting and professional services and support of the Oracle platform for the TXM and MAX Applications.

In its advisory role during the Discovery Phase at Vaughan, DesTech Staff was primarily responsible for determining the technical state of the existing tax system and identified the effort

and costs associated with data conversion and building TXM interfaces with other Vaughan systems.

During the TXM full implementation phase, DesTech will develop, test, document and deploy programs and processes that will convert data from the old tax system to TXM. DesTech will also be responsible for building, testing, documenting and deploying the required interfaces between Vaughan's information systems and TXM Tax Manager.

DesTech will further provide consulting expertise for Oracle's WebLogic Middleware deployment and training, and may also provide additional services directly to Vaughan outside of the subcontractor work provided through the City.

#### TXM Implementation at City of Vaughan

If Vaughan proceeds with the full implementation of TXM, the estimate of the costs is \$637,145 (HST and travel expenses not included). This estimate represents costs associated with installation and configuration of TXM software, data conversion, training, building interfaces and project management.

The full TXM Implementation Project will have a duration of approximately 10-11 months. Beyond its initial installation and configuration, the project will continue to work on taxation and collection processes as they occur for the full 1-year taxation cycle.

Implementing TXM Tax Manager is a complex process that requires its project to be started at the beginning of the annual municipal taxation and collection business cycle. This cycle commences with the receipt of the assessment roll by mid-December for the upcoming tax year. For the City of Vaughan, a target go-live timeframe of January 2021 is desirable.

If this timing is missed, the project can encounter additional complexity arising from timing of implementation, data conversion and post-implementation support provided by the TXM Team.

Council is being asked to delegate authority to the Commissioner of Corporate Services and Chief Financial Officer to respond on a timely basis to the City of Vaughan to license, initiate full implementation and support the TXM Tax Manager.

## **Financial Impact**

All costs will be reimbursed by City of Vaughan for TXM implementation during the lifecycle of the project. The costs will be reimbursed as the project reaches key milestones.

Upon completion of the full TXM implementation at Vaughan, projected annual revenue of approximately \$199,100 would be received from Vaughan for TXM Maintenance and Support Services beginning in 2021. The incremental revenue is included as part of the budget forecast for 2021.

## Conclusion

The City of Vaughan is interested in acquiring TXM Tax Manager to replace their existing property tax system.

The Discovery Phase has been conducted under the authority of By-law number 0121-2017.

It is proposed that Council delegate authority to the Commissioner of Corporate Services and Chief Financial Officer to enter into necessary agreements with Vaughan for licensing, implementation and support for TXM.



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

Prepared by: Joan Pace Jakobsen, Acting IT Portfolio Manager TXM, MAX/P&B



# City of Mississauga

## Corporate Report



<p>Date: February 21, 2020</p> <p>To: Chair and Members of General Committee</p> <p>From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works</p>	<p>Originator's files: MG.23.REP RT.10.Z-55</p> <hr/> <p>Meeting date: February 26, 2020</p>
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### Subject

**Temporary All-Way Stop – Cactus Gate and Gumwood Road (Ward 10)**

### Recommendation

That a by-law be enacted to amend The Traffic By-law 555-00, as amended, to implement a temporary All-Way Stop for approximately 6 months at the intersection of Cactus Gate and Gumwood Road as outlined in the report from the Commissioner of Transportation and Works, dated February 21, 2020, entitled "Temporary All-Way Stop – Cactus Gate and Gumwood Road (Ward 10)".

### Background

The Transportation and Works Department staff received a request from the contractor that is currently working on the construction of a pumping station at the Cactus Gate parkette, to implement a temporary all-way stop at the intersection of Cactus Gate and Gumwood Road.

### Comments

Lisgar pumping station is being constructed at the Cactus Gate parkette, located west of the Black Walnut Trail and Cactus Gate intersection. Due to the type of work and the requirements for staging equipment, the intersection of Black Walnut Trail and Cactus Gate will be closed for approximately 6 months.

In order to provide pedestrians with a safe crossing of Cactus Gate, a temporary all-way stop will be required at the intersection of Cactus Gate and Gumwood Road.

The Ward Councillor supports the recommendation.

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## Financial Impact

Costs for the signage will be accommodated in the project budget.

## Conclusion

The Transportation and Works Department supports the implementation of a temporary all-way stop at the intersection of Cactus Gate and Gumwood Road for approximately 6 months.

## Attachments

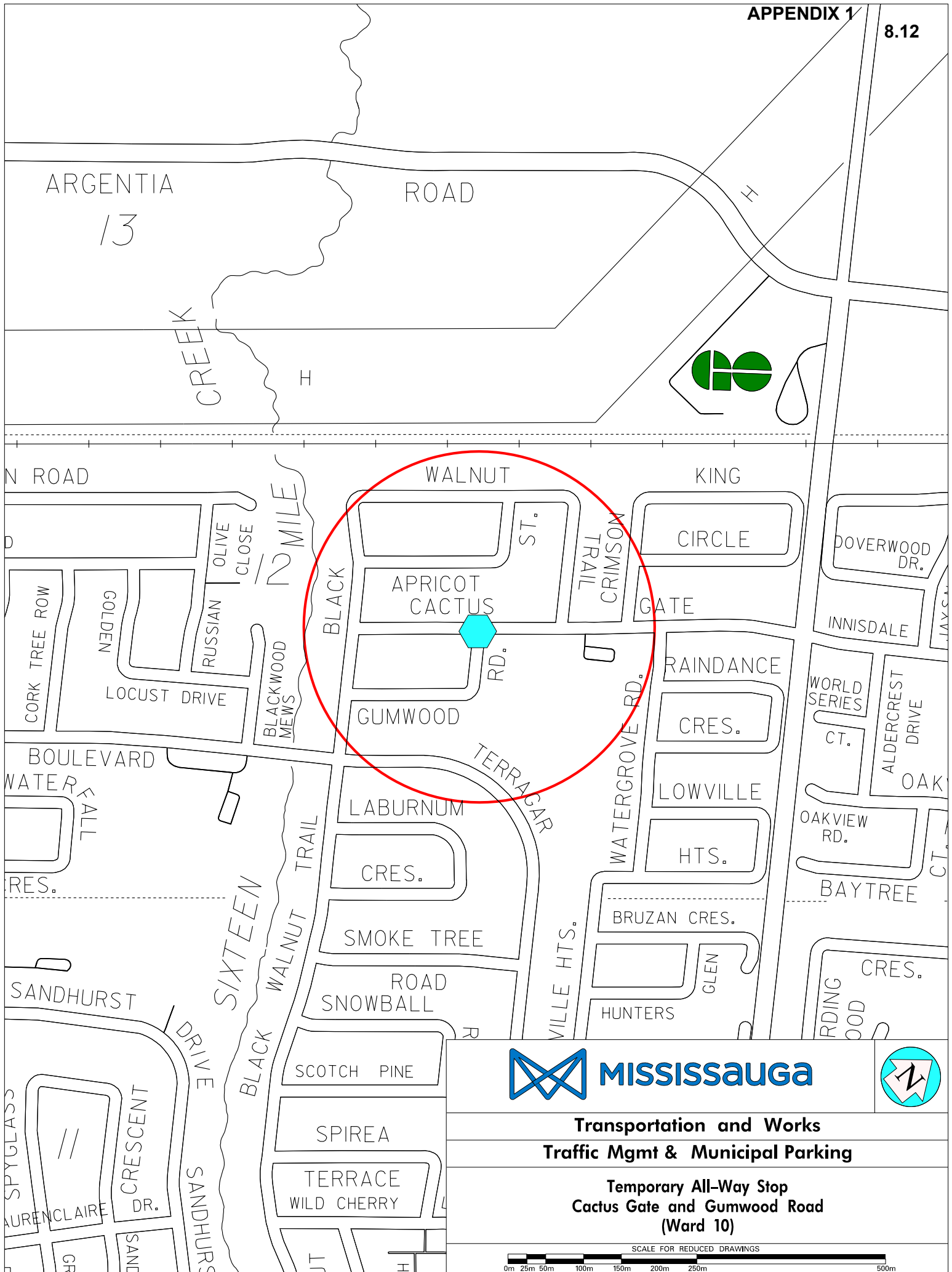
Appendix 1: Location Map – Temporary All-Way Stop – Cactus Gate and Gumwood Road  
(Ward 10)



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

Prepared by: Alex Liya, C.E.T., Traffic Operations Technologist



**Transportation and Works  
Traffic Mgmt & Municipal Parking**

**Temporary All-Way Stop  
Cactus Gate and Gumwood Road  
(Ward 10)**



**REPORT 1 - 2020**

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Diversity and Inclusion Advisory Committee presents its first report for 2020 and recommends:

DIAC-0001-2020

That the deputation by David Ferreira, Manager, City Marketing and Planning with respect to the 2019 Citizen Satisfaction Survey Results be received.  
(DIAC-0001-2020)

DIAC-0002-2020

That the deputation by Jennifer Cowie Bonne, Manager, Community and Neighbourhood Development with respect to the Welcome to Mississauga Roadshow be received.  
(DIAC-0002-2020)

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## **REPORT 2 - 2020**

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Heritage Advisory Committee presents its second report for 2020 and recommends:

HAC-0003-2020

That the deputation from Randy Eadie, Owner and Ragavan Nithiyantham, Golder Associates Ltd. with respect a Heritage Listed Property: 1200 Old Derry Road (Ward 11) be received for information.

(Ward 11)

(HAC-0003-2020)

HAC-0004-2020

That the Corporate Report dated January 9, 2020 from the Commissioner of Community Services, entitled "Heritage Planning 2019 Year in Review" be received for information.

(HAC-0004-2020)

HAC-0005-2020

That the Memorandum dated January 14, 2020 from Paul Damaso, Director, Culture Division, entitled "Peel Heritage Committees Meeting Working Group" be received for information.

(HAC-0005-2020)

HAC-0006-2020

That the Memorandum dated January 15, 2020 from Paul Damaso, Director, Culture Division, entitled "Alteration to a Property adjacent to Listed Property: 5150 North Line (Ward 10)" be received and that the feasibility of designation under the Ontario Heritage Act be directed to staff for investigation.

(Ward 10)

(HAC-0006-2020)

HAC-0007-2020

That the letter from Jim Holmes on behalf of the Meadowvale Village Community Association in regards to Sanford Farm, 1200 Old Derry Road be received for information.

(Ward 11)

(HAC-0007-2020)

HAC-0008-2020

That the resignation email dated February 4, 2020 from Michael Battaglia, Citizen Member be received for information.

(HAC-0008-2020)

HAC-0009-2020

That the closed verbal discussion regarding Heritage Listed Property: 1200 Old Derry Road, Ward 11, be received.

(HAC-0009-2020)

**REPORT 1 - 2020**

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Public Vehicle Advisory Committee presents its first report for 2020 and recommends:

PVAC- 0001-2020

That the deputation by Michael Foley, Manager, Mobile Licensing Enforcement with respect to the Line-by-Line Review of the Public Vehicle Licensing By-law 420-04, as amended, be received.

(PVAC-0001-2020)

PVAC-0002-2020

1. That the 2018-2022 Public Vehicle Advisory Committee Work Plan be approved.
2. That staff review the feasibility of collecting cash in lieu of accessible services from TNCs and provide a report directly to General Committee.

(PVAC-0002-2020)

PVAC-0003-2020

That the email dated January 10, 2020 from Mark Sexsmith, Citizen Member in regards to Driver training for taxi/TNC drivers, be received.

(PVAC-0003-2020)

PVAC-0004-2020

That the email dated January 14, 2020 from Mark Sexsmith, Citizen Member in regards to Communication with the Province regarding compensation rules for the City, be received.

(PVAC-0004-2020)

## **REPORT 2 - 2020**

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Mississauga Cycling Advisory Committee presents its second report for 2020 and recommends:

MCAC-0005-2020

That the deputation by Teresa Chan, Climate Change Specialist regarding the Climate Change Action Plan be received.

(MCAC-0005-2020)

MCAC-0006-2020

That the 2020 Capital Program be received.

(MCAC-0006-2020)

MCAC-0007-2020

That the memorandum dated February 11, 2020 from Fred Sandoval, Active Transportation Coordinator entitled Tour de Mississauga 2019 Review be received.

(MCAC-0007-2020)

MCAC-0008-2020

That Earl Close, Citizen Member, Kris Hammel, Citizen Member and Suzanne Doyle, Citizen Member from the Mississauga Cycling Advisory Committee (MCAC) attend the 2020 Ontario Bike Summit in Toronto on April 6 and April 7, 2020 and that the cost to attend the event be funded from the Committees of Council 2020 budget.

(MCAC-0008-2020)

MCAC-0009-2020

That the Mississauga Cycling Advisory Committee supports sending two community members to attend the 2020 Ontario Bike Summit through a selection criteria process and that Jeff Fleming, Citizen Member and Sunil Sharma assist with reviewing the nominations through the selection criteria process.

(MCAC-0009-2020)

MCAC-0010-2020

That the email dated January 17, 2020 from Guy Winchester, Citizen Member entitled Resignation MCAC - Ward 8 be received.

(MCAC-0010-2020)



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MCAC-0011-2020

1. That Laiq Siddiqui, Citizen Member resign as the Mississauga Cycling Advisory Committee Member Representative on the Road Safety Committee effective immediately
2. That Suzanne Doyle, Citizen Member be appointed as the Mississauga Cycling Advisory Committee Member Representative on the Road Safety Committee until November 14, 2022 or until a successor is appointed.

(MCAC-0011-2020)