

Appendix 2 – Summary of Program Changes

Business Plan & Budget Book 2011-2014

Land Development Services - Service Summary 2011-2014

Category	FTE	2011	2012	2013	2014	Total Operating	Total Capital
Efficiencies	(10)	(388)	(578)	0	0	(966)	0
New Service Levels	0	246	(95)	(50)	0	101	623
New Revenues	0	0	0	0	(250)	(250)	0
Reserve Fund Transfers	0	0	0	0	0	0	100
Total Service Budget Impact	(10.0)	(142)	(673)	(50)	(250)	(1,115)	723

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Business Plan & Budget Book 2011-2014

Land Development Services - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
184	Land Development Services	Three Year Plan - Labour Reductions in Planning & Building	Efficiencies	(10.0)	(338)	(578)	0	0	(916)	0
184a	Land Development Services	Three Year Plan - Reduction in Mileage Costs	Efficiencies	0.0	(50)	0	0	0	(50)	0
342	Land Development Services	Field Computing & Enhanced Automation - Building Inspection Services	Efficiencies	0.0	0	0	0	0	0	0
		Subtotal	Efficiencies	(10.0)	(388)	(578)	0	0	(966)	0
13	Land Development Services	Green Development Strategy Recommendations - Implementation	New Service Levels	0.0	5	0	0	0	5	0
16	Land Development Services	Downtown21 - Regulatory Implementation	New Service Levels	0.0	0	0	0	0	0	0
151	Land Development Services	Web Specialist (conversion from existing vacant complement)	New Service Levels	0.0	0	0	0	0	0	0
189	Land Development Services	Modernization of Planning Databases & Information Management Software	New Service Levels	0.0	0	(115)	0	0	(115)	548
194	Land Development Services	Quantitative Measure of the Strategic Plan Successes	New Service Levels	0.0	0	0	0	0	0	75

Appendix 2 – Summary of Program Changes

Business Plan & Budget Book 2011-2014

Land Development Services - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
197	Land Development Services	Re-Establishment of Zoning By-law Team	New Service Levels	0.0	241	20	(50)	0	211	0
347	Land Development Services	Affordable Housing Strategy and Action Plan Implementation	New Service Levels	0.0	0	0	0	0	0	0
		Subtotal	New Service Levels	0.0	246	(95)	(50)	0	101	623
258	Land Development	Fees and Charges Review	New Revenues	0.0	0	0	0	(250)	(250)	0
192	Land Development Services	Growth Forecast	Reserve Fund Transfers	0.0	0	0	0	0	0	0
193	Land Development Services	Implementation of Community Impact Assessment Database/System	Reserve Fund Transfers	0.0	0	0	0	0	0	0
212	Land Development Services	Ninth Line Corridor Review	Reserve Fund Transfers	0.0	0	0	0	0	0	100
214	Land Development Services	Malton Area Plan Review	Reserve Fund Transfers	0.0	0	0	0	0	0	0
364	Land Development Services	Municipal Comprehensive Review of Employment Lands	Reserve Fund Transfers	0.0	0	0	0	0	0	0

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Business Plan & Budget Book 2011-2014

Land Development Services - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
365	Land Development Services	Community Improvement Plans	Reserve Fund Transfers	0.0	0	0	0	0	0	0
426	Land Development Services	Parking Standards Review Study to Implement the City Structure	Reserve Fund Transfers	0.0	0	0	0	0	0	0
		Subtotal	Reserve Fund Transfers	0.0	0	0	0	0	0	100
Total Service Budget Impact				(10.0)	(142)	(673)	(50)	(250)	(1,115)	723

Business Plan and Budget

City of Mississauga

Budget Request # 13

Description of Proposed Initiative

Green Development Strategy Recommendations - Implementation

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	5	0	0	0
Net Cost					
Funded from	0	5	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

City Council on July 7, 2010 adopted the Green Development Strategy to be implemented over the next five years. The Strategy has been developed to:

- Create green development standards in order to encourage developers to achieve sustainability through the performance of their proposed buildings and site works. The standards aspire to LEED (NC) - Silver Certification, the same level of performance imposed on City buildings and lands.
- Develop incentives to encourage developers to initiate technologies and methods of construction that will make their development proposals more sustainable.
- Institute valid approaches to educating and informing corporate leaders, staff, applicants and the general public on the true value of green development.

A Green Development Task Force will be established consisting of key City staff and industry experts, responsible for overseeing the implementation and long-term maintenance of the strategy.

Primarily, the development and building industry (and to a lesser extent, the City's Facilities & Property Management) are affected by the Green Development Strategy. Selected City staff from each department will be empowered to oversee the strategy, as it affects their jurisdiction. Examples of how departments will be involved include:

Planning and Building: encourage alternative 'green building performance standards'; engaging, educating and assisting applicants and the general public; and preparing green development policies.
 Transportation and Works: implementation of public infrastructural improvements; and opportunities to implement and integrate green standards for projects such as BRT and LRT.
 Community Services: setting standards for innovative surfaces for pedestrian and cycling routes.

The financial commitment expected from the implementation of the strategy will be incremental over five years. In 2011, the strategy components that require some financial commitment are: establishment of a Resource Centre; development of education seminars; and awareness and promotional material. These elements will help encourage green development within the development industry, along with informing the public on the initiative. It is suggested that \$5,000 be included in the Division's operating budget.

The creation of the centre would be undertaken by existing staff and Web Specialist position identified in Budget Request #151. The \$5,000 included in the Division's operating budget is for chargeback by Creative Services for updates to the virtual centre.

Service Impact

Perceived 'added' expense will impact development industry. In reality, once 'green' practices are integrated into the business culture, costs are incorporated into the overall project costs, and in many cases, result in longer term operational savings.

Current business practices need to evolve to include this additional layer of requirements. This will be supported with the Green Development Standards to help guide applicants. Another tool that will expedite cultural change in the development industry will be the type of incentives the City is prepared to offer. This package will be developed in detail in the first few years of the implementation plan.

Selected City staff, stakeholders, political and community leaders and the general public will benefit from training and education on the overriding merits of building 'green' and why the City imposes Green Building Standards.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 16

Description of Proposed Initiative

Downtown21 - Regulatory Implementation

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost					
Funded from	0	0	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Downtown21 Master Plan was designed to achieve a particular set of economic development, environmental, transportation, placemaking and urban objectives by providing greater clarity to direct development in a coordinated fashion and was developed after extensive consultation. Amendments to the Official Plan and Zoning By-law and the creation of new urban design controls are now required to implement the Downtown21 Master Plan.

This Budget Request covers both, the project managing and facilitation of various pieces of work that will be undertaken to lead up to the implementation of the Downtown21 Plan (refer to Service Impact of this Budget Request) and the regulatory framework that must be developed to implement the Downtown21 Plan consisting of Official Plan Policy, zoning and the design guidelines. The first layer of implementation will address the land use decisions that have emanated from studies underway such as: Hurontario Transit Study; Community Improvement Plans; Cycling Master Plan and the Arts and Culture Master Plan to develop the urban design context based on the Downtown21 Master Plan. Some of the Downtown21 implementation will occur through the creation of specific projects such as the Main Street District Strategy (Budget Request #39) so this Budget Request has a direct link to those projects, helps to support those projects, but does not duplicate the work that has been identified to happen as part of those projects.

The work will commence in 2010 to develop the broad district policy framework, associated zoning and design guidelines to be completed in late 2011. As the support work needed for the implementation tools is completed, the same resources will become responsible for drafting downtown policy and zoning, holding necessary public meetings, preparing corporate reports, OPAs, By-laws, design guidelines and providing OMB defence.

Staffing:

The Downtown21 Implementation Team will consist of the following FTE: 1 Policy Planner; 1 Urban Designer; 2 Development Planners; 0.5 Landscape Architect; 0.5 GIS Technologist; 0.5 Administrative Assistant.

For the past 18 months the Development and Design Division has operated with 8 Development Planners instead of 10 as 1 position was assigned to Strategic Community Initiatives, CMO and 1 position is a LTD

vacancy. In order to provide the necessary labour support to the Downtown21 Implementation the two following conditions apply: 8 Development Planners remain sufficient to support development application review and there is no increased pressure to process development applications above the first quarter 2010 volumes; and, that the 1 Development Planner position currently assigned to Strategic Community Initiatives be backfilled and the LTD vacancy be backfilled or the individual returns. With appropriate allocation of the 2 Development Planner resources, the Downtown21 Implementation Team can be supported with existing FTE.

This initiative would benefit from the creation of an information website that will be overseen by a Web Specialist position identified in (Budget Request #151) and would benefit by the re-establishment of the Zoning By-law Team (Budget Request #197).

Service Impact

The following studies will be carried out in 2012 and the applicable costs will be included in the 2012 Budget:

1. Climatic Studies (Sun, Shadow & Wind): Climatic Studies may be needed to test, evaluate and qualify the recommended performance standards set-up within the Urban Design Strategy/Downtown21 Master Plan.
2. Building & Way Finding Signage: A study to determine the approach to commercial signage on buildings in the broader downtown urban context and including a coordinated approach to way finding signage in the downtown.
3. Public Realm Plan: A study which refines, analyzes and provides the basis for public realm standards in the downtown on a district-by-district basis.
4. Downtown Illumination/Lighting Study: A study to identify ambient and functional illumination requirements for the public realm.
5. Urban Design Controls: Outside consultant to advise and provide peer review on City generated Urban Design Controls.
6. Transportation Studies to Effect Downtown Master Plan: Studies to evaluate and provide policies with respect to transportation components of the Downtown21 Master Plan. This includes the development of a Downtown Functional Plan, and a Mobility Hub study (Budget Request #121).
7. CIP Policy: Through study, identify any required CIP policy and incentives to deal with broader downtown context.
8. Stormwater and Infrastructure: A comprehensive investigation to determine infrastructure and stormwater requirements in the downtown.

The following are anticipated to be carried out in 2013 and associated costs will be included in the 2013 Budget:

9. Appeals to OMB (OP/Zoning): Defence of appeals to the Ontario Municipal Board
10. Administrative Costs: Costs required for printing, advertisements and communications in support of *Planning Act* legislated advertising of statutory public meetings and anticipated workshops.

* NOTE: Linkage to other Budget Requests, #38 (DT21 - Establish Relationship Models for Land Revitalization and Mobility Hubs Projects) and #39 (DT21 - Main Street District Implementation), #52 (DT21 Office and Parking Incentive)

Comments

On January 15, 2009, the Leadership Team approved the Downtown21 Project Plan. Stages One and Two were to develop a conceptual Master Plan for the Downtown while Stage Three is to develop the mechanisms, policies and regulations to implement the Master Plan.

On July 8, 2009 City Council passed Resolution No. 0139-2009 on July 8, 2009, recommending: That the report titled, "Downtown21 - Conceptual Master Plan and Directions Report", be received for information. That staff be directed to proceed with the Implementation phase of the Downtown21 Master Plan.

This initiative aligns with the Strategic Plan Pillars Move, Belong, Connect and Green.

Business Plan and Budget

City of Mississauga

Budget Request # 151

Description of Proposed Initiative

Web Specialist (conversion from existing vacant complement)

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost					
Funded from	0	0	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

It has been identified that a weakness for the Service Area is that Planning and Building does not have any dedicated resources to marketing and communications.

A dedicated Web Specialist is needed to centralize and champion communications in the Planning and Building Department. The Specialist would serve as the communications lead within the Department; be responsible for the maintenance of internal and external websites; and develop communication and marketing strategies to support various departmental initiatives. The Web Specialist would be a strong promoter of engagement by promoting citizen participation through the development of an improved website that provides the public with information and guidance.

Currently, a number of staff administer the various communication elements in addition to their actual job responsibilities and as a result there is a lack of consistency, direction and focus. Due to workload pressures staff are unable to give priority to updates and can only respond to requests rather than have the opportunity to be proactive, creative and innovative and remain current with respect to new technologies and emerging social media opportunities. The department requires an individual who will be the communication lead and will be responsible for promoting and maintaining the web, which is an important departmental asset.

The benefits of the new position include:

- A cohesive and integrated up-to-date web presence will allow staff to focus on core job responsibilities and less time providing information to clients and residents.
- Ensure compliance with and explore opportunities under the Customer Service Strategy and Internal Communication Strategy.
- Promote and ensure the seamless delivery of information service across Land Development Services.
- The Plan and Build eCity content can be closely linked to the Call Centre Knowledge Base to ensure that telephone clients receive consistent information that is updated and maintained by a single source.
- Will aid in educating and engaging the community in planning and building business.
- Identify online service delivery opportunities, resulting in improved customer service and reduced

service cost delivery.

- Reduced staff pressures as a result of fewer visits to City Hall as clients can obtain information online.

The off-loading of content management to a single person will ensure that ePlan and Build content is up-to-date, consistent and accurate, resulting in a reduction in risk to the Corporation. Citizen engagement could also be encouraged and promoted through the use of social media hosted on eCity.

It is proposed that the full-time position, Grade E, be filled from the existing complement, through conversion of 1 existing Grade D complement (currently at top of range and vacant) to a Grade E (at mid-range) resulting in no net increase to labour costs. Capital costs of \$7,000 will be required to purchase the necessary notebook computer hardware and software. If the position cannot be filled in 2011 from the existing complement, a refresh may be submitted in 2012 requesting funds for the position.

Service Impact

Current communications and web updates in the Planning and Building Department are undertaken by a number of people in addition to their primary responsibilities. As staffing levels are reduced, it will become a challenge for staff to find time for non-core activities. When information on the external website, such as fees, application forms, deadlines and procedures are inaccurate and outdated, the Corporation could be at risk. Up-to-date information on the external website results in a reduction in the number of inquiries received via phone and email, which has a positive impact on staff workload.

A Web Specialist will centralize the communication and web content function within the department, resulting in efficiencies, consistency and accountability. A dedicated Web Specialist position will provide the Planning and Building Department with the opportunity to make use of the emerging social media outlets and develop initiatives in keeping with the City's Communication and Customer Service Strategies.

Without a Web Specialist, the Planning and Building Department will continue to fall behind other departments which are currently making use of new communication tools such as Twitter and Facebook and may be unable to fulfill its obligations under the Customer Service and Communication Strategies. The timeliness of maintaining the existing information on internal and external websites may further decline.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 184

Description of Proposed Initiative

Three Year Plan - Labour Reductions in Planning & Building

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	16,803	-338	-578	0	0
Net Cost					
Funded from	16,803	-338	-578	0	0
Tax Levy					
Net Impact on Tax Levy		-0.11 %	-0.19 %	0.00 %	0.00 %
FTE	0	-4	-6	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

In the past, development related revenues substantially covered operating costs and allowed for the contribution to reserves. The recent economic downturn has significantly reduced development related revenues.

Although it is expected that development activity will increase with economic recovery, the volumes and development types experienced in the past will not return. The City will transition to a new normal in terms of development activity based on where the City is in its evolution.

The goal is to identify and achieve operating savings that will assist in eliminating reserve transfers and reduce the tax rate impact over the three year period. In addition steps will be taken to ensure maximization of cost recovery ratio. This initiative will reduce the Department's labour costs in 2011 and 2012.

Service Impact

The delivery of the Land Development Service will not be significantly impacted.

Comments

Planning and Building presented a report to Budget Committee on November 27, 2009 outlining a plan to address decreases in development related revenues. The initiative, known as the Three Year Plan, contains operating reductions in labour, mileage costs and Planning application fee allocations and revenue increases from increased development related application fees and increased portable sign revenues. This Budget Request addresses the labour reductions only. Commitments in the Three Year Plan will be used to address the LT directed 3 percent reduction in gross operating costs for 2011.

Business Plan and Budget

City of Mississauga

Budget Request # 184a

Description of Proposed Initiative

Three Year Plan - Reduction in Mileage Costs

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	-50	0	0	0
Net Cost					
Funded from	0	-50	0	0	0
Tax Levy					
Net Impact on Tax Levy		-0.02 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Based on a review of actual expenditures for mileage reimbursement in the Department over the last two years and based on trending for 2010, it is reasonable to reduce this cost element by \$50,000.

Based on current pace, it is expected that 2010 actual costs will be \$99,093.

Mileage Budget Reduction Amount \$50,000

Service Impact

No service delivery impact.
Aligning actuals to budget.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 189

Description of Proposed Initiative

Modernization of Planning Databases & Information Management Software

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	-115	0	0
Net Cost					
Funded from	0	0	-115	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	-0.04 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	259	85	157	47

Details of Service Change

Discussions have taken place between the Regional Information System Working Group (RISWG) and a number of Provincial Ministries regarding the sale of portions of our Employment Database. Discussions will continue to take place on this matter.

Problem:

While Information Planning has great quality inventories, we are not maximizing the use of this data internally or externally. We are also missing out on potential revenue generating opportunities.

Solution:

The solution to solve this problem includes:

1. Modernize the Database Environment, by upgrading from MS Access 97 to MS SQL Server (or Oracle).
2. Integrate Information Planning Databases with Geomatics Base Mapping.
3. Implement Desktop GIS for Information Planning Staff.
4. Implement Desktop GIS viewing software for the Planning and Building Department.
5. Development of Specialized Map Based Information Planning Reports (2013 - Geomatics/IT).
6. Publish key Information Planning Databases on a web based mapping system for the public (2012 - Geomatics).
7. Modernize the annual Employment Survey through the Implementation of Mobile technologies (2012 - IT/Geomatics).
8. Embrace open source technologies in an effort to curb software cost increases.
9. Investigate open data for the City of Mississauga.

These key initiatives are identified in a plan titled, "Information Planning - Moving Forward 2009".

Deliverables:

The Planning and Building Department, in addition to other departments, will have easy access to the following databases/mapping:

- Statistics Canada Data/Mapping
- Mississauga Employment Data/Mapping
- Growth Forecast Data/Mapping
- Natural Area Survey Data/Mapping
- Existing Land Use Data/Mapping
- Multi Unit Residential Inventory Data/Mapping
- Mixed Residential/Retail Data/Mapping
- Major/Minor Office Data/Mapping
- Retail Commercial Data/Mapping
- Vacant Lands Data/Mapping

This will reduce staff time in preparing statistical work for various projects/requests, reduce labour costs and perhaps generate revenue opportunities.

Background:

The Information Planning section receives over 100 requests per year for information and analysis, most of which are unplanned. An example of the requests received in 2009 is one that required approximately \$20,000 of staff time to complete. It is anticipated that if these types of requests were automated by utilizing GIS/IT technologies, the staff time cost could be reduced to approximately \$2,000 for the same request.

The vision of the recently reorganized Information Planning section is to, "Deliver the most innovative and professional information products that are valued by our ever increasing client base." The intent of this initiative is to expand the use of our information products across the organization and to the public by utilizing a self serve (or enterprise) model over a five year period and to make it easy for our clients to access and use this information.

The new mandate of the section is to make our information more widely available to staff within the Planning and Building Department, other departments, and the public using a self serve model.

The customers positively impacted by this proposal are: staff, Council, and the public, other levels of government, businesses in the real estate industry, planning consultants, the development sector and others. Specific departments/initiatives positively impacted by this are: Planning and Building Department, Economic Development Office (EDO), Strategic Planning, Culture Master Plan, Future Directions Master Plan, Transportation Planning, Financial Development Charges By-law Review, Transit Planning, Fire Master Plan, MBEC, Mississauga Libraries, Credit Valley Hospital, Region of Peel, Geomatics and other governments.

This plan does have potential revenue associated with it.

There is potential for the annual sale of our data products:

- Mississauga Employment Database to the Province of Ontario (see report titled, "GREATER GOLDEN HORSESHOE: EMPLOYMENT SURVEY BUSINESS CASE, The Regional Information Systems Working Group (RISWG)" (Estimated \$85,000 per year)
- Partnership with Geomatics by selling Information Planning data as a bundle with Geomatics base data (Estimated \$30,000 per year)

Service Impact

During the anticipated one time automation period (approximately six month period), some requests may be delayed as we will not be increasing any FTE count. For this one time period we will need to dedicate our existing resources to this automation process. We do not anticipate that these minor delays would cause a reaction internally or externally. Geomatics/IT Support: Geomatics and IT are essential in preparing and setting up this technology that is required for this initiative.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 192

Description of Proposed Initiative

Growth Forecast

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	125	0	0
Net Cost					
Funded from	0	0	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

It is essential that the City of Mississauga update its housing, population and employment forecasts in 2013 to provide revised projections to 2046. This Growth Forecast is required for:

- Strategic Plan Monitoring
- Mississauga Official Plan Review/Monitoring
- City Budget Process
- Development Charges By-law Review
- Transportation Studies
- Fire Master Plan
- Future Directions Master Plan (Libraries, Recreation, Parks and Natural Areas)
- Application in various other City projects
- Input to the Region of Peel Official Plan Review

This growth forecast is required every five years.

Unlike previous growth forecast exercises, this review will need to consider how development in a post-greenfield environment will proceed. As such, assumptions regarding redevelopment capacity and demand for redevelopment sites across the City will form part of the study. The last growth forecast performed in 2008 cost approximately \$90,000. It is estimated that the proposed growth forecast will cost \$125,000 to compensate for a new model to be developed. The Policy Division recommends starting one year earlier to develop the model and in the subsequent two year period calculate the supply/demand and forecast. The \$125,000 is for consultants to develop the model, calculate the demand and report the forecasts. Information Planning will calculate the supply and manage the overall project.

Service Impact

A minimal service impact is anticipated during this project as one of our existing staff members will be dedicated to this project nearly on a 100 percent basis. Geomatics Support: This initiative will rely on Geomatics expertise in supporting this project. Budget Requests #84 and #160 will support this initiative.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 193

Description of Proposed Initiative

Implementation of Community Impact Assessment Database/System

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	75	0
Net Cost					
Funded from	0	0	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Problem:

The new Mississauga Official Plan recognizes community infrastructure as a vital part of complete communities, contributing to the quality of life and well-being of residents. It is essential in meeting social, cultural, educational, recreational and spiritual needs for a growing and multicultural resident population. In addition to the services provided by the City, community infrastructure is also provided by other agencies, levels of government and the private sector. The City of Mississauga does not have a database or system required to generate these Community Impact Assessments for significant developments.

Solution:

The solution is to create a city-wide database of services that may be impacted by a significant development. In addition, a system that is geographic based will need to be created to produce a report that shows the impact that a significant development will have on nearby community services. Consulting Services will be required in 2013 so that this application is ready for 2014.

Deliverables:

The deliverables of this project will consist of the following:

- A city-wide database of community services by geographic area.
- A GIS based software program that generates a predefined community impact assessment report.
- Ongoing maintenance of the database by existing City staff in Information Planning via partnerships/data sharing with the Region of Peel and potentially other levels of government.
- Staff training on how to use these tools.

Service Impact

Geomatics Support: As with Budget Request #189, this initiative will rely on Geomatics expertise. Several Budget Requests will support this initiative, namely Budget Requests #84 and #160. Geomatics currently has sufficient staffing to meet service needs in the maintenance and provision of products related to the Official Plan.

Business Plan and Budget

City of Mississauga

Budget Request # 194

Description of Proposed Initiative

Quantitative Measure of the Strategic Plan Successes

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost					
Funded from	0	0	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	75	0	0	0

Details of Service Change

Problem:

The City of Mississauga is required to provide a quantitative assessment to measure the success of the Strategic Plan as identified in the quote taken from page 53 of the Action Plan,

“We will document the progress of our actions in an annual Progress Report for Council's and community's review. The Progress Report will let us see where we stand on the indicators for each Strategic Pillar for Change, the individual actions related to each pillar, the specific targets for each action, and the “cool city” indicators. By setting the right priorities, creating achievable actions, and tracking our progress against our strategic goals, we will realize Mississauga's potential to be a great 21st century city.”

Currently the City has no automated way to perform this task on an annual basis for the next 40 years during the life of the Strategic Plan.

Solution:

This solution is to provide a quantitative assessment of the progress made on the Strategic Plan. This can be achieved by assembling and leveraging the data inventories from Information Planning/Geomatics including: population (Belong), housing (Connect), employment (Prosper), environment (Green), and transportation (Move). Once these meaningful datasets/maps are assembled a quantitative assessment can be performed by the Strategic Planning Division.

Deliverables:

- The provision of data from Information Planning using tools identified in Budget Request #189 (prerequisite).
- Communications/Creative Services providing communications advice.
- IT/Geomatics providing an automated solution that our community can use to consume this information over the web. This includes embedded web based mapping and interactive information

graphics/objects.

Geomatics/IT Support: Geomatics and IT are essential in preparing and setting up this technology that is required for this initiative.

Service Impact

Information Planning - Moving Forward Plan Budget Request #189 is a prerequisite of this Budget Request.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 197

Description of Proposed Initiative

Re-Establishment of Zoning By-law Team

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	241	20	-50	0
Net Cost					
Funded from	0	241	20	-50	0
Tax Levy					
Net Impact on Tax Levy		0.08 %	0.01 %	-0.02 %	0.00 %
FTE	2	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

When the new Mississauga Official Plan, outstanding District Plan Reviews and studies such as Hurontario Higher Order Transit, Lakeview/Port Credit, Ninth Line and Mobility Hubs are approved, amendments to the Zoning By-law are required. In 2005, Bill 51 amended the *Planning Act* to require Zoning By-laws be in conformity with Official Plans within three years of approval. The Development and Design Division does not have the capacity to support the magnitude of work associated with delivering the regulatory zoning framework to support the various Official Plan changes within three years of their approval.

The initiative is to permanently establish a Zoning By-law Team. From 2002 to 2007, a team of three Planners and an Administrative Assistant worked full-time on the new Comprehensive Zoning By-law which was approved by Council in June 2007. During this time period they were supported by a Manager/Supervisor, a Zoning Plans Examiner, a Lawyer on retainer and one to two GIS Technologists from Geomatics. This approach proved to be effective and successful.

Like the former Zoning By-law Team, the responsibility will be to draft zoning provisions, convene required public meetings, prepare corporate reports, by-laws and provide OMB defence.

Staffing: The Zoning By-law Team will consist of the following FTE: 2 Planners (use temporary labour budget to fund).

Geomatics: Current staffing is in place to support the initiative.

Zoning: Based on current volumes of development applications and building permits remaining the same, staffing would be available to support the initiative.

Legal Services: Lawyer on retainer - money to be included for professional services as required.

Service Impact

The re-establishment of the team would:

- Fulfill the legislated requirements of the *Planning Act* ensuring that the Zoning By-law is kept up-to-

date and in conformity with the Official Plan.

- Build on the success of the Comprehensive Zoning By-law Review and use the expertise and knowledge gained.
- Ensure the efficient and timely implementation of new Official Plan Policies, District Plans, and/or Studies.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 212

Description of Proposed Initiative

Ninth Line Corridor Review

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	200	0	0	0
Net Cost					
Funded from	0	0	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	100	0	0	0

Details of Service Change

The Ninth Line Corridor lands are located on the west side of Ninth Line, between Ninth Line and Highway 407, from just south of Eglinton Avenue West and north to Highway 401. These lands became part of the City of Mississauga on January 1, 2010 based on a boundary adjustment agreement between the Region of Halton, Town of Milton, Region of Peel and City of Mississauga.

The current documents guiding land use in this area are the Halton Region Official Plan and Town of Milton Official Plan and Zoning By-law. The new Region of Peel Official Plan identifies the Ninth Line lands for information and indicates an amendment will be brought forward in the future to incorporate Regional policies. The Ninth Line Corridor Review will incorporate the Ninth Line lands into the City of Mississauga Official Plan and Zoning By-law. The study will be phased as follows:

Phase One - Environmental and Servicing Review:

The Ninth Line Corridor contains lands within the floodplain for Sixteen Mile Creek, with the exact limits to be determined through a sub-watershed study. This impacts the amount of developable land within the corridor and informs the land use and policy phase of the study. In addition, an investigation into servicing requirements to these lands, from the Region of Peel and City of Mississauga, is required.

Phase Two - Land Use and Policy:

Based on the results of Phase One and in consideration of Halton Official Plan Amendment 28 and existing development on the east side of Ninth Line, Phase Two will determine the appropriate land uses and policies to guide development. Transportation studies will be conducted as needed and consideration of land requirements for the Highway 407 Transitway. Phase Two will also address Provincial policies and Region of Peel Official Plan policies related to an urban boundary expansion. Recommendations in the Future Directions Report on parks, facilities and natural areas, and the Culture Master Plan will also be considered.

Deliverable:

The outcome of the Ninth Line Corridor Review is a clear regulatory framework in the form of policies in

the Region of Peel Official Plan, City of Mississauga Official Plan and Zoning By-law to guide development within the corridor.

Service Impact

The Ninth Line Corridor Review is required to put in place an appropriate policy and land use framework in which to review development proposals within the corridor, including significant lands owned by the City of Mississauga.

This project was not anticipated for the 2010 business cycle, therefore, resources and budget were not allocated. Requested funding would facilitate retaining a consultant to undertake the study. Budget for the review includes the following components:

Phase One - Environmental and Servicing Review \$100,000 (to undertake a sub-watershed study)

Phase Two - Land Use and Policy Review:

- Land Use, Policy, Provincial and Region of Peel Official Plan Conformity \$100,000.
- Transportation Studies related to Corridor \$100,000 (identified by Transportation and Works and may be revised when study scope is confirmed).

Total Initiative Cost: \$300,000

Comments

Several reports on the Ninth Line Boundary Adjustment were presented to LT and City Council throughout 2009. City Council received the final report on compensation in November 2009.

Business Plan and Budget

City of Mississauga

Budget Request # 214

Description of Proposed Initiative

Malton Area Plan Review

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	200	0	0
Net Cost					
Funded from	0	0	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

A comprehensive review of the Malton District Policies of Mississauga Plan has not occurred since 2003. A review is required to update and align the policies with the recently approved Strategic Plan and Mississauga Official Plan.

The Malton area has an unique community profile in terms of ethnicity, immigrants and visible minority population compared to other areas in the City of Mississauga. The Malton Area Plan Review will be a non-traditional land use study, combining social planning elements and land use planning to identify ways to improve the quality of life in the Malton area. The social planning elements include identifying social, economic and cultural opportunities and constraints as a means to ensure the built environment is responsive in addressing community needs. The City will work closely with the Region of Peel and community groups in the area through the review process. This review will also address recommendations in the Future Directions report, Culture Master Plan and the feasibility of establishing a heritage district for the Victory Village cultural landscape area. Transportation studies will be conducted as needed to support the development of land use and Official Plan policies.

Deliverable:

The outcome of the Malton Area Plan Review are updated policies and zoning in the Mississauga Official Plan and Zoning By-law to guide development in the area.

Service Impact

To complete the Malton Area Plan Review and anticipated scope of work, expertise in the field of land use and social planning are required. The cost of this study is beyond the base budget allocation for community planning reviews.

Budget request in 2012:

\$100,000 land use and social planning

\$100,000 transportation studies (identified by Transportation and Works and may be revised when study scope is confirmed)

Comments

The Future Directions interim reports were presented to City Council in September 2009 and Culture Master Plan was endorsed in June 2009. These reports will provide background and items to be considered in the review.

Business Plan and Budget

City of Mississauga

Budget Request # 258

Description of Proposed Initiative

Fees and Charges Review

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	50	-250
Net Cost					
Funded from	0	0	0	0	-250
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	-0.08 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

- A new fee structure and rates for planning applications were implemented in 2009 based on a study carried out by a consultant to identify the costs associated with processing planning applications.
- The recommended fee schedule recovers approximately 70 percent of total costs.
- The 30 percent gap recognized the implementation of organization changes in 2008, potential future efficiencies through e3 Reviews and sensitivity to the recession in 2009 and economic recovery in 2010/11.
- It is intended to carry-out a review in 2013 and recommend/implement changes in 2014 to reflect changes in the cost of processing development applications and to increase the cost recovery between 70 and 100 percent.
- The allocation percentage to each of the Departments involved in the processing of development applications would also be reviewed and adjusted accordingly.

The costing model developed by the consultants has been provided to the City to update/revise. The consulting fees were approximately \$75,000. It is estimated that \$50,000 will be required for a peer review and/or consulting services depending on the complexity of the changes in the cost of processing development applications.

Service Impact

- Reviewing and updating the fee structure and rates enables the City to identify the cost of processing development applications based on the organization structure and processes in place at the time of the review and to recover the full cost or close to full cost.
- The allocation percentage to each of the Departments could remain the same, increase or decrease depending on the effort expended in the development application process.

Comments

Council passed By-laws 0057-2009 and 0193-2009 on February 11, 2009 and June 24, 2009 amending the Fees and Charges By-law.

Business Plan and Budget

City of Mississauga

Budget Request # 342

Description of Proposed Initiative

Field Computing & Enhanced Automation - Building Inspection Services

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost					
Funded from	0	0	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

This Budget Request is a Placeholder. Timing of this project will be determined after further investigation and possible linkages to similar projects in other departments are determined.

Enhance the "economy, efficiency and effectiveness" of the delivery of building inspection services through field computing and enhanced automation which will increase productivity of staff in the field, facilitate move toward real time data collection in the field and improved service delivery to clients.

Field Computing:

- Leverage the existing Inspectors' laptop computers, the City's expanding Wi-Fi Network (shared wireless service for municipal use) and the recently launched MAX Web application.

Enhanced Automation:

- Further to the automation of recording building permit inspection results, expand automation of reporting to include all other inspection reporting: complaint investigation reports; order follow-up reports; and other building related clearance reports.

Deliverables:

- Access Building Permit, Property and Building Code related information in the field.
- Record building permit and related inspection results, complaint investigation findings and all other inspection reports in the field.

Service Impact

- Improved service delivery to clients is anticipated.
- Increase in service delivery efficiency and effectiveness should result in workload capacity increase per Inspector FTE.

- Reduction in manual file processing and administration should result in reduction of administrative support requirements.
- Reduction in manual reporting and printing of daily work planners will result in a significant reduction in paper consumption.
- Enhanced automation will result in further IT (MAX) development and support costs.
- Inspector laptop computers away from the office may be subject to increase risk to theft/loss and damage, resulting in additional IT hardware costs.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 347

Description of Proposed Initiative

Affordable Housing Strategy and Action Plan Implementation

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost					
Funded from	0	0	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Housing Choices, an affordable housing strategy and action plan is being prepared. It is expected to result in the need for the implementation of a number of changes to policies and procedures, zoning regulations and licensing requirements in relation to housing. Possible elements of the strategy to be implemented include:

- Secondary Suites - changes to zoning and licensing by-laws. Implementation might include registration and licensing of secondary suites requiring additional Compliance and Licensing Enforcement and Fire Prevention FTE with costs to be offset by revenues.
- Affordable Housing Targets - amendments to existing policies are envisioned to address housing needs in Mississauga and conform to Provincial and Regional housing policies. Implementation of targets may involve providing incentives through various planning tools.
- Rental Housing Protection - stronger rental housing protection policies. Implementation might also include incentives to encourage identified housing forms.
- Inclusionary Zoning - inclusionary zoning policies. Implementation may have cost implications yet to be determined.
- Monitoring of Housing Market - a process for monitoring the housing market in the City. Implementation may require additional consulting resources.

A cross-departmental Technical Committee has been established to provide input into the strategy development and implementation. In addition, it is anticipated that the Compliance and Licensing Enforcement Division, Transportation and Works Department and Fire and Emergency Services, Community Services Department will be Supporting Business Areas in the implementation of licensing of Secondary Suites. It is expected that additional enforcement related costs will be offset by revenues from licensing fees. Details will be provided and requests made when regulations and licensing requirements have been determined.

Service Impact

It is expected that both support and concerns will be identified related to components of the strategy. Public communication and consultation sessions will be required.

Housing Choices, an affordable housing strategy and action plan will assist in addressing housing needs

as identified in the Strategic Plan and housing needs studies undertaken as part of the Regional Official Plan Review.

The strategy and action plans will be implemented by Policy Planning, Development and Design, Zoning, Licensing and Enforcement and Fire Prevention.

Comments

Work is proceeding on several fronts for Housing Choices:

- Technical Advisory Committee established.
- Engaged consultants on retainer in February 2010 to assist with components of the strategy and action plans.
- Report to LT in May 2010 on implementation of Secondary Suites.
- Continue to monitor upper levels of government's work on affordable housing.
- Continue development of various components of the strategy.

Business Plan and Budget

City of Mississauga

Budget Request # 364

Description of Proposed Initiative

Municipal Comprehensive Review of Employment Lands

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	100	0	0
Net Cost					
Funded from	0	0	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Section 26(1)(b) of the *Planning Act* requires municipalities with Official Plan Policies dealing with areas of employment to review its employment policies no less frequently than every five years. This review is to confirm or amend the designation of employment lands and policies regarding the removal of lands designated for employment purposes.

Further, a municipal comprehensive review (MCR) for the conversion of employment lands is required by the Provincial Policy Statement (2005) (Section 1.3.2) and the Growth Plan for the Greater Golden Horseshoe (Section 2.2.6.5). Also, the new Region of Peel Official Plan and the new Mississauga Official Plan contain requirements regarding an employment lands MCR.

As part of the work program for the Mississauga Official Plan Review, Hemson Consulting Ltd. was retained to prepare the Employment Land Review Study to fulfill the requirements for a MCR. This study was presented to Planning and Development Committee in June 2008. As such, the next MCR must occur no later than June 2013.

Service Impact

The employment lands MCR will determine where development applications for employment land conversions can be processed. The MCR will also be used in the preparation of local area planning studies for areas containing employment lands.

Budget requested in 2012: \$100,000

The MCR for employment lands will be presented to the Leadership Team and Planning and Development Committee. A public consultation program will also be required to allow representatives from the development industry, community groups and other stakeholders to provide comment on the recommendations of the MCR.

Comments

The recommendations of the MCR may result in amendments to the Official Plan which can be appealed to the Ontario Municipal Board.

Business Plan and Budget

City of Mississauga

Budget Request # 365

Description of Proposed Initiative

Community Improvement Plans

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	100	100	100	100
Net Cost					
Funded from	0	0	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

This Budget Request is a Placeholder. More information will be available following the completion of the Planning Tools study in the Fall 2010.

The *Planning Act* requires that Community Improvement Plans (CIPs) be approved by City Council and if financial incentives are proposed, approval is also required by the Ministry of Municipal Affairs and Housing. The *Planning and Conservations Land Statute Law Amendment Act* (aka Bill 51) introduced changes that allow regional governments to participate in CIPs.

CIPs were used in Mississauga in the early 1980s to be eligible for funding provided by the Provincial Commercial Area Improvement Program. Since that time Mississauga has not prepared a CIP. The Assessing Planning Tools Study is currently underway to create the policy framework in which the City will utilize CIPs to achieve current community improvement objectives. Similarly, the Region of Peel is currently undertaking a study regarding how it may become involved in CIPs.

CIPs are used by many municipalities to couple the benefits of private sector investment with the interests of locally identified needs and opportunities for community improvement. A number of planning studies have identified the need to prepare CIPs to achieve the City's vision in various areas of the City. In particular, CIPs are proposed for the following areas:

- Downtown Core - The Downtown21 Master Plan, Hurontario Main Street Corridor Master Plan, Office Strategy and Parking Strategy recommended a CIP for this area. A CIP that addresses the various issues raised in these studies and presents a coordinated plan is required, particularly in light of the importance of this area to city building initiatives and the substantial investments proposed. This is linked to Budget Request #39 Launch Downtown21: Mainstreet District Strategy Implementation.
- Port Credit and Lakeview - Community planning studies for this area are underway and have recommended a CIP be prepared to implement the community vision. Further, tertiary plans for key waterfront sites are proposed and may require a CIP for the implementation of recommendations.
- Hurontario Main Street - A CIP will be prepared to implement recommendations from the study outside of the Downtown and Port Credit areas.

- Other areas (e.g., Malton, Dundas Corridor) - CIP's may be a recommendation from other Local Area Plans to further implement the vision.

Service Impact

The CIPs will facilitate the achievement of the vision established in various planning studies by establishing an investment strategy and prioritizing resources. This will be used in budget planning and creating a transparent community investment framework for stakeholders.

Budget Request:

- Downtown Core, Year 2011, \$100,000 (one time transfer from Planning Process Update Reserve).
- Lakeview and Port Credit, Year 2012, \$100,000 (one time transfer from Planning Process Update Reserve).
- Hurontario Main Street Study, Year 2013, \$100,000 (one time transfer from Planning Process Update Reserve).
- Other Areas (Malton, Dundas Corridor), Year 2014, \$100,000 (one time transfer from Planning Process Update Reserve).

This initiative aligns with the Strategic Plan Pillar Connect and Action Plans C1 and C3.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 426

Description of Proposed Initiative

Parking Standards Review Study to Implement the City Structure

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	125	0
Net Cost					
Funded from	0	0	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Parking standards in the existing Zoning By-law are based on a suburban context. As the City of Mississauga moves towards a more urban mixed-use form of development and an urban hierarchy (e.g. Downtown, Major Nodes, Community Nodes), residential and non-residential parking standards require review in order to support and facilitate this context.

Phase One of the Mississauga Parking Strategy sets the framework for Mississauga's parking philosophy to transition from a suburban to urban parking context. This philosophy is incorporated into the new Mississauga Official Plan through a section on Parking in the chapter Create a Multi-Modal City.

To implement parking policies, facilitate intensification in appropriate locations and support the City Structure in the Official Plan, the Parking Standards Review Study will review residential and non-residential parking standards to determine if current parking standards are supportive of the vision for the City Structure elements. The study will focus on Major Nodes and Community Nodes throughout the city and include an assessment of cultural uses, responding to recommendations in the Culture Master Plan.

Deliverable:

The outcome of the Parking Standards Review Study will be revised parking standards in the Zoning By-law for elements of the urban hierarchy.

Service Impact

To complete the initiative Parking Standards Review Study, consultant expertise in parking policies, standards and Transportation Demand Management techniques, in an urban setting, is required. The budget requested is reflective of the scope of the study and required expertise and is beyond base budget allocation.

Budget requested in 2013: \$125,000

Comments

Phase One of the Mississauga Parking Strategy was endorsed by City Council in February 2009. The Draft Mississauga Official Plan Report on Comments was adopted by Council on July 7, 2010.