



Corporate Report

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DATE: May 20, 2008

TO: Chair and Members of Planning and Development Committee
Meeting Date: June 9, 2008

FROM: Edward R. Sajecki
Commissioner of Planning and Building

SUBJECT: **Mississauga Office Strategy Study-
Mississauga Plan Review**

RECOMMENDATION: That the report titled "*Mississauga Office Strategy Study- Mississauga Plan Review*," dated May 20, 2008, be circulated for comment.

BACKGROUND: The *Mississauga Office Strategy Study* is part of the work undertaken as part of Mississauga Plan Review (Appendix 1).

WHY UNDERTAKE THE OFFICE STRATEGY?

In the mid 1980s, Mississauga's office sector emerged as one of the most prominent in the Greater Golden Horseshoe (GGH), an indicator of the City's economic success and its transition from the predominantly residential community of decades earlier. During this time, the goals of the City were aligned with the marketplace and the City was able to direct office development in accordance with its vision for the urban structure and the goal of creating a vibrant mixed-use downtown. This allowed a critical mass of office to be concentrated in City Centre.

With the recession of the early 1990s, the market for office space changed. Since this time, steady office development has proceeded in

the City's employment areas but development in City Centre has been limited. A different office market emerged after the recession and it is only in the last year that some of the characteristics of the pre-recession market have re-emerged.

The past few years have also seen a number of initiatives from senior levels of government in response to the sprawling land use patterns in the Province. The Provincial Policy Statement which came into effect March 1, 2005, focuses growth in settlement areas, and promotes land use patterns that include a mix of housing, employment, parks and open spaces, and transportation choices.

The Province's Growth Plan, in effect as of June 16, 2006, identifies an Urban Growth Centre (UGC) in central Mississauga. UGC's are planned as focal areas for commercial, recreational, cultural and entertainment uses, as well as infrastructure investments. They are to serve as high density centres where both employment and population growth are accommodated. The Mississauga UGC¹ is required to achieve a density of 200 persons plus jobs per hectare (80 per acre). Office development is a principal source of the employment component of the density target.

Mississauga Plan aligns with the objectives in the Provincial Policy Statement and Growth Plan which promote City Centre as an area with office employment, a variety of housing types as well as other uses such as cultural, commercial and institutional. City Centre is intended to be the focal point of the City in terms of intensity of uses.

Mississauga is investing in City Centre with projects such as the higher-order transit initiatives, the Parking Strategy and the Downtown21 Master Plan.

Office development in City Centre is stalled and thus, Mississauga faces a significant challenge in achieving the vision of a vibrant mixed-use core which has a strong employment base.

1. The boundaries of the Mississauga UGC have not been finalized. It is proposed that they include City Centre and lands along Hurontario Street, southerly to the Queen Elizabeth Way.

In the early 1990s, City Centre was one of most successful office locations in the City. While significant office development has gone to Meadowvale Business Park, Gateway and Airport Corporate Centre, no new major office buildings have been in built in City Centre for over 10 years. This needs to be addressed.

The *Mississauga Office Strategy Study* reviewed and provided recommendations regarding attracting office development to City Centre. It also considered how to maintain the City's strong performance in the office market in employment areas across the City.

Given this landscape, the study was undertaken to develop a strategy to attract and retain office development, maintain the City's competitive position in relation to office employment, achieve its goals for a vibrant mixed-use City Centre and realize its vision for City-building.

In addition, other studies such as the Downtown21 Master Plan, the Hurontario Higher-Order Transit, Land Use and Urban Design Feasibility/Master Plan Study (Hurontario Corridor Study) and the Strategic Plan are significant studies underway which are part of Mississauga's City-building initiatives.

This report summarizes the findings and recommendations of the *Mississauga Office Strategy Study* as conducted by the Canadian Urban Institute. Also included is a "Who's Doing What?" section which discusses the implementation of the study's recommendations.

COMMENTS:**WHAT IS INCLUDED IN THE *MISSISSAUGA OFFICE STRATEGY STUDY*?**

The research and findings for the *Mississauga Office Strategy Study* were divided into four components:

- the market context;
- the financial review;
- the policy framework; and,
- strategies.

The first component focused on the current dynamics of the office market, locational patterns, emerging trends, influences on decision-making and the City's competitive position.²

The objective of the financial review was to understand the finances affecting office development in different locations across the City and in relation to different development types, such as residential development in the City Centre.

Flowing out of the work on the market context and the financial review, the study recommends official plan policies for office development and identifies strategies that the City could employ to retain and attract office development.

WHAT WE LEARNED?

The City of Mississauga is a Dominant Player in the Office Market

Mississauga is the dominant office player in the 905 area. It has added over 92 900m² (one million square feet) of office space a year over the last 25 years, despite two severe recessions and economic restructuring following the introduction of free trade.

Mississauga is Highly Regarded as a Place to Invest

Developers regard Mississauga as a mature and significant office market and, in interviews conducted for the study, spoke positively about Mississauga as a place to invest.

The Office Market is Changing

Over the last year, there are indications that the drivers for office development are starting to change. For the first time since the recession of the early 1990s, developers are risking capital to build multi-tenant office buildings rather than restricting new office development to design-build projects.

2. A number of interviews were conducted to document issues from developers and tenants. Developers and tenants from different industry sectors, of different size firms from across the City participated in interviews and itemized the issues from their perspective. Interviews were conducted with firms moving into the City, to understand their rationale for coming to Mississauga and firms moving out of the City, to document their reasons for leaving.

Mississauga's Current Office Space Forecast is Conservative

Current projections forecast another .9 million m² (10 million sq.ft.) of office floor space by 2031. The study suggests that this is low and that the City could attract as much as 2.3 million m² (25 million sq. ft.).

The Supply of Prime Office Sites is Limited

Decreasing land availability and increasing competition from other municipalities will place some constraints on office development in Mississauga. Although Mississauga has over 1 000 ha (2,600 acres) of vacant employment land, only some of the remaining sites are attractive to the office market.

Congestion and Parking Issues at the Forefront

Consultation with office developers and tenants identified traffic congestion and parking as significant issues. These issues were identified for areas across the City as well as for City Centre. Related to this issue was strong support for the Bus Rapid Transit (BRT) and higher-order transit along Hurontario Street.

Business Functionality, Human Resource Issues, Costs and Amenities Feature Prominently in Business Location Decisions

The number one locational driver for business tenants was maintaining a high degree of business functionality. Business functionality refers to how well a company is able to deliver its service, which may be influenced by matters such as travelling to attend business meetings or proximity to Lester B. Pearson International Airport. Human resources issues and cost issues also ranked high. Mississauga is viewed as a strategic hub that employees can access. Total occupancy costs, operating costs and rental rates are among the cost concerns. Finally, the availability of amenities such as parking, public transit, restaurants, the pedestrian environment, business services and exercise facilities were prominent in business location decisions.

Building Stock in the City Centre Has Its Challenges

The majority of office buildings in City Centre were built over 20 years ago. The age of the inventory results in higher operating costs and energy inefficiencies. The characteristic smaller floor plates in

the older buildings run counter to the demands of larger businesses looking to set up operations on one floor. This has resulted in declining tenant size. As well, the average size of tenant is declining because larger floor blocks are being broken up to meet the needs of smaller tenants. The emerging perception in the marketplace is that City Centre is no longer “Centre Ice” as a location for office development.

Office Development in the City Centre Faces Significant Financial Challenges

Financial returns on residential development in the City Centre are 10 times higher than an office building with underground parking. The return for office development is also more favourable in the employment districts, in part, due to the costs of structured versus surface parking.³

Mississauga is in Danger of Losing its Competitive Position

Without intervention, Mississauga’s competitive position may begin to erode. City Centre could see some of the existing aging office inventory replaced with non-office uses (e.g., more lucrative residential development). Congestion and parking issues identified by developers and tenants could intensify across the City.

WHERE DO WE GO FROM HERE?

Mississauga has a window of opportunity to address the challenges identified in the *Mississauga Office Strategy Study* and secure its position in the marketplace. A combination of policies, strategies and investments are proposed to realize this piece of Mississauga’s City-building initiatives. Mississauga should:

1. establish a new office hierarchy and designate land for office development to send a clear message to the marketplace about the City’s priority for office development and the desired locations for office concentrations;

3. This conclusion resulted from a comparison between office development in City Centre and the Airport Corporate Centre Employment District.

2. invest in a series of financial strategies to support office development in the City Centre; and,
3. align priority locations for office development with infrastructure investments and other supportive initiatives.

1. Establish an Office Hierarchy

In order to clearly articulate Mississauga's objectives for office development, the introduction of an office hierarchy is proposed. The proposed designations are intended to enhance the City's ability to direct office development to key locations, nodes and corridors.

City Centre and the Hurontario Corridor are proposed to have the densest concentrations of office uses. These will be followed by the major office in select employment districts (Airport Corporate Centre, Meadowvale Business Park and Sheridan Park). Office in remaining employment districts and office in residential communities are also included.

The hierarchy is proposed to reflect the different types and locational contexts of office development and consists of the following designations:

- Downtown Office;
- Major Office;
- Business Employment; and,
- Local Office.

Downtown Office is a new designation to be applied to selected locations within the City Centre and elsewhere in the UGC. It is intended to provide the highest intensity of office development in Mississauga and be supported by higher-order transit. This designation will allow for a mix of uses but require office development to be the predominant use on the site. The designation would include temporary caps on residential development to allow for some of the selected strategies identified in this study to come into effect. Identification of specific parcels to be designated "Downtown Office" will occur as part of the Downtown21 Master

Plan initiative and the Hurontario Corridor Study.

Major Office is also a new designation and is intended to facilitate the creation of a transit-oriented office environment along Hurontario Street to compliment plans to introduce higher-order transit. This designation would permit office as well as a mix of uses that are compatible with office. Uses incompatible with high density, transit-oriented office development such as large format retail and automobile-oriented commercial uses, would not be allowed. Locations and density parameters for this designation are to be determined by the Hurontario Corridor Study and district plan reviews.

The *Business Employment* designation currently in place in many of the City's Employment Districts represents the next level of the proposed hierarchy. Retention of this designation acknowledges the success of the City's employment districts and provides opportunity for the intensification of employment lands. This designation permits office uses but limits development to a floor space index (FSI) of 1.0 outside of nodes. *Industrial* allows for office development to a FSI of 0.5.

Local Office is a new designation that would replace the existing *Office* designation.⁴ This designation provides for office space that primarily serves the residential community such as medical buildings and professional offices (e.g., accountants, architects). Office uses would be allowed in nodes where policies encourage "complete communities", along arterial roads and in commercial developments. In order to support the concentration of major office building in strategic locations, stand-alone office buildings in residential areas will be limited. Height and density for the *Local Office* designation will be determined through district policy reviews.

Urban Structure

The office hierarchy has implications for the City's urban structure. The most significant urban structure elements are:

4. The existing office designation currently only applies to minor office sites in residential districts. In addition, it is a permitted use within the *Mainstreet Commercial*, *General Commercial*, *Convenience Commercial*, and *Motor Vehicle Commercial* designations.

- the role of City Centre – the densest concentration of office uses will be encouraged at this location;
- the nodal development pattern along Hurontario Street – a nodal development pattern is proposed along Hurontario Street. The pattern is intended to correspond with the location of higher-order transit sites as determined through the Hurontario Corridor Study and nodes as proposed by the Growth Management Strategy. Combining transit with office-supporting land use designations will expand office sites with access to higher-order transit infrastructure beyond City Centre and serve the next generation of growth; and,
- select employment districts for office uses – Meadowvale Business Park, Sheridan Park and Airport Corporate Centre are areas that have historically attracted office development and are attractive to future office investments.⁵ The urban structure needs to recognize the unique role of these prestige employment areas. A boundary adjustment for Airport Corporate Centre is recommended in order to include an area perceived by the market to be within the district.

2. Invest in a Series of Financial Strategies

The *Mississauga Office Strategy Study* reviewed a host of financial incentives intended to help offset the additional cost of development within the City Centre. The investment strategies focused primarily on the City Centre, as this is the area with the highest priority for office development, and is also where office development has been the most limited in recent years.

The investment/strategies are as follows:

- Create a Community Improvement Plan (CIP) for the City Centre;

5. Sheridan Park has seen less growth than the other Employment Districts. It is governed by restrictive covenants but it has good highway access and prestige users.

- Tax Increment Financing (TIF);
- Tax Increment Equivalent Grant (TIEG);
- Municipal investment in underground parking;
- Relief from Development Charges and other fees;
- Exemption from Peel Region and school board taxes;
- Elimination of property tax payable on newly constructed vacant office space; and,
- Creation of a new property tax class for office development in City Centre.

TIFs and TIEGs have only been used for pilot projects (West Don Lands and Toronto-York Subway Extension). There are no general guidelines in place regarding how to establish these in Ontario and it is unclear at this point how they would be administered by the Province. Provincial approval would be required and the City would need to bring forward a proposal for approval. It should be noted that the last three proposed incentives are not currently permitted under the legislative framework. Discussions with the Province and the Region would be required, if the decision was made to pursue some of these options.

At this time, no commitment has been made to implement any of the financial incentives proposed and these are presented, as potential options that could be explored. A full cost benefit analysis would need to be undertaken before any particular incentive proposal could be brought forward for City Council's consideration.

3. Infrastructure Investments and Other Supportive Initiatives

In addition to a new policy hierarchy and financial incentives, the following additional initiatives can be undertaken to support the environment for office development.

Invest in Municipal Parking –One of the most effective ways to stimulate office development is for the City to invest in municipal parking facilities in conjunction with an office developer. Over the long term this would result in a revenue-producing asset, help re-establish a market for office space in City Centre. As well, it has the

potential to improve the pedestrian realm in Mississauga's downtown area.

Transit Initiatives – Transit initiatives are a critical element in the City's office strategy. The Bus Rapid Transit (BRT) and proposed future higher-order transit along Hurontario Street will play an important role in future office development. Transit investments are needed to address key issues in office development, support intensification, service the next generation of growth and facilitate LEED certification of office buildings.

District Energy – City Centre has sufficient energy demand to warrant the consideration of a district energy program. Benefits of district energy include reduced greenhouse gas emissions, reduced reliance on the electricity grid and ensuring reliable long-term price stability. Hydro One has indicated that southern Mississauga is close to capacity. The introduction of a district energy program could address the capacity concern and distinguish City Centre as a place to invest.

Green Policies – The market has indicated an appetite for green policies. LEED certification is now sought by many tenants and will place the office inventory with these standards in greater demand. The City can assist the market to achieve this certification. Investment in higher-order transit and other initiatives, such as district energy, could result in some of the base work needed to demonstrate that new development has fulfilled some LEED requirements.

Retrofitting older buildings to improve air quality, lower energy consumption and reduce greenhouse gas emissions would also increase the competitiveness of the City Centre. The City could coordinate an upgrade to the existing building stock. The Canada Green Building Council does not presently certify retrofits, however, it is working on a program called "LEED Complete" that is anticipated to have provisions and a ranking system for the retrofitting of existing buildings.

Pedestrian Amenities – Interviews with City Centre landlords found that the lack of a pedestrian environment is a significant drawback. The development of pedestrian amenities will be one of the keys to success for a vibrant and dynamic City Centre. The Downtown21 Master Plan will provide direction for this initiative.

Office Space for City Staff – The City of Mississauga is in need of additional office space and could fulfill its space requirements by serving as an anchor tenant in at least one new office building. In addition to adding to the office inventory in the City Centre, this might kick start the perception of the City Centre as a place in which to invest.

Multi-Disciplinary Team – The City should create a multi-disciplinary team dedicated to promoting the City Centre and expediting applications for office development. This team should include representation from across the City and provide leadership on some of the recommendations in the *Mississauga Office Strategy Study*.

Transportation Demand Management Program – Support a transportation demand management program for City Centre and selected employment districts. Phase I of the Parking Strategy examines parking management strategies for the Official Plan Review and develops a parking strategy for the City Centre Planning District. Phase II will address additional city-wide parking initiatives and identify specific areas where a detailed parking strategy would be appropriate.

WHO'S DOING WHAT?

Recognizing the cross-departmental nature of the *Mississauga Office Strategy Study*, staff from Planning and Building (Policy Planning, Development and Design, BC21), Transportation and Works (Transportation and Infrastructure Planning), Community Services (Planning and Heritage), Corporate Services (Realty Services, Facilities and Property Management, Finance) and the City Manger's Office (Economic Development) have all provided input to the work undertaken for this study.

Implementation responsibilities for the recommendations from this study are summarized in Appendix 2. These will need to be further considered and prioritized by staff through the corporate business planning and budget processes subject to the public consultation process and City Council's approval.

The office hierarchy designations and the recommendations relating to the urban structure will be incorporated into the Mississauga Official Plan Review process. This falls under the mandate of the Planning and Building Department.

The financial recommendations in the study will require a detailed review and assessment by Corporate Services including input from Finance and Facilities and Property Management. As noted earlier, discussion with the Region and Province will also be required if the City were to pursue some of the financial strategies presented by the consultant.

Infrastructure and investments and other supportive initiatives fall under the mandate of a number of City Departments. They will need to be assessed in conjunction with the other strategies and priorities.

PROVINCIAL CONFORMITY

The Mississauga Plan Review is, in part, being undertaken to conform with the Provincial Policy Statement and Growth Plan, both of which have employment objectives. In May 2008, the Province released *Planning for Employment in the Greater Golden Horseshoe* which is a background paper to generate discussion on planning for employment areas. Office uses are among the employment uses that are addressed in the paper.

The paper notes that office development is anticipated to accommodate much employment growth and would benefit and support transit service and could be used to revitalize downtown areas. The paper also discusses giving priority to transit investments that support large employment nodes of major office and employment activities such as in urban growth centres, major transit station areas and along intensification corridors.

The recommendations from the *Mississauga Office Strategy Study*, including the proposed office hierarchy, are consistent with the strategies proposed by the *Planning for Employment in the Greater Golden Horseshoe* discussion paper.

FINANCIAL IMPACT: A detailed cost assessment of the recommendations has not been completed at this time. The Finance Division will play an important role in determining which of the financial incentives should be pursued.

CONCLUSION: Mississauga can consolidate its position in the marketplace and realize its own City-building initiatives by implementing a series of strategies and policies to direct future office development in the City. It is unlikely, however, that its vision will be realized without a new policy framework, financial incentives and supportive initiatives. The *Mississauga Office Strategy Study* is one piece of the City-building initiatives that are underway. The policies and initiatives discussed in the *Mississauga Office Strategy Study* are consistent with the strategies presented in the *Planning for Employment in the Greater Golden Horseshoe* discussion paper.

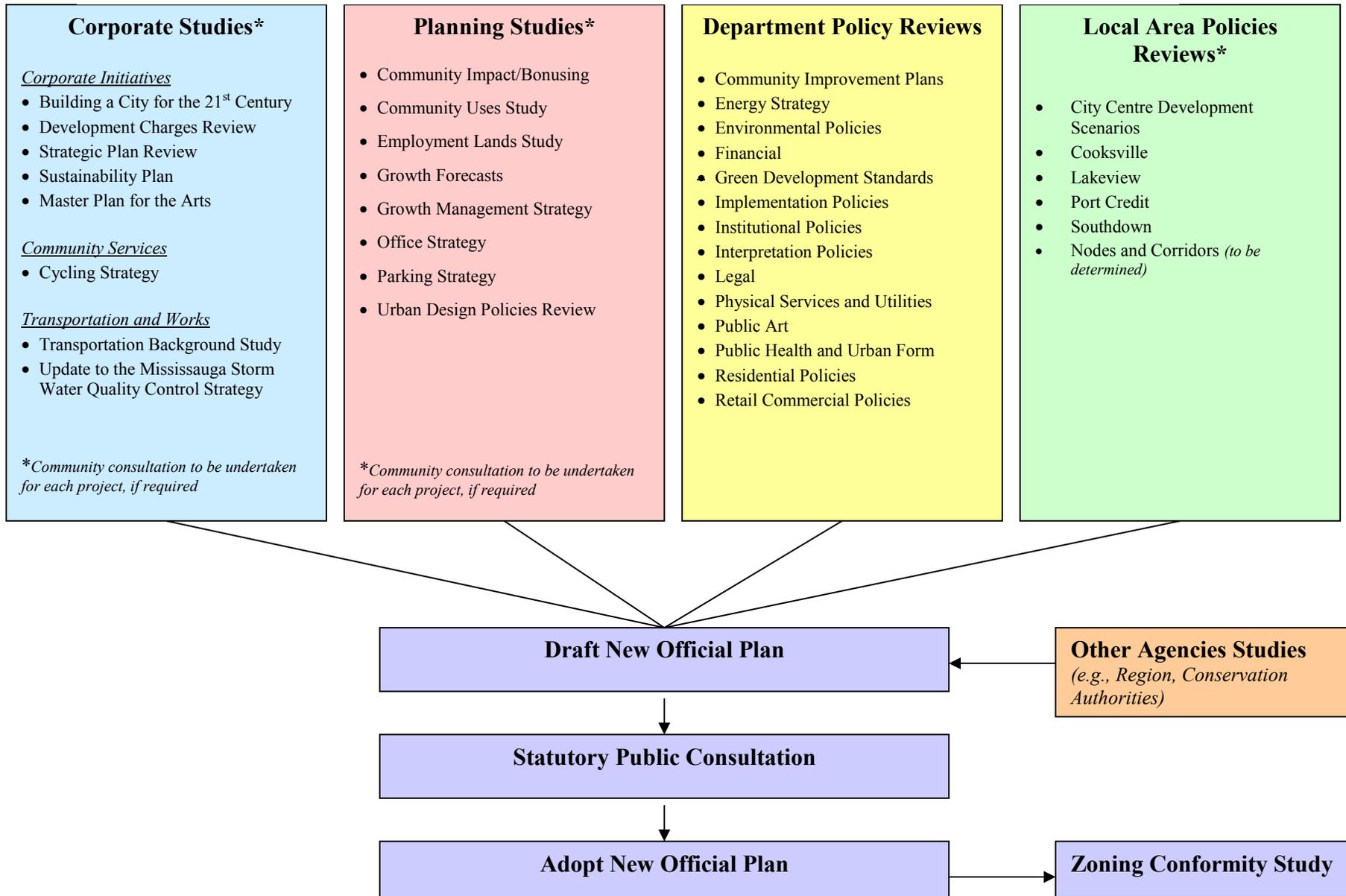
ATTACHMENTS: Attached under separate cover: *Mississauga Office Strategy Study*
APPENDIX 1: Mississauga Plan Review-Overview
APPENDIX 2: Mississauga Office Strategy Study
Recommendations,
Division & Department & Implementation
Responsibility

Original Signed By:

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Appendix 1: Mississauga Plan Review - Overview



**Appendix 2:
Mississauga Office Strategy Study Recommendations
Division & Department Implementation Responsibility**

Recommendation	Department/Division Responsibility	Studies Underway/ Action to be Taken
6.1 Proposed Office Designations	Policy Planning	
6.1.1 (a) Downtown Office	Policy Planning	Downtown21 Master Plan, Growth Management Strategy, Mississauga Plan Review
6.1.1 (b) Major Office	Policy Planning	Downtown21 Master Plan, Growth Management Strategy, Mississauga Plan Review
6.1.1 (c) Local Office	Policy Planning	Downtown21 Master Plan, Growth Management Strategy, Mississauga Plan Review
6.1.2 Re-Examine Mississauga's Node Structure	Policy Planning	Downtown21 Master Plan, Growth Management Strategy, Mississauga Plan Review
6.2 Policies and Strategies to Kick Start Office in City Centre		
6.2.1 Invest in Underground Parking in Partnership with Office Developers in at Least One Building to Accommodate City staff	Policy Planning, Facilities and Property Management, Transportation and Works	Parking Strategy, Downtown21 Master Plan
6.2.2 Take Advantage of Other Financial Tools to Urbanize City Centre	Finance/Revenue	
6.2.3 Downtown and Major Office Development Team	Economic Development Office	
6.3 Pedestrian Environment in City Centre Must Be Improved		
6.3.1 Improve Pedestrian Environment	Development and Design, Community Services - Planning Development and Business Services, Transportation and Works	Downtown21 Master Plan, Design of Park 471 (Working Title: Community Common), Civic Centre and Library Square Redevelopment, Downtown Wayfinding Strategy, Cycling Strategic Plan
6.4 Go Green in City Centre		
6.4.1 Energy Conservation and Green Building	Development and Design, Policy Planning, Facilities and Property Management	Green Development Design Guidelines & Strategy
6.4.2 Energy and Community Improvement Plan	Strategic Planning, Facilities and Property Management, Policy Planning	<i>To be initiated.</i>
6.5 Establish Additional Land for Office: Nodal Development on Hurontario		
6.5.1 Designate Six Nodes for New Category Within the Proposed Office Development Hierarchy	Transportation and Works, Policy Planning	Hurontario Higher-Order Transit Land Use and Urban Design Feasibility/Master Plan Study, Growth Management Strategy

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6.6 Linking Policies and Strategies to a Revised Urban Structure		
6.6.1 Review the Urban Structure	Policy Planning	Growth Management Strategy, Mississauga Plan Review
6.7 Support Continued Success of the City's Key Employment Districts		
6.7.1 Airport Corporate Extension	Policy Planning	Mississauga Plan Review, Employment Lands Study
6.7.2 Limit Industrial Uses on Lands Best Suited for Office	Policy Planning	Mississauga Plan Review, Employment Lands Study
6.8 Meadowvale and Airport Corporate - Attracting New Office But Have Low Transit Modal Share		
6.8.1 Intensification Strategies for Meadowvale and Airport Corporate That Include Requirements to Construct Parking Structures	Policy Planning, Transportation and Works	Mobility Hubs Green Paper. <i>Airport Corporate/Renforth Master Transportation Plan – to be initiated. Airport Corporate Centre Community Plan – to be initiated. Meadowvale Business Park Community Plan – to be initiated.</i>
6.8.2 Intensification Strategies for Meadowvale and Airport Corporate Should Recognize Future Potential of Two-Way All-Day Service for Transit. Higher Intensities Can Make These More Transit Supportive	Policy Planning	<i>Higher-Order Transit Station Community Plans – to be initiated</i>
6.9 Sheridan Park Maintains Unique Campus-Like Environment but is the Only Employment District with Visibility from the QEW		
6.9.1 Secondary Plan Review	Policy Planning, Economic Development Office	<i>Sheridan Park Community Plan - to be initiated</i>

**Appendix 2:
Master Project List**

Studies Underway Pertinent to the Implementation of the Mississauga Office Strategy Study Recommendations

Project Name	Lead Department/Division	Description
Airport Corporate/Renforth Master Transportation Plan	Transportation and Works	Review of higher-order transit network in the vicinity of Lester B. Pearson International Airport. In partnership with the City of Toronto, York Region, the Province of Ontario and Metrolinx.
City Centre Public Realm Plan/Handbook	Development and Design	A review will be undertaken of the public realm requirements within the City Centre precinct culminating in a plan that will be used in the review of development applications
Civic Centre and Library Square Redevelopment	Community Services	Produce detailed design to improve functionality for increasing number and intensity of public uses resulting in a lively downtown destination. CS&P Architects are retained.
Cycling Strategic Plan	Community Services, Transportation and Works	Long term master plan for cycling on road ROW and multi-use trails to address key routes, safety, education, maintenance and amenities. Itrans Consulting are retained.
Design of Park 471 (Working Title: Community Common)	Community Services	Design and construction administration of unique urban park to support vision of downtown and provide park space for increased number of local residents. Janet Rosenberg & Assoc. are retained.
Downtown21 Master Plan	Development and Design	The Downtown21 Master Plan will build upon past and present initiatives for the downtown as well as stakeholder and community input to create a co-ordinated and comprehensive master plan and accompanying policies and actions to position Downtown Mississauga for success in the 21st Century. Consultant required.
Downtown Wayfinding Strategy	Community Services	A wayfinding specialist will be retained to develop a strategy for directional and interpretive signage and a palette of materials for the downtown.
Employment Lands Study	Policy Planning	The Employment Lands Study will review the existing official plan policies and amount of land designated for employment uses. Prior to any conversions of employment land a municipally-initiated comprehensive review is required that considers matters such as the need for the conversion, implications for the achievement of the intensification and density targets, meeting the allocated employment forecast, and ensuring that lands are not required for long term employment purposes. Hemson Consulting Ltd. has been retained.
Green Development Design Guidelines & Strategy	Planning and Building	The City of Mississauga Planning and Building Department will undertake a comprehensive "Made in Mississauga" Green Development Strategy to ensure that development maintains the principles of sustainability. The intent is to implement the policies and practices to ensure that new building development (site design, buildings and building elements that influence the environment) remain consistent with this sustainable initiative.
Growth Management Strategy	Policy Planning	As part of the Mississauga Plan Review, an internal study is underway to examine and assess key nodes and corridors within the City and recommend an urban structure for the City.

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Master Project List**

Studies Underway Pertinent to the Implementation of the Mississauga Office Strategy Study Recommendations

Hurontario Higher-Order Transit Land Use and Urban Design Feasibility/Master Plan Study	Transportation and Works	In partnership with the City of Brampton, development of a comprehensive transportation, land use/urban design plan for the implementation of rapid transit along the Hurontario Street Corridor extending from Lakeshore Road to Queen Street in Brampton. Marshall Macklin Monaghan are retained.
Mississauga Plan Review	Policy Planning	A review of Mississauga Plan has been initiated to comply with requirements to be in conformity with The Place to Grow Plan by June 2009. The review will also consider other legislative requirements and opportunities (Provincial Policy Statement 2005 and Bill 51 revisions to the Planning Act). In addition, the review will address the vision for the City as it moves from greenfield development to its next generation of development and redevelopment. Public participation will be required in early 2009. Consultation selection is now in process.
Mobility Hubs Green Paper	Transportation and Works	Prepared by Metrolinx as part of the Regional Transportation Plan initiative. Identifies potential sites for Mobility Hubs for the GTA and Hamilton. Identified sites in Mississauga include Renforth, UTM, Mississauga City Centre and the Airport. Mississauga City Staff is working with Metrolinx for further analyze these sites and other potential mobility hubs.
Parking Strategy	Policy Planning	A consultant has been retained to examine parking management policies for the Official Plan Review and to develop a parking strategy for the City Centre Planning District with recommendations to be brought back in spring 2008. The scope of a Second Phase is now being prepared to address additional City-wide parking initiatives and identify specific areas where a detailed parking strategy would be appropriate. BA Consulting are retained.
Strategic Transit Network Opportunities Study	Transportation and Works	The study has three goals: to prepare an updated, long-term network plan for transit within the City of Mississauga, to position the City's transit network for full cross-boundary integration with neighbouring municipalities, and to respond to the transit component of the Metrolinx Regional Transportation Plan process which seeks provincial funding for future transit initiatives