

APPENDICES

TASK FORCE MEMBERS

Dana Anderson is the Director, DLA Consulting of Mississauga. She has her Master of Arts (Regional Planning and Resource Development) from the University of Waterloo and her Bachelor of Arts (Honours Urban Geography) from Queen's University. She is a Registered Professional Planner and is a member of Mississauga's Committee of Adjustment and Traffic Safety Council. Ms. Anderson was a Senior Consultant with Trans Canada Pipelines and has participated in many restructuring studies and commissions throughout Ontario. She has had extensive community and volunteer experience including Director for Peel Halton Dufferin Training Board (Business) and Chairperson for St. John Ambulance Mississauga Branch Board. (Ward 9)

Ted Blackmore was acting Ward 6 Councillor from June to November 2000. He has a Bachelor of Science from the University of Toronto and is a Doctor of Chiropractic with his own clinic in Streetsville. He is the Chair/ Planning Director for the Meadowvale Resident's Association and the Founding Director for the Mississauga Resident's Environmental Protection Association. Dr. Blackmore's extensive community involvement include being a member of the City of Mississauga's By-Law Committee, Committee of Adjustment, and Property Standards Committee. (Ward 9)

Doug Bonesteel graduated from York University with a degree in Psychology and has been a professor at Sheridan College since 1986. He has been the Co-ordinator of Student Life and Academics for the Justice Studies program in the School of Business and has conducted numerous workshops on the value of leadership and recreation in corrections, volunteer administration in the public sector, teamwork dynamics and organizational development. He has written training models for the Ontario Ministry of Community and Social Services and has published articles on justice related issues. He is a recipient of the St. Leonard's Society's Cody Award for outstanding work in community corrections. He is a member of the Canadian Criminal Justice Association, the Ontario Association of Corrections and Criminology, the American Probation and Parole Association, the American Correctional Association and the Harper-Collins Psychology Review Committee. (Ward 6)

Michael J. Burke is the President and Chief Executive Officer of the Transportation Health and Safety Association of Ontario (THSAO). He served on the THSAO Board of Directors for nine years, the two most recent in the capacity as Management Co-Chair. He has 12 years with the Ontario Trucking Association as well as being an Executive Assistant to a provincial MPP working at Queen's Park. Mr. Burke is a graduate of McMaster University where his studies centred on Political Science and Economics. (Ward 4)

Brad Butt has had ten years experience in Property Management currently as Executive Director, Greater Toronto Apartment Association. He attended the University of Toronto (political science, public administration and French). Mr. Butt is the producer and host of *Conflicting Interests* on Rogers Television Peel. He has had two decades worth of volunteer experience in such capacities as Founding Chair of the Mississauga Crime Prevention Association, six-year Chair of the Counter-Act Vandalism Prevention Committee, three-year Trustee of the Mississauga Public Library Board, three-year Director of the Mississauga Arts Council, and two-year Chair of Mayor McCallion's Youth Advisory Committee. (Ward 1)

Russ Charlton is the President of Charlton Engineering Limited. He has a B.A.Sc. in Civil Engineering from the University of Waterloo as well as MBA level and other professional development courses. He has over 30 years of technical, consulting engineering, municipal engineering, general project management and construction contract management experience in municipal engineering and in public and private land development. For the past several years Russ has served on the Mississauga Committee of Adjustment. (Ward 8)

Roger Coote is President of Cooksville Munden Park Homeowners Organization (CMPHO) and has lived in Mississauga since 1982. Roger has a Bachelor of Science in Electrical & Control Engineering with over 20 years of experience in the field working in both Europe and N. America; at the present time Roger works for the multi-national company Alstom Canada Inc. as Sales Manager. (Ward 7)

Ian Crook is Vice President, Risk Analysis and Approval, Group Risk Management with the Royal Bank of Canada. He has his MBA from York University and a Honours B.A. in History from the University of Western Ontario. Having grown up in Mississauga, he was Director of the Whiteoaks - Lorne Park Community Association for 4 years and is currently serving as President where he has dealt with district planning policies, re-zoning applications and property assessment. (Ward 2)

Gino D'Ambrosio is Vice-President, Development with Andrin Limited, an integrated building and land development company which has developed and built over 2,800 housing units in many southern Ontario communities. He has a Bachelor of Technology Degree in Architectural Science from Ryerson and has worked in the building and land development industry for over twenty years. He has been a resident of Mississauga since 1974 and has served as Chair of the Region of Peel's committee to streamline the delivery of services to seniors in Peel in 1988 and has served as a member of various other community and charitable organizations. (Ward 3)

Ted Davidson is President and Principal Planner of Ted Davidson (Consultants) Inc. and Waterfront Concepts Inc. He is a practising registered professional planner and development manager providing planning and development advice to major developers, individuals and municipalities in the Province of Ontario. He has his Master of Environmental Studies from York University, his Bachelor of Arts from the University of Western Ontario and holds three certificates in Dispute Resolution from the Faculty of Law at the University of Windsor. He is a full member of the Ontario Professional Planners Institute, the Canadian Institute of Planners, and the Arbitration and Mediation Institute of Canada Inc. (Ward 1)

Pat Hertzberg is a Fashion Designer and Fibre Artist. Her background includes experience in both retail and manufacturing as a Buyer and Sales Manager for Eatons, as a Designer for a number of Canadian manufacturers, and as the CEO of her own factory operation. She has served on the executive of the Gordon Woods Homeowners' Association for over 20 years. As President, and currently as VP of Special Projects she has worked with City Hall on issues of planning, re-zoning, and by-law enforcement. Pat has received a number of awards for her community volunteer work on committees such as the Mayors Arboricultural Committee (Civic Award of Recognition), and the Peel Board of Education (10 year Volunteer Service Award). She was awarded the Credit Valley Conservation Award of Distinction for her personal initiative regarding the Gypsy Moth. Pat is a graduate of York University (Psychology) and Sheridan College (Fashion Design). (Ward 7)

Donna Howard is the founding partner and Vice President of Howard Inc., a business solutions and information technology consulting company. She has served as a Commissioner for Mississauga Hydro, Chair

of the Residents' Advisory Committee for Pearson International Airport, President and longtime Director of the Erin Mills Residents Association and as a member of various other charitable and community organizations and advisory committees. Mrs. Howard is a recipient of Canada's 125th Year Medal for Outstanding Community Service, the Province of Ontario Bicentennial Medal for Community Service and the Mississauga Civic Award for over 20 Years of Community Work. (Ward 8)

Diane Kalenchuk has been a resident of Mississauga since 1974. She is currently the Chair of the Mississauga Community Millennium Committee and has been actively involved in the community since 1976. She has sold real estate actively since 1980 and has served on a number of committees. Mrs. Kalenchuk was elected to be a Director of the Mississauga Real Estate Board in 1988 and was President in 1991. She served as the Director of the Mississauga Sports Council from 1992 until 1996 then became Chair in 1997 and continues to serve as co-chair. (Mayor's appointee)

John Pegram retired as a Marketing Manager with a U.S.A. based, major multi-national, industrial polymer manufacturer. He is a Fellow of the Institute of Materials, Minerals and Mining (F.I.M.M.M.-[UK]), a member of the Association of the Chemical Profession of Ontario, (C. Chem.) and a Professional Member of the Corporation of Professional Chemists of Quebec, (P. Chim.). Mr. Pegram a long time resident of Mississauga, has led the Meadow Wood Rattray Ratepayers Association as President for three terms and has been actively involved in local and citywide issues. (Ward 2)

Frank Rende is the Vice President of Sales and Marketing for Bernia of Canada Inc. Prior to that he had several senior management positions for Loblaw companies. Mr. Rende has been a resident of Mississauga for the past 20 years and has lived and worked in Ward 5 for the past 10 years. His community involvement has included Director of the Deer Run Community Association Board, a Director of Futures Gymnastics Club, a Director of the Mississauga Theatre Alliance and a Director of the Living Arts Centre Board. (Ward 5)

Stephen Roberts is a Finance Specialist for Computer Services Corporation (CSC) account for Nortel Networks. He has a Bachelor of Commerce (Honours Business Administration, Marketing) from the University of Windsor. Mr. Roberts has received two Civic Awards of Recognition from the City of Mississauga, is a member of the Mississauga Cycling Advisory Committee, and a Member of the Claireville Conservation Advisory Committee. (Ward 5)

Gerald Townsend is the Vice President, Business Affairs for The Living Arts Centre of Mississauga. He is a Fellow of the Institute of Chartered Accountants and has had a career as Partner of a national accounting firm and corporate executive. He was a senior staff member of the Smith Committee on Taxation appointed as a Commission to review the revenue and tax systems of the Province of Ontario and was appointed by the Federal Government of Canada to undertake and report on the revenue system of the Colony of Monserrat including recommending improvements. Mr. Townsend has lived in the City of Mississauga since 1960 and is past President of the Mississauga Board of Trade. He has served as a member of the Governing Council of the University of Toronto and the Boards of Directors and Executive Committees of many other charitable and community organizations including the Banting Research Foundation, National Ballet of Canada, the Living Arts Centre in Mississauga and the YMCA. (Mayor's appointee)

Tom Urbaniak holds a Master of Arts Degree (Political Science) and a Bachelor of Arts Degree (Political

Science and History) and is currently a PhD student specializing in local government at the University of Western Ontario. He is a part-time community journalist for the *Streetsville/Meadowvale Booster*. Mr. Urbaniak was the youngest ever President of the Children's Aid Society of the Region of Peel and is also Past Chair of the Mississauga Crime Prevention Association. Other previous volunteer experience includes Chair of the Mayor's Youth Advisory Committee, member of the founding steering committee for the Square One Youth Centre and Ward 3 representative on the Mississauga Cycling Advisory Committee. He is the author of a book on Streetsville's recent history, with particular focus on events leading to the 1974 amalgamation and the creation of a regional government for Peel.

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www.torontocharter.com

Other Reference Material

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Government of Ontario (budgets, throne speech, SmartGrowth initiatives)

Presentations by:

Jeff Jackson: Director of Finance, City of Mississauga

Martin Powell: Director of Engineering and Planning, City of Mississauga

Government of British Columbia (general information on the Greater Vancouver Regional District, TransLink, etc.)

various newspapers and magazine articles, population projections, municipal websites, etc.

Deloitte Consulting - Governance Models

PROPOSED OPTIONS FOR THE GREATER TORONTO SERVICES BOARD

as presented by Deloitte Consulting in "Getting Started" A Review of the GTSB (Feb, 2001 pgs. v-vi)

PLANNING AUTHORITY: A Planning Authority would be established with a mandate to monitor and guide the "growth management" activities in the GTA. It would accomplish this by developing planning policies and guidelines to shape the growth in the GTA, land use patterns, transportation networks and related development. The policies and guidelines developed by the Authority would inform the Official Plans of municipalities and regions in the GTA. The Planning Authority would not be involved in any service delivery. This option places power with the GTSB to ensure its strategies are followed in the growth management field.

PLANNING AND SERVICES BOARD: This is an expanded Authority in both planning and services. It would be required to develop a growth management plan for the GTA to which other plans must conform. It would have a number of levers to ensure implementation of the GTA Plan - the necessity for Official Plans to conform to its guidelines, the ability to set service levels, a role as the borrowing agent for all municipalities in the GTA and the legislated mandate to become involved, if appropriate, in service delivery. The Planning and Services Board would not operate services. Rather, it would influence service delivery by establishing planning direction in the municipalities and allocating any provincial or federal funding (which would flow through the GTSB) to projects, services or initiatives that are agreed priorities of the GTSB. This option builds and extends the role for the Planning Authority as set out in the first option to reinforce the role of the GTSB in growth management. It also addresses the need to become active in infrastructure planning and implementation.

GTA COUNCIL: This option would establish a GTA-wide government that is directly accountable to the public. It would replace services currently delivered by existing tiers of government. It would assume the authority and responsibility for planning and for delivery of services of a GTA-wide nature currently vested with the two existing levels of government.

A GTA MINISTRY OF THE ONTARIO PROVINCIAL GOVERNMENT: This option emerges from the perspective that concerted action at the Provincial level is needed to bring the authority, the funding resources and the Provincial Government decision-making to the GTA. In this option, a Minister for the GTA, with a supporting Ministry, is appointed to focus on and coordinate Provincial Government interests, policies, and priorities for the GTA. The GTSB would disappear; the existing GTA two-tier municipal structure could remain or change over time.

April 18, 2001

Citizens' Task Force on the Future of Mississauga

Appendix D

Dear Madam Mayor:

The Citizens' Task Force on the Future of Mississauga has met weekly over the past 2 months to discuss the issues facing our City regarding governance structure and the handling of GTA-wide issues. Our review is not yet complete, however we provide below our Task Force comments on the recent report by Chairman Chong of the GTSB (March 23, 2001) and the response by the Strategic Planning and Review Committee (March 30, 2001).

Overall, the Task Force believes that it is important that a governance structure be put in place that handles inter-regional and inter-municipal issues for the entire GTA. This structure must be accountable, inclusive, less bureaucratic and easily understood. We would support the GTSB as a 'Planning and Services Board' but there is not a desire to create a third level of government and therefore the regional government level should be phased out, in accordance with prescribed timelines, as responsibilities and services (such as outlined under '3' below) are transferred to the GTSB or local levels of government. Also, at the time the regional governments are disbanded the geographical coverage of the GTSB should be reviewed and if necessary changed to ensure that all communities are appropriately served within the GTSB.

The Task Force is unanimous in its conclusion that the GTSB should be strengthened both as to its responsibilities and its authority. It is clear to the Task Force that no matter what governance structure is decided upon the critical issues of funding and authority need to be specifically legislated. Our strongly held view is that both Chairman Chong's recommendations and the Strategic Planning and Review Committee's response do not go far enough. In our view the Planning and Services Board requires exclusive and final authority for the portfolios mandated to the GTSB. With these principles in mind we offer the following specific comments:

1. **Growth Management:** The enabling legislation must require the GTSB to assume full responsibility for the co-ordination and planning of:
 - a. growth management
 - b. development of a growth management strategy
 - c. infrastructure planning and implementation, including:
 - i. roads and transit facilities
 - ii. water filtration plants and mains
 - iii. solid waste treatment
 - iv. storm water management
2. **Transportation Planning:** The enabling legislation must require the GTSB to assume full responsibility for the co-ordination and planning of:
 - a. transportation planning
 - b. public transit

We have considered Chairman Chong's recommendation that a separate agency be created to co-ordinate GTA transportation planning (page 11 of his March 23, 2001 recommendations). The Task Force recognizes that there are benefits in having a specific body charged with this responsibility. However, we think that it is necessary that there be full congruence between transportation planning for the GTA and the growth management planning which the Task Force envisions the GTSB will undertake for the GTA. On this basis, it follows that the membership of a Transportation Committee should be drawn from the GTSB alone, rather than having separately appointed representatives, in order to ensure that the transportation and growth planning policies are consistent with each other.

3. Non-transportation services: The enabling legislation must require the GTSB to assume full responsibility for the co-ordination and planning of:
 - a. social planning
 - b. social housing
 - c. social and family services
 - d. environment and conservation
 - e. public health
4. Revision to Item 2 of Chairman Chong's recommendations, to read as follows:
'Require, in legislation, that the Official Plans of the municipalities in the GTA, and the City of Toronto comply with the GTSB growth management strategy.'
5. Revision to Item 3 of Chairman Chong's recommendations, to read as follows:
'The GTSB must strike a long term capital funding agreement for transportation, transit and other GTSB services with the province in alignment with provincial policy statements regarding these services.'

It should be noted that the Task Force did not agree with recommendations 1.c. and 1.d. because migration of services to the GTSB from the local municipalities was not strong enough; the GTSB mandate to provide non-transportation services demands legislation from the province.

Thank you for the opportunity to provide your office with our comments for the upcoming GTSB Board meeting on April 20, 2001, and we would be pleased to meet with you to discuss these points in more detail at your convenience. We look forward to hearing the outcome of the Board meeting as we continue to review GTA-wide issues that effect the residents of Mississauga.

Yours truly,



Ian Crook

Co-chairs of the Citizens' Task Force on the Future of Mississauga



Brad Batt

cc. D. O'Brien, City Manager

Submissions by the Public

Appendix E is a compilation of all of the public comments received on the Interim Report of the Citizens' Task Force on the Future of Mississauga (November, 2001). During the months of January and February 2002, the Task Force members held focus sessions in each of the nine wards. At these sessions, 80 residents participated in round-table discussions of the Interim Report. Comments gathered at these focus sessions form Part A of this appendix. On March 26, 2002, approximately 100 residents participated in a city-wide public meeting at the Civic Centre. The minutes from that evening are found in Part B. Comments submitted via email, fax, regular mail or comment forms are written in full in Part C of the appendix. An estimated 500 copies of the Interim Report were circulated, and the City's web site for the Interim document was visited numerous times.

Part A. Ward Focus Session Comments (January - February, 2002)

Transportation and Transit issues:

- Q: What about transportation (the stop at Kipling subway is wrong)? No trucks should be allowed on the Gardiner or other important expressways (as is the case in Chicago). Hard to change the land use of the trucking agencies, such as on Cawthra Rd. (Task Force member indicated transportation was the #2 most important recommendation in the report behind long-range growth planning. Councillor Iannicca (Ward 7) indicated that the secondary plan review helps in changing previous land designations).
- Comment: Transportation planning to avoid gridlock is a first priority.
- Comment: Manage highway construction to encourage transit development and use, more toll highways, more parking for transit users.

Governance issues:

- Comment: Concern expressed about the actual powers of the Smart Growth Panels.
- Q: Does the Citizens' Task Force believe elected officials should be on the Smart Growth Panels? (Task Force member indicated the Task Force was unanimous in its belief that the Smart Growth Panels should be of elected officials - could be elected municipal officials that would also sit on the Panel).
- Comment: A GTA-wide Coordinating Body should be elected.
- Comment: We should examine other models of successful governance such as Vancouver.
- Q: The governance transition plan - what is this and how would this issue be dealt with? Has this been thought out? (Task Force member indicated a 5 year plan for the actual phasing).
- Comment: Support expressed for a governance body made of elected officials. Is there a concern about the lack of voice/control we might be giving up? (Task Force member indicated the GTSB balanced the voice to a certain extent. Representation by population is the way to go).
- Comment: Larger municipalities should have more independence.
- Comment: Regional government should be phased out; the GTA should be re-defined.

- Comment: Government organizations should be held accountable for their efficiency.
- Q: How would the Smart Growth Panels decisions be implemented? Concept is agreed with but how does it really work? Do we need to give up control for the greater good? Perhaps you can build in checks and balances.
- Comment: Shouldn't view this as the elimination of regional government - but rather the expansion of that level of government. (Task Force member indicated we have a different focus now than regional governments had in the past - now we need to organize and co-ordinate service delivery).
- Comment: Not all politicians know everything and this will allow to hire experts.
- Comment: The members of the Smart Growth must be elected politicians and senior elected officials - not direct election.

Services issues:

- Comment: Are there design ideas for garbage and parking? (Task Force member indicated the report went as far as recommending the authority to deliver services but no specific design ideas were outlined in the report).
- Comment: Concern about the division between the region and city in delivering the road clearing and waste disposal services.
- Comment: Street lighting and hydro authority - was it looked at specifically? Some residents indicated the City could handle the street lighting function better than Hydro.
- Comment: Whatever governance changes are made, the existing service quality must be maintained - the exercise should not be a cost cutting measure.
- Comment: GTA wide standards for all public services should be phased in (i.e. garbage collection, recycling, planning).
- Comment: Additional things the Smart Growth Panel should consider (soft services like recreation - specifically facilities).

Funding:

- Q: Is this incremental or in addition to what we are currently receiving? (Task Force member indicated senior levels of government must provide ongoing stable commitment that can be relied upon - something that transcends beyond a term of an existing government).
- Comment: Funding must also apply to roads because currently roads are in a very poor state.
- Comment: The funding from the federal and provincial governments must be there for the GTA.
- Comment: Want the federal and provincial funds back in the same way that it was paid before.
- Comment: Long term funding is very important particularly for transit.

General comments:

- Q: What about loss of farmland? (Task Force Member indicated it was suggested as an important item in the report but there were no specific recommendations).
- Q: Should the impact of the airport be addressed? Inability to control?

- Comment: What about school services / school boards? (Task Force Member indicated it was not looked at by the Task Force).
 - Comment: Using Mississauga's facilities by non-residents was questioned and a surcharge fee was recommended. (Task Force Member indicated that specific recommendations were not made in this regard except that the Task Force recommended that if the local municipality was allowed to deliver a service it should be able to do so in the best way to support Mississauga residents' needs. Also that cross-municipal uniformity on this issue was also important. Councillor Iannicca added that there must be uniformity in taxation but that this was also not looked at specifically).
 - Comment: The report was a great starting point and a skeleton on which to build.
 - Comment: Planning should be 'broad' based and service delivery relatively 'narrow'.
 - Comment: Infill and intensification in most of the city is required to keep the cost of local government (taxes) under control and facilitate efficient public transit.
 - Q: Golden Horseshoe is a totally different area and should not be part of the area we are included in - not part of GTA. The problems and concerns are different. (Task Force Member indicated they want the Panel only to include the GTA).
 - Q: Are you just eliminating 5 regions and replacing with one larger region and save money at the same time? (Task Force Member indicated that was the concept and when that happens, some of the existing services should be delivered at the local level).
 - Comment: Urban sprawl is also a factor. If you can't build out - you have to build in....we don't want to give up local planning decisions.
 - Comment: We have to get control back from the Ontario Municipal Board (OMB).
 - Comment: Can't agree on the OMB - still want the option to be able to appeal a decision. (Task Force Member indicated they have recommended that the mandate of the OMB be reviewed).
 - Comment: Agreed that the OMB should not be able to override a decision that conforms to the Smart Growth Plan.
 - Comment: Suggest change to title to report: *Task Force on the Future of Mississauga and the GTA*.
 - Comment: Smart Growth Panels must have teeth and more authority for their work.
 - Comment: Residents generally in favour of Smart Growth Panels
 - Comment: Was the Police services looked at touched?
 - Comment: Stronger statement regarding the elimination of pooling needed.
 - Comment: The scope, timeframe and area that was looked at is too short sighted, too narrow, too Mississauga focused.
 - Comment: We need to continue to a second phase and actually test the recommendations based on a financial analysis to ensure the recommendations are financial feasible.
 - Comment: Schools should be better planned and there should be a GTA wide body looking at coordination of school services.
 - Comment: All social services should be funded from the income tax base not the municipal tax base (i.e. social welfare and housing).
 - Comment: The work in the report is 20 years too late.
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Part B. Public Meeting Minutes (March 26, 2002)

Mayor McCallion welcomed all in attendance, introduced the members of the Citizens' Task Force and welcomed Councillor M. Prentice, Councillor F. Dale, Councillor C. Gyles and Councillor G. Carlson and MP Carolyn Parrish. The Mayor described the process of how the citizens were appointed from each ward through the Ward Councillor and that she had also appointed two of the members. Mayor McCallion made reference to the time commitment of the Task Force and that the Interim Report was being presented to the public to provide input into the final report.

Mr. Brad Butt, Co-Chair, also welcomed members of the public advising that this meeting was called to provide an opportunity for the public to provide input on the recommendations in the Interim Report. Mr. Butt advised that the Task Force will continue to gather information for the next couple of weeks and will be preparing a final report to Council in May 2002. He identified the key concerns of the Task Force: lack of controls on urban sprawl, loss of valuable natural lands, transportation and transit problems, environmental issues and inadequate investments by senior levels of government.

Mr. Butt further advised that the rapid growth in Southern Ontario had led to the necessity for changes to take place in public policy and governance. He stated that there was a need for Mississauga to be prepared with adequate citizen input, should the Province push for amalgamation. Mr. Butt advised that the Province in September 2001, announced the dissolution of the Greater Toronto Services Board (GTSB) and the formation of Smart Growth Management Councils and although the majority of the work conducted by the Task Force was during the existence of the GTSB, it was determined by the Task Force that their research and findings were sound. He advised that when the Task Force reviewed the governance model, it was felt that the Province must create a GTA wide coordinating body in the currently-defined Greater Toronto Area (GTA), comprised of municipal politicians from across the GTA, given the responsibility to plan and coordinate services and growth in the entire area with representation by population. Provincial legislation must define the responsibilities of this coordinating body and give the tools necessary to plan and coordinate. He advised that the Task Force had recommended that regional governments must be phased out within five years of the creation of the GTA wide coordinating body and that Mississauga must remain as a separate local municipality with expanded authority to deliver local services.

Mr. Ian Crook, Co-Chair, advised that the report talks about municipal and inter-municipal governance and delivery of services. Mr. Crook covered the areas of funding, representation and dispute resolution as follows:

Funding:

- there must be adequate and consistent sources of funding from the federal & provincial governments.
- no taxing powers for the GTA wide coordinating body.

Representation:

- GTA wide coordinating body must consist only of officials who have been elected to municipal councils.
- principle of representation by population must be reflected at all levels of government.

Dispute Resolution:

- the need for the Ontario Municipal Board (OMB) should be re-examined to the extent that should the OMB continue to function, the province should ensure that future decisions be made in the context of the GTA wide growth management strategy.

Smart Growth Panel:

Mayor McCallion provided an overview of the Smart Growth Panel and the dissolution of the GTSB as of December 31, 2001. The Mayor advised that through the efforts of the staff of the municipalities involved in the GTSB working with consultants, a report on the present and future transportation needs of the GTA, both moving people and goods was created. This was the first study of this kind ever prepared. That report was handed over to the province and it is now with the Smart Growth Panel for review. She advised that five panels have been set up in the province with the responsibility to deal with urgent items and the present and future needs of the Central Ontario Region. The Smart Growth Panel is an advisory body that reports to the province through the Minister of Municipal Affairs. The Mayor advised that each member of the panel does not represent his or her municipality and that not all politicians across the GTA were appointed to the panel. She advised that sub-panels that will be created to deal with transportation, waste disposal and strategic policy for the Central Ontario Region. Gridlock is the most important item and the Minister had imposed a deadline to report back regarding this issue by June 2002. As of January 1, 2002, the province took back GO Transit, and GO Transit will now take on the responsibility of completing the second phase of the GTSB study.

QUESTION PERIOD:

1. Mr. Phil Langford, President of the Mississauga Board of Trade, questioned the recommendation of the Task Force to change the corporate governance model with the dissolution of regional government when it appears to be working well. He advised that changes in corporate governance in Hamilton, Ottawa and Toronto were designed to develop efficient improvement in service delivery and this had not happened to date. Mr. Langford suggested that it might make more sense to “tweak” the existing government structure to obtain the required results.

Ms. Donna Howard, Ward 8 Task Force member, advised that after reviewing the position of the municipalities and the regional governments in the GTA, it was felt that the services were being provided in isolation and without a unified plan. She advised that the regions had served their purpose and it was time to move forward and allow municipalities to work closer with each other. Ms. Howard advised that some issues currently handled by the regions could be better coordinated by the municipality ie. housing and transportation as they relate to the business sector.

Ms. Dana Anderson, Ward 9 Task Force member, advised that as a group, the Task Force would agree that there had been some difficulties with the implementation and streamlining of the provincial

amalgamations, including significant costs. She advised however, that there are only three municipalities in the Region of Peel and the services that are under review are those delivered at the regional level and brought down to the municipality or delivered at the region and associated with other regions. The Region of Peel is responsible for public health, roads, water supply distribution which should go to the City (roads and water) or a coordinating body or special purpose body. She advised that the Task Force was also concerned with the issue of imbalance in the representation of the municipalities at the Region of Peel.

2. Mr. Marty Banks, Resident, expressed concern with the transportation of people to and from Toronto, where vehicles are in gridlock with only one or two people occupying the vehicle. Mr. Banks suggested that consideration be given to bus ways that run parallel with the roadway.

Mr. Butt responded that the Task Force did not deal with specific modes of transportation and that it is crucial that a GTA wide coordinating body reviews all the options to ensure that the movement of people and goods is carried out in the most effective way. Mr. Butt made reference to problems encountered at municipal borders with bus ways along Burnhamthorpe Road stating that a coordinating body must find a way to make all of the various elements fit.

3. Mr. Stephen Szep, Resident, stressed the need for a sub-panel to look solely at transportation and transit. Mayor McCallion advised that there is a sub-panel of the Smart Growth Panel established to deal with the bus way, light rail transit, road patterns, crossings at borders to the USA, etc. advising however, that funding is the key from the various levels of government. Mr. Szep advised of the importance of establishing grass roots pressure toward the province to get some action on this issue. Mr. Butt advised of the time frame of the Task Force since its inception, stating that it is their goal to present a final report with recommendations to City Council by the end of May 2002. He advised that once the GTA wide coordinating body is established, a growth management strategy must be submitted to the province within one year.
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4. Mr. Lawrence Mancini, Resident, advised that he had returned to Mississauga after living in Vancouver and watched the eco system in decline. He expressed concern that the health of the environment is not sufficiently addressed. Ms. Donna Howard agreed that environmentalism is a priority.
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5. Mr. Andre Mak, Co-Chair of the Mississauga Chinese Professional Business Association, advised that the Association supports the various points in the Task Force's report particularly the recommendation that Mississauga remain as a separate entity. He advised that the Association also agrees with the phasing out of regional government and expressed concern that the Smart Growth Management Council could evolve into another regional government. Mr. Butt assured Mr. Mak that the Task Force is not recommending another level of government as this is not in the best interest of the citizens of Mississauga.
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6. Mr. Paul Vanderham, Resident, questioned the issue of accountability of the Smart Growth

Management Council. Ms. Howard advised that the Smart Growth Panel is made up of elected officials who have the obligation to participate in their own municipalities' decisions. She advised that if the citizens are unhappy with decisions made by the Smart Growth Panel, there is the opportunity at the next election to not vote for that person.

Mr. Vanderham stated that Mississauga is currently sending money to Toronto for social services. Mayor McCallion concurred, advising that Mississauga's portion to the City of Toronto for social services is \$44M. She advised that the province decided that the regions around Toronto should assist with their social service costs - taxation without representation. Mr. Butt advised that the GTA-wide Coordinating Body was recommended so that the same level of service is delivered to all residents across the GTA. This body will have the authority to determine the services to be provided and the funding.

7. Ms. Samina Sami, Resident, advised that ten years ago there was a plan for light rapid transit along the Eglinton corridor and now there is gridlock. She advised that development in Mississauga has resulted in a lot of townhouses but little trees or green space. She enquired how local citizens can get involved in the process to address these issues. Mr. Crook advised that the Task Force agrees with the importance of the environment and transportation, stating that when the GTA wide coordinating body is established, these two issues will receive first priority in the growth management strategy in the region with a coordinated transportation and transit plan.
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8. Ms. Tina Rizzuto-Willan, Resident, advised that she was concerned with the population disparity among the wards in Mississauga, advising that she lives in Ward 6 with a very large and growing population. Mayor McCallion advised that Council is aware of the disparity between the wards and that a staff report is being presented to General Committee to review this issue. She advised that there is also inequality of representation on regional council between the three municipalities. Mr. Butt advised that if regional government should continue, there should be representation by population.
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9. Mr. Rick Holden, Chair of the Mississauga Board of Trade, advised that the Board of Trade is in favour of any initiative that would create a more calculated urban design in terms of urban planning and road planning. Mr. Holden expressed concern with the dissolution of regional government and how it would affect the tax base for residents and businesses in Mississauga. Mayor McCallion advised that currently there is a duplication of services and that she would be pleased to provide the data to the Board of Trade.
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10. Mr. Rick McDonald, Resident, enquired of what other models were discussed by the Task Force and what is next step in the natural evolution. Mr. McDonald stated that bigger is not always better. He advised that the Task Force report does not address a mechanism to ensure that the federal and provincial government will provide the funding that is required. Mr. Butt advised that Deloitte Consulting provided four options on governance models for the GTSB (Appendix C to the Task

Force Interim Report), and the Task Force, when reviewing those four options, chose "Planning and Services Board" as the preferred option.

With respect to funding from the federal and provincial government, Mr. Butt advised that the Task Force decided that this would have to be left up to the various levels of government and that the future of the GTA is in doubt if there inadequate funding from the federal and provincial governments. He advised that the Task Force did not recommend specific taxation.

11. Mr. Louroz Mercader, Immediate Past Chair of the Mayor's Youth Advisory Committee (MYAC), advised that two years ago, MYAC passed a resolution supporting the City's position to dissolve the regional level of government, the creation of the GTA wide coordinating body and that Mississauga should remain a strong and independent city. He advised that many young people on MYAC felt that Mississauga would lose its distinct identity and would not be able to carry on a sound financial plan if amalgamated. He advised that MYAC also supports the principle of representation by population. Mr. Mercader advised that public transit is one of the primary sources for young people to travel, and MYAC would support light rapid transit into the City Centre.

12. Mr. Glenn Barnes, Coalition for Persons with Disabilities, advised that there are currently four separate parallel transit systems for the disabled in the GTA, citing TransHelp in Peel, Toronto Wheel Trans and similar systems in Durham and York Regions. He stressed the importance for a coordinating body to establish one transit system for the disabled across the GTA, which would not only save the taxpayers money but would possibly improve the quality of the transit system for people with disabilities and for the general public.

Mr. Stephen Roberts, Ward 5 Task Force member, concurred that the current transit system favours the public who have the money to purchase a vehicle. He cited the merits of a transit system and a less hostile environment that would allow people to be independent and have the options of taking a bus or walking to their destination.

13. Mr. Alan Sproule, Resident, advised that he had met with Councillor P. Saito and Dana Anderson regarding the Task Force recommendations and had stated his position that the Task Force should be looking beyond the 905 area and the GTA regarding waste disposal and transportation. He suggested that the Deloitte Consultant report should be expanded into a master plan to address all of the issues affecting municipalities for many years to come, citing policing and an airport express from Toronto, enquiring who would be paying for all of these services. Mr. Sproule expressed concern that the Ontario Municipal Board has the authority to make decisions regarding the future of a municipality.

14. Mr. Blair Boyle, Resident, advised that after reading the report, he felt that there was not enough

attention paid to the environment when dealing with land use planning. Mr. Boyle advised that the various levels of government are disconnected when setting priorities regarding the environment.

Ms. Howard advised that the Task Force appreciates the environment aspect being brought to their attention. She made reference to the Introduction in the Task Force report, which addresses some of the environmental concerns of the Task Force: "Residential subdivisions have evolved in a manner that often artificially separates people from commercial, business, institutional and recreational spaces. The private automobile is, unfortunately, often required for minor or routine errands. We are concerned about local environment problems; we need to be sure that our air and drinking water will continue to be safe and that adequate waste management plans are in place."

Ms. Howard stated that the environment is one of the top five priorities that a coordinating body should be looking at in an overall plan.

Mayor McCallion added that one of the reasons for the Smart Growth Panel is to deal with urban sprawl, as the vehicle is the biggest polluter. She advised that it would be a better use of land if 500 people could live in an apartment building rather than 500 homes with cars.

Mr. Boyle enquired if consideration had been given to a method to correct some of the mistakes that have been made with respect to the environment and to ensure that the same mistakes do not happen again. Mayor McCallion advised that it is difficult to correct the mistakes that have been made, but the Smart Growth Panel will be concentrating on public transit and will be smarter in the future when developing communities.

Mr. Roberts added that he is also a member of the Mississauga Cycling Advisory Committee, which is trying to reverse the reliance on the car with planned bike trails in the City connecting pathways, roadways and trails for 100 km. Hopefully, this will provide an alternative to the car.

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15. Mr. Roy Willis, Resident, commended the Task Force for the time spent preparing the report to Council, stating however, that many reports have been approved by City Council in the past with recommendations to the federal and/or provincial governments and nothing has happened. He enquired what is the next step if the other levels of government do not buy into the plan. He encouraged the citizens of Mississauga to stand behind the report and the work of the Task Force and to contact their local members of parliament. Mr. Butt advised that this is not a staff report or a politicians' report, but a citizens' report and the Task Force is hopeful that the MPs and MPPs will review the report and take it to the next level for consideration.
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Mr. Butt expressed appreciation to Mayor McCallion for getting the group of citizens together and also appreciation to City staff, Crystal Greer, Karen Spencer and Deanna Dubicki, who have assisted the Task Force since its inception.

Mr. Butt advised that residents can continue to provide their comments through the web site and through e-mail to the members of the Citizens' Task Force.

Adjourned: 9:20 P.M.

Part C. Written Comments (January - April, 2002)

I have read the interim report on the "Future of Mississauga" and wish to commend the "Citizen's Task Force" for a fine effort.

This is a very complex issue on it's own without the added complexity of the different layers of Governance.

As past president of the Gordon Woods Home Owners Association I have personally experienced some of the delicate issues facing the Task Force. One of the issues that I would suggest giving some more thought too would be "Dispute Resolution". It has been my experience that a stronger method is required to protect a community to ensure that present by-laws are enforced. We have witnessed here and noted in other communities the frustrations of the rulings of an inefficient OMB placing little regard for the current by-laws and municipal plans.

Thus, I would strongly suggest that the Task Force strengthen the area on page 12 (under "Dispute Resolution") In my opinion the OMB is no longer an effective method of appeal.

Thank you for the opportunity to voice my comments.

Ed Formanek, Resident

I have two comments with regards to your report:

The task force did not appear to be representative of the cultural make up of the Mississauga community - it seemed to lack ethnic minorities.

Your recommendations lacked specific information about Health. Currently the Peel Health Department is a Regional service. Existing policies and services should remain in place (similar to your recommendations about the police) and the Health Department become an inter-municipal body. If completely delivered at the local level, public health services would increase in costs due to duplication of services and resources. Don't recommend changing what is already working well!

Leslie Calhoun PHN
Communicable Disease Control

To the Task Force Members:

Having received and read your interim Report, which was most interesting, I wish to submit and hope that my comments regarding the topic "OMB" under the Dispute Resolution page 12 will be considered.

My experience with the OMB has been one as private Citizen and on another occasion as the President of our Home Owners Association.

In both instances the final decision was left with one single individual, the Chairman of the OMB, who is not an elected official but an appointed one, without any check and balances.

The decision process during the proceedings was based on presentation made by highly skilled and specialized Lawyers, who are most familiar with the workings of the OMB and their officials and without any on-site inspections.

Further there was an apparent disregard for the Municipal By-Laws and the will of the people/community, but an overwhelming favour towards Developers and development in general.

As such the decisions went in favour of the Developers and against the Municipal By-laws and community.

As such I strongly suggest that the CTF includes in their final report a recommendation that the OMB shall be overhauled and their officials must be elected NOT appointed to ensure that the People can exercise their democratic right and protect their communities against deep pockets and relationships.

Bernd D. Kuhnert, Resident

I understand that there is a review meeting scheduled for this report on Jan. 22, 2002 at City Hall. As I am unsure that I can attend that meeting, I wish to table a specific comment on the report based on my experience in the past few years with the OMB.

I am a past President of the Gordon Woods Homeowners Association and my wife a past Director of the Credit Reserve Association. As private citizens and as community representatives we have had an increasing concern regarding the general disregard for planning that is commonly exhibited by the OMB.

It seems ludicrous that planning professionals and elected politicians can, in good faith and after a lot of analysis, determine a plan of action only to have that plan overridden without extenuating circumstances by the OMB upon appeal. I have personally watched this happen in horror. If a simple appeal to the OMB can override all of the codes and planning standards, it renders the planning useless.

I hope that significant emphasis will be placed on assuring that the Ontario Government creates the political will to have the appeal body in any instance, (in this case the OMB), respect and work with the Official Planning bodies to protect our communities and not allow development that the appeal body views as

progressive, in spite of the fact that the development flies in the face of Official Planning.

I would be pleased to discuss this further with any interested party. Please confirm receipt of this email confirming its inclusion in your ongoing deliberations.

W. Fletcher Keating, Resident

I feel the Task Force is doing a good job. I agree with many items. I wish that each community will have control on housing or commercial development in each area. Many times a plan is made, not following the guidelines of the city plan, will go to the OMB and this committee will pass a plan that damages the character or stresses the location. I hope the OMB will no longer exist.

Kristin Lavignasse, Resident

I offer my services on technical and organizational matters related to public transit.

Stephen D. Szep, P. Eng., Resident

Dear Mr. Crook:

I attended the meeting on February 13th, called to discuss the Interim Report, in my capacities as a resident and president of the West Erindale Homeowner's Association.

It was a very interesting discussion, but I am sure that the average person in Mississauga has no knowledge of this Task Force or the changes coming in the future.

I am giving copies of this Report to members of our Association Executive and we will discuss it at our upcoming meeting on February 25th. We will also include an article in our Spring Newsletter to alert our members.

One suggestion I have is that the Mayor's office issue a news release once a month or so updating citizens on the work of this Task Force.

Yours very truly,
J. Norman Lemay
President, West Erindale Homeowner's Association

Firstly, I'm impressed that a document of this depth was prepared primarily by volunteer citizens eager and

willing to help improve their local community. That kind of sacrifice is what's lacking in modern society today...working for the "greater good." Before the meeting at Benares (and having briefly scanned the document prior to that meeting), I found that I knew very little about how my tax money was being spent, and how planning for our community's future was being accomplished. After attending the meeting, and asking questions of Ian Crook and Councillor Pat Mullin, I feel that I can now form an informed opinion of this document.

I agree that the Region of Peel should be phased out, so that Mississauga can more effectively allocate its funds to serve its citizens. Apparently, the Region of Peel, encompassing Caledon, Brampton, and Mississauga, features Mississauga as its largest financial contributor at approx. 70%. Furthermore, it seems that the largest contributor has the least representation in the Region of Peel which indicates that we're spending money without the appropriate accountability.

I also agree that a more coordinated planning and development approach is absolutely essential to allow for "sustained growth" to continue in the GTA. The incessant building of homes and businesses without the proper infrastructure to support this growth more closely resembles profiteering rather than planned development. Thankfully, this Task Force also mentions that our transit system cannot possibly meet the demands being placed upon it. As a sidebar, I highly recommend that the city of Sydney, Australia be studied as an example of how a properly designed transit system can benefit a large and growing urban area.

Overall, this report's main thrust seems to be the lack of coordination between municipalities within the GTA itself, and the example of building a house room by room and planning its services on that basis is more than apt. A "whole system" approach is the more logical choice over the fragmented form that planning between municipalities currently takes place.

The idea of the Smart Growth Management Council as a body dedicated to the coordinated growth of the GTA, coupled with the power to actually enact the suggestions and decisions it makes, certainly makes sense to me. Also, electing people to this Council rather than always relying on appointees should certainly increase accountability. I certainly agree that this document is a terrific starting point in the creation of a proper development plan for the GTA in general, and Mississauga specifically. The GTA, being our closest neighbour, affects everything around it....should there not be a plan in place to help properly develop and sustain such a body?

As President of the Clarkson Fairfield South Ratepayers Association (CFSRA), I feel it is important to distribute this information to our membership, perhaps in a more simplified and concise format. I also feel that Mayor McCallion should make the residents of Mississauga aware of this plan, via her TV show and local newspapers and community newsletters. One way to gain support for this plan is to make the citizens aware of the current inadequacies of municipal governance and planning, and to show that there are alternatives available. If the citizens can be made to understand the situation, and participate in its

resolution, then there's a chance that this plan will gain acceptance.

Tom Bradley, President
Clarkson Fairfield South Ratepayers Association

Hello,

I saw the announcement regarding tonight's meeting in the Streetsville Booster. I have the flu and am unable to attend tonight's meeting and am emailing my comments. As there was no specific reference where exactly to email comments I am forwarding this to you (your name was mentioned as a contact to obtain an interim report), in hope that you will pass this along to appropriate parties.

I am a 14 year resident of Streetsville. My vote on this particular issue is common sense simple - ENOUGH, STOP PUTTING UP MORE ROADS AND BUILDINGS (BOTH INDUSTRIAL & RESIDENTIAL) - we have more than enough that have been built at an abnormal rate over the past 10 years!

- There are too many people congesting Mississauga
- Too many cars congesting Mississauga
- Too much motor vehicle exhaust pollution
- Increase of noise & traffic (honking, car engines, buses etc)
- Personal space is shrinking
- Schools and hospitals are overcrowded and are having problems coping with the overcrowding
- Green belts are getting thinner
- Natural waterways are getting clogged up with pollution from storm sewers which service the streets
- Too much garbage (both litter and landfill) pollution generated from this over-crowding populace
- Vandalism, graffiti, break-in & entry crimes have escalated significantly with the introduction of rapid urban sprawl

These are just a few of the negative side effects of this. It is time to STOP and correct the existing problems and the potential disasters that are on the horizon because of this congestion -- just take a look at the deteriorating state of the Hwy 5 & 10 area as an example.

Instead of raping fresh land, start focusing on improving existing areas and re-building existing sites.

There is a healthy tax base already in existence, it's time to utilize it more wisely and eliminate the band-aid social program mentality. Instead of bringing more people in, start managing what there is more effectively. Expansion should occur in a healthy progression. The abnormal escalation of population growth Mississauga experienced in the last 10 years is unhealthy, both to existing residents, the environment and the future of Mississauga.

Thank you for the opportunity to comment. I would appreciate acknowledgment of my input.

Alina Szwed, Resident

Respected Mayor and the Citizens' Task Force,

I was one of the privileged few who attended the Citizens' Task Force meeting the other day. Glad to hear of the "Smart Growth" plans. As an interested citizen, I would like to express some of my ideas to you. I hope in the next few years we would see my dreams come true or my dream that Mississauga would enforce by-laws that will help it to become the "ideal" place on earth. I hope you find my suggestions good.

1. Is there going to be any involvement or input from the Health Department of the Region with regard to the environmental concerns? Is EcoSource Mississauga or any other organization involved in "Smart Growth"?
2. I hope there would be more Citizens Task Force meetings in the near future - during weekends when people have time to attend. Please can you let people know through TV or announcements.

Suggestions:

1. Abolish plastic bags in all shops. This has been done in some cities in India. This leads to lesser garbage, lesser recycling, less pollution and saving money and environment.
2. Cloth bags or plastic baskets can be used for shopping - these can be reused. The same factories can manufacture these.
3. Raise cost of petrol (raise taxes for gas) and lessen cost of bus ticket, make busses more frequent, connecting directly all corners (not via Square One) as this will make trips faster. This will make people take the bus which would lead to less traffic, less pollution and some walking that is good for our health.
4. During Peak hours, not less than 4 people should be in a car that goes into City Centre (the boundary can be defined). By-laws and fines to be brought in force.
5. Please abolish the use of excess packaging and complicated packaging to lessen garbage.
6. When Polythene and paper are stuck together how can we separate it to recycle? For example, Quaker Oats quick cooking cereal. Do we put these in the gray box or the blue box?
7. If the Mississauga News can be delivered at home why can't milk, eggs, bread and basic groceries be delivered to houses every evening or morning? This reduces traffic and gives employment to students.
8. Why cant people use their own containers for buying oil, milk and rice ? Less packaging! It is done in India.
9. Even if you do not read, Mississauga News and all the junk ads are delivered at every home 3 times a week - this is just junk mail - sent to be recycled - but recycling costs, money for the process, for the truck and the process is not pollution free. Please consider reducing this news paper to once a week.
10. Flyers (advertisements) only once a month by any institution - the rest only by use of bill boards. They can be erected by municipalities and revenue can be collected from advertisers.
11. Special licencing for use of SUN's - only people with special needs or more than 2 children or

senior citizens who may need them should be given permission to buy SUN's - to begin with. Levy more tax on SUN's (road tax).

I have enjoyed tonight's presentation and discussion, and would like to thank the Task Force for the opportunity to address the group tonight. I would like to commend the Citizens' group for all of their efforts in preparing the report.

Uma Mayur, Peel Health, Resident

In my address tonight, I spoke of the need for any Smart Growth Management Council to be accountable to the public and taxpayers. I fear that a coordinating group without accountability for its actions will be undemocratic and thus doomed to failure.

Resident

The document "Securing Our Future" defines the Greater Toronto Area, with a western boundary of Burlington and Milton, an eastern boundary of Clarington, Scugog and Brock, a northern boundary of Halton Hill, Caledon, King, East Gwillimbury and Georgina, and Lake Ontario is the southern boundary.

The population in the GTA is 5.1 million (42 percent of Ontario's) living on 1.8 million acres (66 percent rural). There are four regional governments (Halton, Peel, York and Durham) and 29 municipalities in the area. The largest city is Toronto (2.4 million people) with Mississauga next at 620,000 population. It is projected that the GTA population will reach 7.6 million in the next 30 years.

The provincial government announced in September 2001 that it would establish at least five organizations in the province, called "Smart Growth Management Councils", to develop and implement strategic plans for future development. Six months prior to this, the mayor of Mississauga had appointed a task force to look at governance in the GTA, and the role of Mississauga in it. By September much of the task force's work had been done, but it re-examined and modified as necessary its recommendations in light of the province's announcement.

Following are my comments:

- I agree that the four regional governments should be eliminated when the Council is established, so that citizens in the GTA would have four levels of governance: municipal, area, provincial and national. It should be absolutely clear to citizens, how much and to which level of government they are paying their taxes, fees, etc. The amounts and structure of intergovernmental transfers should also be absolutely clear to citizens.
- I interpret the phrase "urban intensification" to mean "forcing people into apartments and townhouses".

I think there should be a referendum, after an educational process of the pros and cons of such an action. Home ownership, particularly a single family dwelling, is a goal for many people.

- I interpret the phrase “preserve agricultural land” to mean “forcing farmers to sell their land only to heirs of other farmers” thereby preventing developers from acquiring land. This restriction on long-held rights should be carefully thought out.
- I interpret the phrase “sustainable growth” to mean “development within the capacity of infrastructure (water, sewage, energy, transportation, schools, hospitals, etc.). This is a good thing. However, many people have used the term “sustainable development” in a hazy way; it should be spelled out.
- I worry about the recommendation for the federal government to “cooperate with the province and the SGMC to ensure coordinated transportation planning and funding”. First, asking a prime minister to cooperate with a premier, and expecting it to happen, is naive. Keep that for unimportant issues. Second, asking one level of government to tax citizens, then give the money to another level of government to spend, is asking for trouble. Make one level of government responsible for the planning, funding and implementation.
- I don't see why policing should be a regional responsibility, while fire fighting should be a local responsibility. These are both important; there may be reasons for the recommendation but the document doesn't spell it out.
- Water distribution (and quality) is a very sensitive issue. It should be a regional responsibility. Forget “coordinators” - the job has to be done by responsible people, not advisors.
- I interpret the phrase “The cost of services provided by the SGMC, or under its auspices, must be borne by the municipalities...” as meaning that one level of government will collect the taxes and another level will spend it. Ask Mayor McCallion how she liked taxing people for the school boards. This is a bad idea (taxing, I mean).
- I agree with the principle of “representation by population” but there has to be some way to protect small communities in the GTA. If there was absolute “rep by pop” then Toronto and Vaughan, say, could gang upon Mississauga, or urban could gang up on rural.
- I agree that SGMC members should be elected members of the municipal governments. Since they are already getting full-time pay for full-time work, there must be no extra pay for perks for the Council work. To do otherwise would send a very bad signal to taxpayers.
- I agree with the proposal to send disputes to binding arbitration. I question whether the Ontario Municipal Board is the right body.
- I believe a better name should be found for the Council than “Smart Growth Management”. It would likely take the news media less than 24 hours to start using the term “Dumb Growth Management”. Why give them another way to be funny?

Bruce Campbell March 18, 2002

(Second submission by B. Campbell)

I attended the Tuesday evening meeting and was most impressed by the Committee Member comments, and the Mayor's final comments. I was not much impressed by the presentations, but they gave me cause to think.

I sent you my comments in advance of the meeting, but have modified some of my thoughts because of what I learned. I see why the committee wants only three levels of government with an advisory committee but still think it a weakness if money is being transferred from one level of government to another. "I tax, you spend" causes problems; so does "I spend, you tax". Talking with Caroline Parrish afterwards, she said maybe the feds could pay for the capital costs, and subordinate governments (right term??) pay for operations. The point is for politicians to say "I took your money and this is what you got for it.)

I see the point on transportation and urban sprawl -- the mayor was particularly good in her wrap-up. I have friends in Adelaide, Aus. (they live in a suburb called Highbury) and they have a great system. Buses travel around Highbury picking up people, under diesel power, then enter a central transfer point where the bus enters a concrete structure (like a road with walls) where it converts to electric power, goes at high speed to downtown Adelaide, leaves the concrete structure and converts back to diesel, drives all around downtown Adelaide dropping people off. The process is reversed to take people back to Highbury. Someone should take a look.

On the issue of environment: My speciality in the mining industry was health and safety. We had a bad record for injuries until 1975 when a Royal Commission pointed out that we should not be separating the issues of safety and production -- what we were after was safe production. We adopted this philosophy and in 15 years our injury rate dropped so that working in a mine was safer than working in a hospital. We have made more progress since then.

It is the same with environment -- environmental protection should be part of every development. The choice must not be between environment or development. The mayor said "Smart growth recognizes the environment" and it was that statement that made the issue click with me. We have to be more careful how we express ourselves.

I am really happy to be living in Mississauga, in large part because the city is well run. Thank you for doing your part.

Bruce Campbell April 2002

Greetings to the Members of the Task Force and the Mayor of Mississauga:

On March 26 I attended an information session regarding your interim report entitled "Securing Our Future". I am writing to provided our comments on the report.

Firstly, I am concerned that the Task Force does not represent the diversity reflected in Mississauga. None of the task members are visible minorities, recent immigrants to Canada, people with disabilities etc.. This is of great concern given Mississauga's population composition. The people experiencing the greatest transportation, housing and other service-oriented challenges belong to these groups. Without their

experiences, your Task Force is limited in its breadth and scope of experience. Even if the task force does outreach to these communities the City of Mississauga sends out a very negative image by maintaining such a homogeneous Citizen's group. In a sense, you are saying that the future of Mississauga does not include all your citizens nor do you want diversity to be reflected in your official committees. I am aware that other community groups in Mississauga feel similarly left out of your Task Force. Articles criticizing this lack of citizen's involvement and input have been published in community papers in Mississauga. These are all tax paying members of your community.

Secondly, while I appreciate that you are giving priority the environment, I am concerned about plans for rectifying the current damage done to the environment in Mississauga. Does the Task Force have any plans to do anything about the acres of land in Mississauga that are over-developed and have no green space in sight? We have few large parks around the area of Highway 10. The area has become congested with traffic and smog. High density housing needs to come with allotment of green space. For example, just north of Eglinton and Hwy 10 there is large expanse of empty land that has not been developed. I would like to see a park placed here, with lots of trees which would bring the public to the area, offset the smog in the area and bring visual interest. The City may argue that the land is slated for development of apartments/business etc. but the City should think about using its authority to contribute to green space in Mississauga. Without such considerations about the current mistakes, there will not be a future for Mississauga and its children. The Hwy 10 corridor is the heart of Mississauga's city centre. It is currently in bad shape. How can the Task force consider the future of Mississauga without rectifying the current state of the City's heart?

The third point is that even though there is a great deal of gridlock on the streets, there doesn't seem to be any efforts made to smooth the current situation with easily implementable solutions. For example, there continues to be a lack of advanced green signals at major intersections, resulting in traffic accidents and congestion. These simple means to deal with the current problems need to be incorporated into short-term and long-term planning.

Lastly, one significant missing element in your report is an operational plan or an economic plan to implement the priorities/changes you propose. Without an operational/economic framework, the report, I fear, will simply collect dust. How will you be able to convince business, government and citizens of your efforts and priorities without laying out plan that can be implemented and provides viable options and alternatives?

I appreciate the opportunity to attend the information session and provide input into the report. Your efforts are noteworthy. If your Task Force truly represents the citizens of Mississauga, you need to consider dealing with the current state of Mississauga along with the future and ensure a greater diversity of the population is included along side with you. Your work and efforts thus far will be strengthened by such considerations.

Junaid. M. Khan(resident)

Public transit is the one big issue when talking about urban sprawl. The lack of affordable housing is also an issue. Too many areas in Mississauga are being built as detached, and semi detached housing only. Even when townhouses are offered, they are usually \$200,000 or more. We need more affordable housing. Not subsidized, just affordable to the average Joe with little money to put down.

Transit should be seamless. One fare for all. Transit needs to be public, and not for profit. One of the biggest problems for transit is getting people to use it, and leave their cars behind. The system in Mississauga is bare bones. Many areas, like the north west, have service that ends by 11pm on weekdays, and 9 on Saturdays, and no service on Sunday. The transit systems need to secure the funding, and then run the service more frequently, even if very few take it. Only then, will people in cars consider leaving them at home.

Resident

Sorry to respond after the January 31, 2002 deadline. However, we did not learn of the task force's existence until the meeting last week.

We read the interim report with great interest and wish to submit the following comments for your consideration:

We agree with the task force's assertion that the GTA Smart Growth Management Council (SGMC) should be organized on a representation by population basis. This is critical to the democratic legitimacy of the body.

We also agree with the "serious concerns about the future" which you raise and as well as the necessity for a coordinated regional growth management strategy.

However, in the face of these "serious concerns" we believe that the task force has not taken a strong enough stand against the status quo of sprawling growth.

The task force addresses transit by appealing for a coordinated, well-funded approach, but little is said about the existing barriers posed to transit by the sheer size and low density of the existing city.

Compounded with the cumulative impact of ongoing and future far-flung and low-density developments, the problem is approaching a point of no return.

The task force omits to mention the important transit role of the lowly pedestrian. Walking must play a central role in any human-centred, livable, healthy city. We feel that the Port Credit and Streetsville areas serve as excellent examples of how this can work.

The task force fails to mention the debilitating effects that increasing energy prices might have on this city, given the absolute dependence on cars and the energy inefficiency of single family homes and that we are dependent on some of the most turbulent regions of world for our fossil fuel energy, the task force should recommend that Mississauga take the lead in energy conservation and renewable energy development (wind farms, power from the lake, solar power, etc.)

As a final word, we would like to offer the following:

Sprawling growth fails to inspire civic pride because it is too easy. Building over forests, farms, and waterways offers little challenge. Intensifying growth, on the other hand, does inspire pride because it takes human ingenuity, determination and daring to erect a major edifice in the middle of a bustling city. Furthermore, when the new addition improves its environment by helping to link pedestrians to transit and living and working space to parkland, the city as a whole is made more great.

I believe a unique and valuable alternative to proposed governance models has been missed.

In today's civic environment, citizens are concerned with specific issues -- waste reduction, gridlock, health and social services, and the like. The current structure of government -- a councillor elected to represent a specific geographical area on all issues -- is out of date, relevant for the much simpler environment of a hundred years ago. If Mississauga is to adapt to the rapidly changing environment of the 21st century, the old system must be replaced.

Today, it is not possible for a voter to get rid of his/her councillor during election time because of poor performance on (for example) urban development issues, yet keep the same councillor because he/she will do a much better job on environmental issues than his/her opposing candidates. Moreover, it is not possible for candidates or councillors to know what stance on what issues were responsible for their election or defeat. How do they know how to proceed on specific issues without knowing what the public really wants.

Jan Richards, M.Sc. (Zoology, U. of T.)

Edyta Richards, M.Sc. (Zoology, U of T.)

I suggest that the current system serves mostly to keep current incumbents in power, because they are elected based on just a general feel that they are doing okay overall. The result can often be lack of movement to resolve issues, and to let sleeping dogs alone until there is a crisis. Planning becomes a reduced priority.

I suggest that a better option for the future of Mississauga is that all the people together vote for a single Commissioner of Transportation and Development, a single Commissioner for Public Safety (fire, police, ambulance, public health), a single Commissioner for Human Services (social assistance, child care, social

housing, etc), a single Commissioner for Community Services (libraries, arts, parks, etc.), and a single Commissioner for Economic Development, and City Coordination and Administration (intergovernmental affairs, etc).

Since so many of these services are region-wide services (police, social assistance, and others), and since there is good reason for other services to be amalgamated (such as transit, as has been done in York Region, and fire services), it is appropriate that the City of Mississauga and the City of Brampton be amalgamated, and that the five Commissioners represent the whole of the region, except for Caledon. In the spirit of controlling urban sprawl, and the desire of Caledon residents to not be caught up in large-city politics and problems, Caledon should be transferred to Dufferin County, where attitudes and issues are more similar.

The Commissioners could be elected for five year terms, with two or three positions up for a vote at one time.

The benefit of this radical change is that voters will be much more able to tell the people in charge the directions that should be taken in specific program areas. Specificity will lead to clearer and definable activity, and a much greater likelihood of progress.

It is quite clear to me that the problems we face today and will face, will not be resolved under the current system of councillors and mayors.

John Stillich, Resident

Were I happened live is the most toxic location in Canada!

I went to the public meeting on March 27 th. I made my comments and suggestions. I tend to believe DR. David Suzuki, when he said to me in January in 2002 at Sherway Gardens, it's to late! The air quality is in the red zone.

The water let me say, if I showed the public a video with damaging evidence of a company, that opened up last year in my community. I have lived in this community since 1965 and I'm 3rd generation of the GTA, so I was created from the air water and land. These are the ingredients of life, yet all I see is an eco system under attack for money.

This is the final straw to the eco system. The hydro field that is going to become another strip mall. The sign that is advertising this has written " we bring VALUE to your community." I know now we are not a free country, but a Capitalist country, were money comes before life. I have video taped and heard enough. I guess the freedom that we are fighting for September 11th. is for capitalism to keep poisoning my community and other communities. I'm non violent so don't send the police, I just no the truth! It's very sad

to see the land that you love being destroyed for money. I feel that we are running out of time. I guess some of us just could not be brained washed, into believing that money is more important than a higher quality of life. I'd rather own less and have a higher quality of life. I'm not the pilot flying this plain, just a noisy passenger yelling, "we are going to hit a building if you don't change direction".

If you really cared, you would have wanted to hear the details of creating the first eco environmental community. Instead you use the ingredients which I find quite ironic, the ingredients that come from fossil fuel of past lives, that is causing the death and destruction of the present lives.

May we all go forward together in the 21st. century I love, I don't hate, I create I don't destroy, I go forward I don't dwell on the past! This is truly the time for change!

Lawrence Mancini, Resident

I think our society is in desperate need for palm trees because every other place has palm trees but I know it won't survive. I'm doing a project on how to improve our environment and I think for starters we need to clean our rivers and lakes and should improve laws on littering, and smoking because I know kids are getting smokes from hasty markets and convenience stores. I'd like to ask for information on how to improve our Environment. I chose this because I want to prove it is possible to actually improve such a big place. We are one of the best places in the world but it could get a lot better. Why don't we just be like Singapore which is such a clean place and there are laws against people who litter. Thank you for your time and help.

Grant Clark, Resident

Introduction

Many of the statements made in Securing Our Future: Interim Report of the Citizens' Task Force on the Future of Mississauga accurately identify issues that need to be addressed and are of concern to the Mississauga Board of Trade and its members. These statements that we concur with include:

- More co-ordination and cooperation are required among all levels of government and among municipalities in the Greater Toronto Area (GTA).
- The Provincial and Federal Governments must play an important role in ensuring the viability of the GTA whose success benefits the whole country. A primary focus should be comprehensive growth management and integrated transportation planning.
- Any level of government "must be manageable, responsive and responsible".
- Governments must be accessible to the public and readily understood by citizens.
- The neglect of transit by the senior levels of government in recent years has been detrimental to the economy of the GTA.

With respect to the municipal governance model proposed, the Board does not believe that the conclusions

and recommendations outline in the report will improve the current governance structure of be a catalyst to address the concerns expressed in the report.

The formation of Smart Growth Councils in the form suggested, in our minds, would create a new political body similar to the failed Greater Toronto Services Board (GTSB).

Discussion

Over the past several years, the Mississauga Board of Trade has commented on re-organization of municipal governance in the Province of Ontario. Most of our comments have been in response to reports generated by task forces or panels such as the subject report and the “Greater Toronto: Report of the GTA Task Force” (The Golden Report).

The Board has consistently advocated less government and specifically recommended against a political GTSB.

The Provincial Government has undertaken re-organization in municipal governance in the Province (i.e. Toronto, Ottawa and Hamilton), and to date, the results have not been as expected.

We support improvements to any system that would reduce taxation and improve efficiencies. Proposed changes to municipal governance should include a review of options with a determination of the long-term taxation impacts.

We have not been presented with any information that shows the model, as proposed, will create significant tax savings and efficiencies. There is no evidence to show this model to be a financial improvement to the alternatives.

Further, we do not believe that the model put forward by the Task Force is one which is “manageable, responsive and responsible”. Also, we believe that the model will be less accessible to the public than the current system and not readily understood by the citizens.

We do not see the necessity to create a larger political GTA body and numerous inter-municipal bodies to improve the current system of delivery of regional services.

Summary

We agree with some of the issues that need to be addressed in the GTA and City of Mississauga such as:

- comprehensive growth management and integrated transportation;
- involvement of senior levels of government in maintaining and improving the infrastructure in the GTA to ensure its long-term viability; and
- manageable, responsive and responsible government.

However, we do not agree with the conclusions and recommendations that propose a large political GTA level of government and special inter-municipal bodies to replace the Regions.

Based on the information provided, we see no compelling reason to change the current system of municipal

governance and replace it with the model suggested.

We believe that if re-organization of Municipal Government in the GTA and specifically Peel is considered, further alternatives should be fully studied such as:

- A. Improving the current system of regional and local municipalities with rationalization of services to improve delivery, along with inter-regional cooperation and a GTA Ministry within the Provincial Government;
- B. One local level of government and a non-political GTA coordinating body.

Mississauga Board of Trade

Below please find comments from the Gooderham Ratepayers Association as it relates to the "Securing Our Future" Task Force on the Future of Mississauga. I apologize for the delay in getting this to you and hope there is time to include our comment in your final report/ recommendations.

Our points are as follows:

- 1) The Gooderham Ratepayers Association agrees that there is disparity between the Wards in Mississauga as it relates to population and city council representation. This is particularly true of Ward 6 which is the fastest-growing ward in the city and has only one councillor. We would like to express our interest in having City Council address this disparity and to ensure there are the appropriate infrastructure and human resources in place to properly address the needs of this ward and its constituents.
- 2) The Gooderham Ratepayers Association would like to call to the attention of the Citizens Task Force our concern about the potential lack of awareness among city of Mississauga residents as it relates to the Task Force and the Smart Growth Plan. This includes ensuring that all residents are aware of the role they can play in helping to shape the future of the City. We would like to suggest that targeted communications vehicles be explored to ensure maximum awareness (i.e.. inserts in Citizens Tax Bills, full page Editorial in the Mississauga News).
- 3) The Gooderham Ratepayers Association is concerned that while we support the concept of "Smart Growth", the development, execution and administration of this plan is equally important if a just and fair end result it to be achieved. It is essential that citizens have a role in who is elected, their power regarding decisions as well as disclosure.
- 4) The Gooderham Ratepayers Association is also concerned that the "Zone" that has been designated in the Smart Growth Plan, which includes Mississauga, is not appropriate. The issues that are relevant to Mississauga City residents are not relevant to all of the areas and communities which are included in this zone given the differences in our infrastructure, unique cultural differences.

Thank you for the opportunity to provide this feedback.

I hope it is not too late to contribute comments on the "Securing Our Future" report. I am a 25-year-old resident and have lived in the city for most of my life (aside from 4 years at school in a small town in New Brunswick, and 2 years at school in Hamilton).

I don't really have any particular opinion on the issue of governance structure (regional vs. city vs. GTA-wide), except for the need to continue improving inter-municipal co-ordination. I would like to comment, however, on the general growth strategies presented. I generally agree with the positions stated, but would like to add a few items:

- 1) Commercial development: The City has made some excellent advances in the past 5-10 years in moving to more pedestrian-friendly residential neighbourhoods. Living near Port Credit, I have been quite impressed with what I have seen of the St. Lawrence development (as one example). Much more can, and should, be done to transfer these lessons to commercial development. The growing proliferation of big-box retail (e.g., Mavis Road) is contrary to smart-growth principles, and should be discouraged. Conversely, more walkable "main street"-type commercial developments should be encouraged, similar to those found in Port Credit, Streetsville, or "streetcar suburb" areas of Toronto (e.g., The Beach). If located in community centre areas, they would likely have significant effects in car use reduction.
- 2) By-law reform: Mississauga, or whichever body will govern zoning, must reform the zoning by-laws to reflect an emphasis away from automobile traffic. Our parking requirements for commercial developments are some of the highest in the GTA; not only does the proliferation of free parking encourage automobile traffic, but the resulting expanses of parking result in discouraging pedestrian traffic. A five-minute walk across a 6-lane arterial and a major parking lot is perceived as being longer than a five-minute walk through a tightly-woven community to a main street-style commercial area. Commercial setback requirements should be reduced, preferably to the minimum to get storefronts on the sidewalk. With the development styles currently used for commercial areas today, introducing commercial areas (medium-sized grocery stores, drug stores, coffee shops etc.) into neighbourhoods would likely (and rightly so) face a lot of local opposition. With modified development standards, such developments could actually enhance the neighbourhood; some of southern Ontario's "trendiest" neighbourhoods have a main street neighbourhood commercial strip (e.g., London's Wortley Village, Toronto's Beach, etc.). While specifics may be out of the jurisdiction of this report, it is important to emphasize the need to reform the zoning by-laws.
- 3) Transit emphasis: Mississauga currently has one of the best suburban transit services in Ontario. There are a number of steps it could take to improve this even further and/or provide car disincentives.

Increased infrastructure and presence. The transitway project has been sitting idle for at least a

decade, despite the fact that the interim HOV lanes on the 403 exist. Highway 10 was widened to 6 lanes under the pretense of providing HOV lanes, yet while the construction has been finished for a number of years, the lanes have not yet been designated. Why not? These are but two examples of transit possibilities *already in place* within the city that are not being used to their full potential.

Increased transit requirements in the approvals phase. Developers must provide detailed traffic analyses for major (and even minor) projects. Yet while there are rigorous requirements for roadway and intersection performance, transit usually gets a passing reference, if that.

Redefining priorities in municipal spending and infrastructure expansion. The past 5 to 10 years have seen a large portion of our arterial roadways widened to 6 (or 7) lanes. Yet, aside from the City Centre Terminal, most transit expansion has consisted of minimal-level expansion into new developments. The City is to be commended in committing verbally to transit; this should be reflected in the City's financial and infrastructural commitments. Given the widely-accepted view that widened roads simply encourage more vehicular traffic, rather than widening more arterials, the City should spend the money on improving transit service; another possibility is implementing HOV lanes on any (or all) 6-lane arterials.

I would like to thank you again for the opportunity to air some comments; I hope they are of some use (and do not arrive too late!).

Brent Hooton
Mississauga

A detailed submission to Mayor Hazel McCallion, by Mr. Stephen Szep, entitled 'Concept Proposal for the Greater Toronto Area Regional Rapid Transit System' has not been included in Appendix E do to its length however it is available upon request. Please contact Karen Spencer at 905-896-5766. The Task Force has sent Mr. Szep's submission on to the Central Zone Smart Growth Panel's subcommittee on transportation issues.
