

2022

PROVINCIAL PRE-BUDGET SUBMISSION



MISSISSAUGA



Mayor's Letter

On behalf of the City of Mississauga Council and residents, I am pleased to submit to you the City of Mississauga's 2022 provincial pre-budget submission. As you prepare your government's 2022 Budget, we ask that you keep in mind our priorities and recommendations. If we have learned anything over the course of this pandemic, it is that we must work together to rebuild safe, equitable, and vibrant communities that form a diverse and resilient province and country.

The COVID-19 pandemic continues to impact all facets of civic life – how and where we connect, work, do business, travel, and enjoy time with loved ones. It continues to affect our health and well-being, highlighting the importance of mental health as well as the inequalities that exist within our community. While this crisis has strained all levels of government, it offers us an opportunity to rebuild and invest in our communities so that we rise from this pandemic a stronger and more equitable society. All levels of government have a responsibility to work together to ensure that we deliver the services, housing, and infrastructure that our residents need.

The City of Mississauga is appreciative of the \$156 million in support it has been allocated from our federal and provincial partners in the form of the Safe Restart Agreement as well as the removal of the 5 per cent cap on payments in lieu of taxes (PILTs) for the GTAA. These measures have helped lessen the financial impacts of this pandemic, and allowed the City to continue to provide necessary services, including snow removal, fire and emergency services, transit, business supports, recreation programming, library services and much more. Our teams have continued to work for our community. This support is still not enough. Mississauga will continue to incur financial pressures into the future due to lower revenues from reduced air travel, transit ridership, and hotel occupancy, all while bearing the costs of delivering the critical services and public amenities for a community in need.



As we look to 2022 and beyond, Mississauga will face many financial and service delivery challenges – the effects of the pandemic will be long lasting. Mississauga is an efficiently run organization and we continue to reduce costs without sacrificing the quality of service our residents expect. While we have cut costs now to address unprecedented challenges, we know that we cannot cut our way to prosperity over the long term. Reliable infrastructure, affordable housing, supports for our local economy, as well as promotion of and support for vulnerable sectors like small businesses, tourism, creative industries, and aerospace is crucial. Now more than ever, all three levels of government must work together to respond, recover, and rebuild. The people of this city, province, and country deserve a brighter future.

The following document outlines Mississauga's priorities in relation to the provincial government. The information and recommendations contained within have been approved by our Council and reflect the top priorities of our City. Our recommendations are organized into three themes: City Building, Community and Culture, and Local Economy, however they are not in priority order. The City of Mississauga stands ready and willing to work with your government to ensure a strong, prosperous, and equitable recovery. We are all in this together and we must work together.

Thank you for your consideration.

Sincerely,

Bonnie Crombie
Mayor

Executive Summary

Strong Cities Build a Strong Province

The role of local government has never been more important. During the pandemic, the federal and provincial governments have been strong partners with municipalities. In Mississauga, funding received to date has been used to offset our operating deficit and ensure that we offer consistent, and reliable services to our residents.

Going forward, we need continued support and collaboration from our government partners. Strong, long-term, and predictable funding partnerships are essential to ensuring that Mississauga, Ontario, and Canada deliver the services, infrastructure, and amenities needed to build stronger communities and a stronger country for all.

MISSISSAUGA TODAY

Canada's sixth largest city and home to almost 800,000 people



Economic Engine

more than 94,000 businesses, 75+ Fortune 500 companies and 1,400 multinational firms.



Strength in Diversity

145+ languages spoken and 55% of our residents born outside of Canada.



Canada's Most Connected City

828 km fibre optic network connecting 346 sites.



Quality of Life

2 major hospitals, 2 post-secondary campuses, 489 parks, 22 km of waterfront, 393 km trails, 373 sports fields, 3 beaches, 24 community centres, 25 ice pads, 19 pools, 18 libraries, 5 live event venues, and 3 museums.

STRONG MUNICIPAL PARTNER



Mississauga has a strong reputation for fiscal responsibility and budgetary planning.

- 18 years - AAA Credit Rating
- 32 years - GFOA award budget reporting
- 23 years - GFOA award financial reporting



Continuous Improvement

Mississauga's Continuous Improvement program drives efficiency with \$73.6 million in total cumulative savings since 2009. \$5.3 million in savings identified for 2022.

\$52.6 B

Economic output in Mississauga in 2020.

Our 12 Recommendations

CITY BUILDING

1

Work with municipalities to provide ongoing Safe Restart funding and develop new revenue tools, including a share of the income tax for municipalities, sufficient to fulfill our responsibilities and build strong communities.

2

Deliver sustainable, long-term and predictable funding for infrastructure renewal, transit, and active transportation projects to keep our communities moving.

3

Provide the additional Justices of the Peace required to address the growing backlog of Provincial Offence Notices in our court system.

4

Provide the funding and support necessary to assist Mississauga in realizing its priority transit projects.

5

Provide investments in projects that mitigate the impacts of climate change and increase the resiliency and adaptability of our communities.

6

Termination of the Hwy 413/GTA West project due to the detrimental impact on the environment, encouragement of residential sprawl, and increased dependence on cars.

7

Partner with cities to fund and build affordable housing to close the supply gap and ensure everyone has a safe place to live.

8

Invest in the Mississauga community to create great places and amenities for everyone.

COMMUNITY AND CULTURE

LOCAL ECONOMY

9

Continue targeted support for sectors hardest hit by the COVID-19 pandemic, including main street businesses, recreation, travel and tourism, creative industries, and air travel.

10

Invest in local business innovation and competitiveness.

11

Invest in talent development and access.

12

Prioritize investments that support a fair and inclusive economic recovery.

CITY

BUILDING

2022

PROVINCIAL

PRE-BUDGET

SUBMISSION

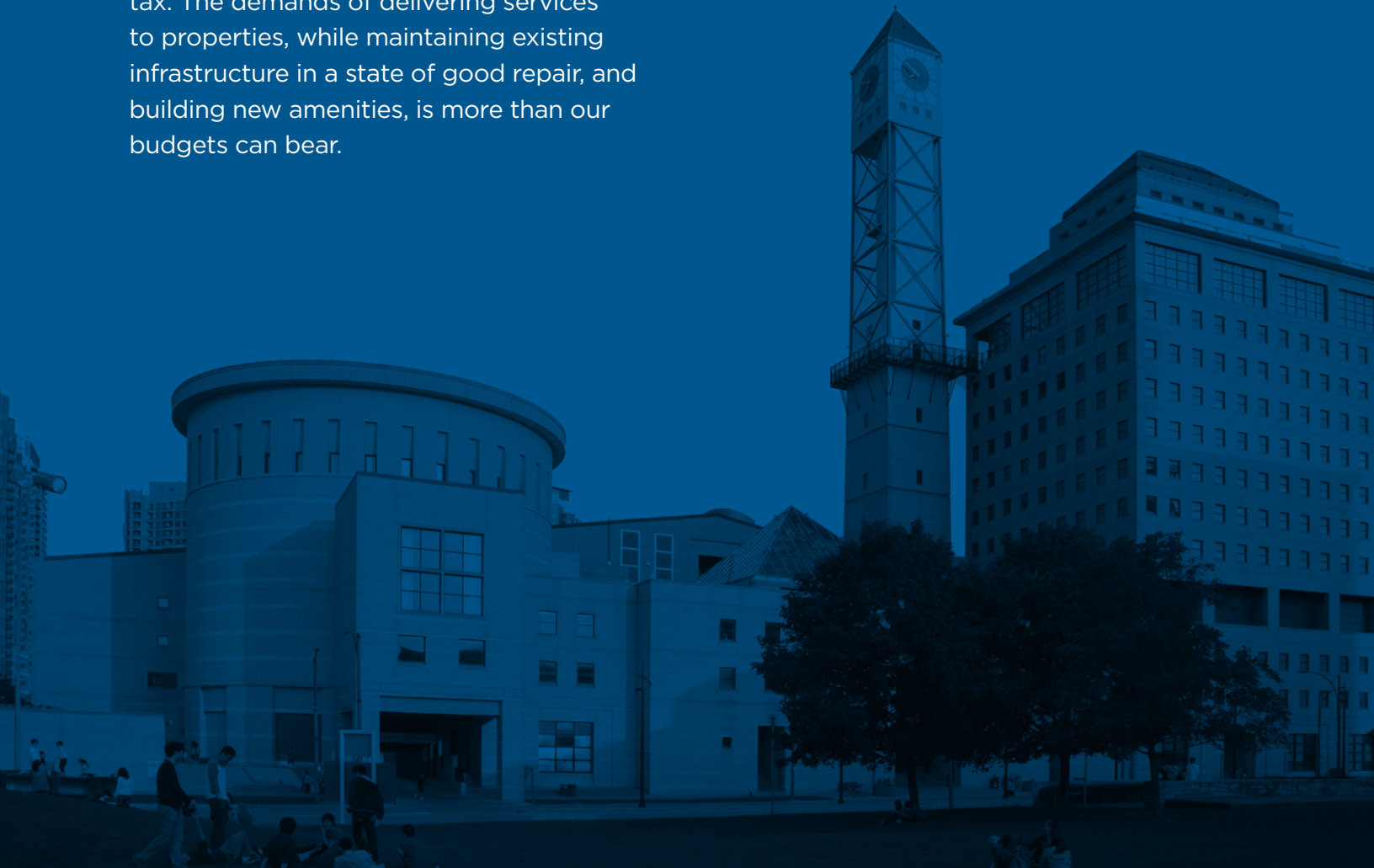


City Building

The City of Mississauga is a dynamic, diverse and growing city, home to almost 800,000 people and over 94,000 businesses. As the City continues to grow, we face increased challenges that go beyond the day-to-day pressures of a growing city, such as transit, aging infrastructure, climate change, and the need to address the growing backlog of Provincial Offence Notices in our courts. In addition, there is a growing demand for services that surpass the availability of revenue and resources to implement them. Mississauga runs an efficient and effective government and has maintained its 'AAA' credit rating for 18 years.

To build complete communities within world-class cities, municipalities require new sources of revenue beyond the property tax. The demands of delivering services to properties, while maintaining existing infrastructure in a state of good repair, and building new amenities, is more than our budgets can bear.

At the same time, cities are faced with a host of new issues, such as responding to climate change, adapting to changes in the national and global economies, navigating global pandemics, and much more. Cities need the support of federal and provincial partners to not only fund critical infrastructure, but also provide support for our operations. The important role cities play and the fiscal instability we face has been made clear throughout the COVID-19 pandemic. All three levels of government must work together, and there must be a recognition that municipalities need greater powers or greater support to meet their responsibilities in the 21st century.



Recommendation 1

Work with municipalities to provide ongoing Safe Restart funding and develop new revenue tools, including a share of the income tax for municipalities, sufficient to fulfill our responsibilities and build strong communities.

As a service provider, the City has scaled down services during the pandemic (recreation, transit, etc.) in response to lower revenues and public health measures. Despite Council taking decisive action and implementing measures including temporary hiring freezes, temporary lay-offs, reducing discretionary costs, and deferral of capital projects, the City continues to face a year-end deficit from COVID-19.

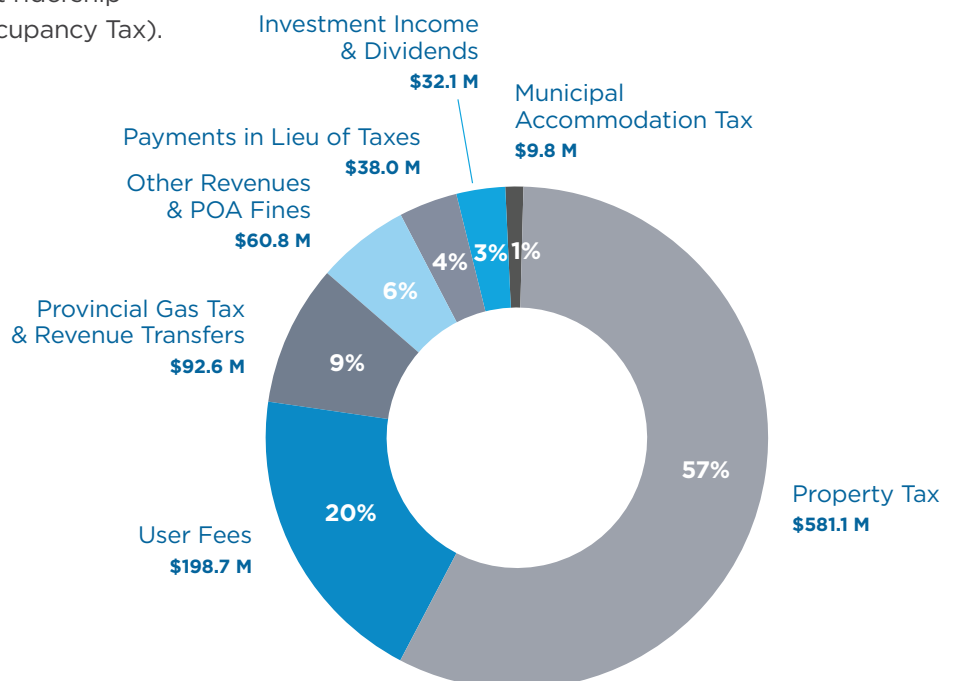
The City of Mississauga is appreciative of the \$156 million in support it has been allocated from the federal and provincial governments in the form of the Safe Restart Agreement as well as the removal of the 5 per cent cap on payments in lieu of taxes (PILTs) for the GTAA. It has helped lessen the financial impacts of this pandemic, and allowed us to continue to provide necessary services. This is still not enough. The rise of the Omicron variant signals that effects of this pandemic will be felt throughout 2022 and beyond. Mississauga will continue to incur financial pressures due to lower revenues from reduced air travel (PILTs), recreation and culture programming (fees), transit ridership (fares), and hotel occupancy (Hotel Occupancy Tax).

As we move forward in 2022 and through the stages of recovery from the pandemic, the City of Mississauga will need the continued support of both the provincial and federal governments in order to financially recover effectively over the next few years.

While we run an efficient and effective government, the City's main source of revenue is property tax, and tax rates must remain affordable for our residents and businesses, now more than ever. Currently, property taxes do not provide enough revenue for cities to deliver the critical services and 21st century amenities residents require.

Municipalities face a growing need for consistent and reliable funding sources as well as greater decision-making autonomy to deal with a growing list of issues. In order build a more sustainable, equitable, and prosperous economy, all three levels of government must work together to ensure municipalities are given the tools we need to do our jobs properly.

**City of Mississauga
Revenue Sources (\$M)**



Recommendation 2

Deliver sustainable, long-term and predictable funding for infrastructure renewal, transit, and active transportation projects to keep our communities moving.

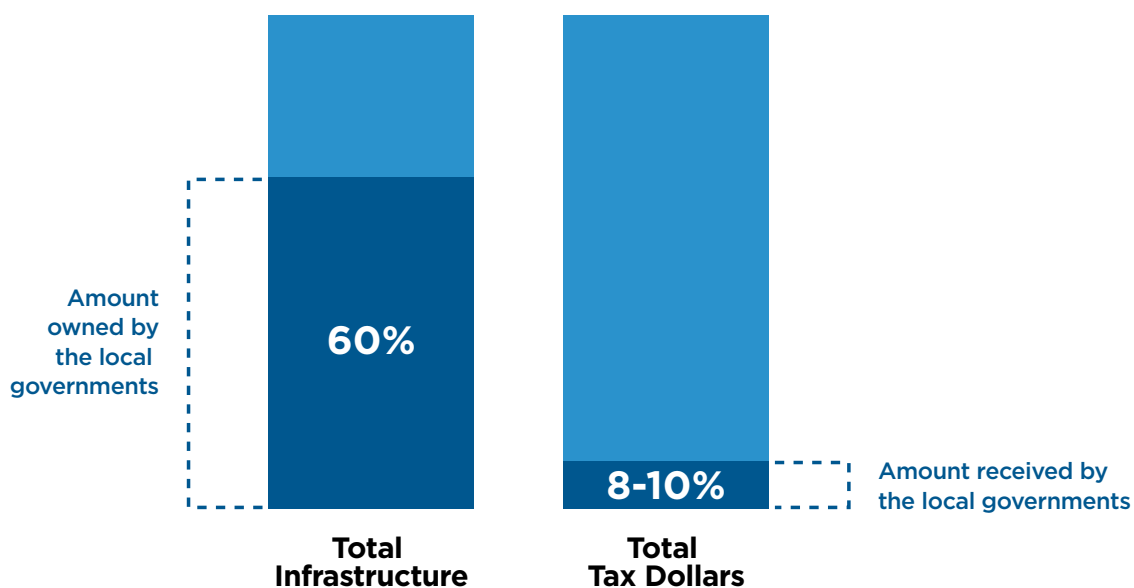
Like other Ontario municipalities, the City of Mississauga cannot maintain or grow its infrastructure on the local tax bill. In order to continue to build Mississauga into a world-class city, we need long-term, predictable and sustainable funding models for infrastructure renewal projects. This will ensure sufficient time and resources are in place to apply best practices to the management of these projects and allow us to focus on local priorities.

Cities receive only 9 cents of every tax dollar collected by governments in Canada, but are responsible for 60 cents of every dollar spent on infrastructure. The math does not add up.

The Public Transit Infrastructure Fund (PTIF) and the Investing in Canada Infrastructure Program (ICIP) are good examples of one-time allocation-based funding formulas. These programs need to be made permanent and predictable, as well as increased over time to parallel the cost of construction.

The Provincial Gas Tax Fund and Canada Community-Building Fund (CCBF) are also good tools as they provide municipalities with predictable and accountable funding which allows money to flow to municipalities in a timely and more efficient manner. Increasing the Provincial Gas Tax Fund is recommended.

Working together with municipalities, the federal and provincial governments must provide cities with new sources of funding, or the legislative powers to raise these funds locally.



Source: Federation of Canadian Municipalities (FCM)

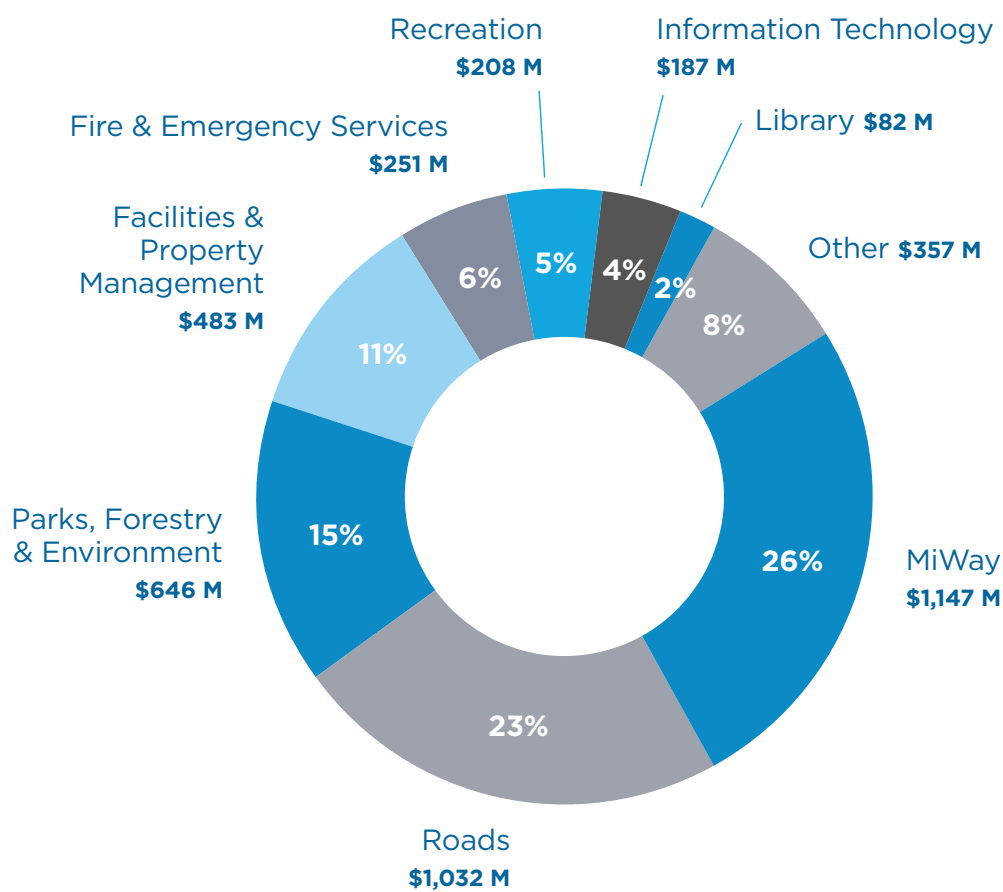
i. State-of-Good Repair

The City of Mississauga owns approximately 60 per cent of the total infrastructure in Mississauga, which is worth about \$13.6 billion, including \$3.1 billion in roads, \$5.3 billion in stormwater systems, and \$973 million in bridges.

Infrastructure must be maintained in a state-of-good repair in order to avoid excessive future repair costs, put safety first, and ensure that Mississauga, Ontario, and all of Canada build stronger communities and a stronger country for all.

With an average annual infrastructure gap of approximately \$40-45 million, the City continues to struggle with funding shortfalls. Mississauga has been able to manage financially because of our financial strength as well as the policies and practices adopted by Council over the years, such as the implementation of an infrastructure levy. While the two per cent infrastructure and debt repayment levy assists with this shortfall, additional funding from other levels of government is required.

The City's current funding does not fully fund all capital requirements, but balances the need to maintain our infrastructure, fund new projects as required, and minimize debt. As a result, the condition of some of our assets is starting to decline and will require increased investment the longer they are allowed to decline.



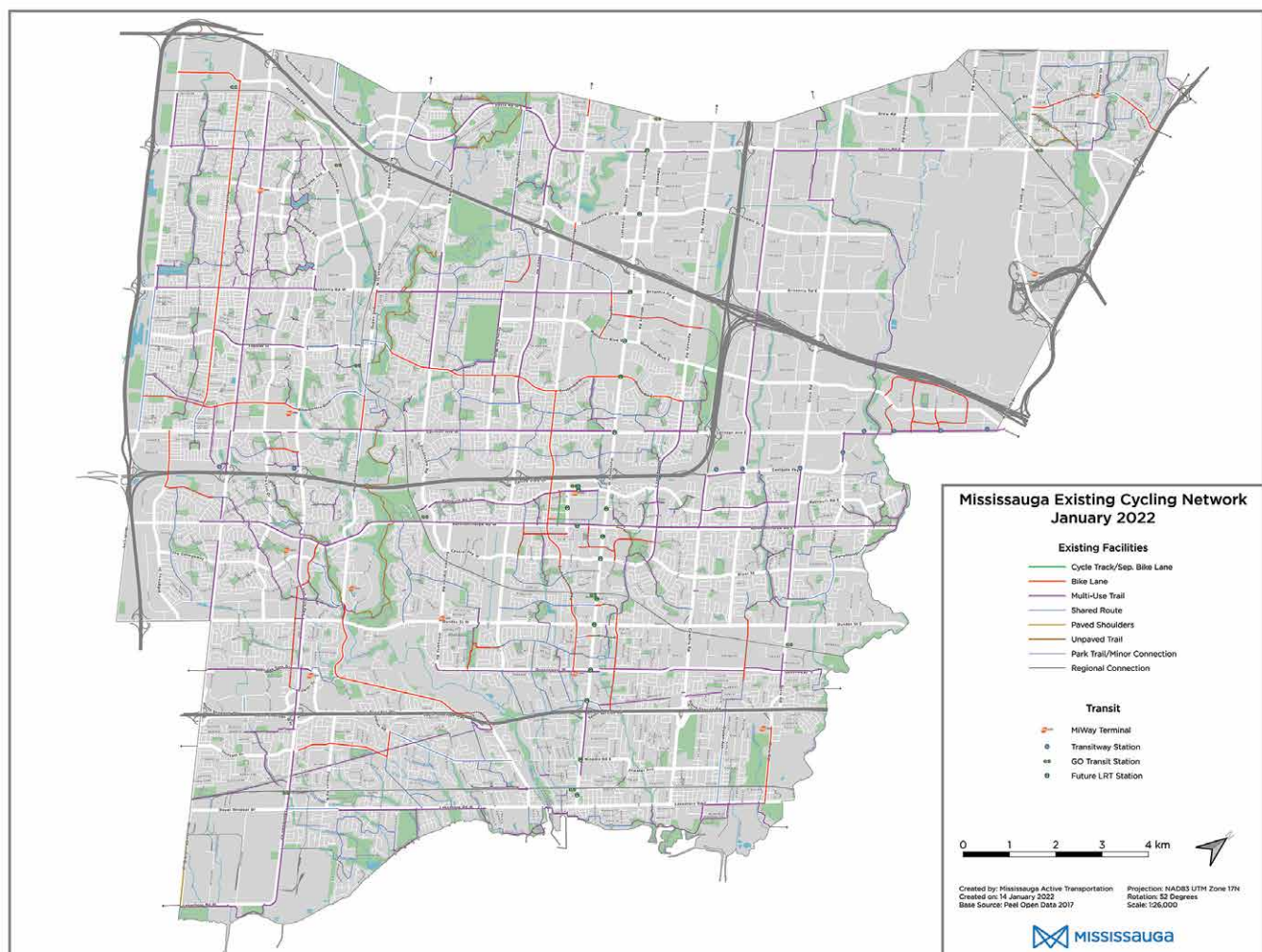
2022-2031 Total Capital Plan State of Good Repair \$2.7 Billion (Millions)

ii. Active Transportation

Our travel patterns and how we move have changed permanently. Now, more than ever, more people are turning to alternative modes of transportation from walking to cycling. In a time where staying and working at home is the new normal, going for a walk, roll, or bike ride might be the only way for some people to get fresh air and exercise. Without proper active transportation infrastructure in place, individuals may choose to stay indoors, leading to increased feelings of isolation and loneliness.

The City of Mississauga's [2018 Cycling Master Plan's](#) vision is to build a safe, connected, convenient, and comfortable cycling network that Mississauga residents and visitors of all ages and abilities will feel comfortable using not only for recreational use, but also for commuter travel.

The Master Plan details an 897 km cycling network at a cost of approximately \$270 million (2018 dollars). At the City's current funding level it will take 27 years to complete this network. As a result, additional sustainable funding from senior levels of government is required in order to build a truly multi-modal Mississauga.



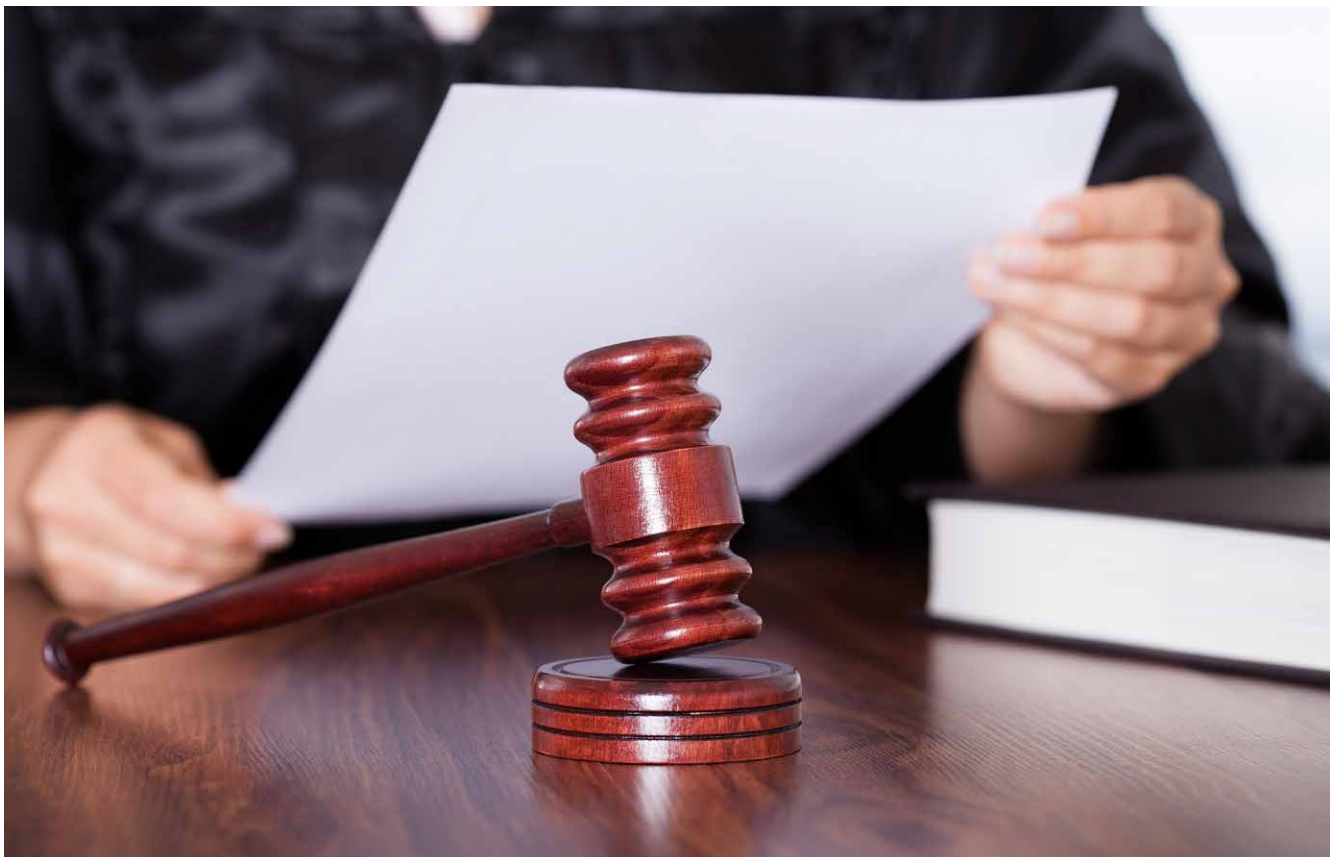
Recommendation 3

Provide the additional Justices of the Peace required to address the growing backlog of Provincial Offence Notices in our court system.

Due to the pandemic, the Chief Justice of Ontario and the Province of Ontario issued orders adjourning all court matters, suspending all Provincial Offence Act (POA) timelines and later extending these orders into 2021. In addition, the Regional Senior Justice of the Peace closed many of our courtrooms throughout 2021 due to a lack of judicial resources.

72,000
backlog in court cases

As a result of these closures, court service operations have been significantly affected. The City of Mississauga faces a substantial POA backlog of early resolution and trial cases resulting in a 50% reduction in revenues. Municipalities have very few revenue tools and the loss and/or decrease of any significant revenue stream, such as POA notices, places further burden on the tax-base and Mississauga's residents. It is critical that additional judicial resources be provided to the Mississauga and the Central West Region. This backlog cannot be addressed without the support of the provincial government through the Ministry of the Attorney General.



Recommendation 4

Provide the funding and support necessary to assist Mississauga in realizing its priority transit projects.

The City of Mississauga requires a reliable, efficient and sustainable inter-regional transit system. In order to construct our major transit priority projects outlined below, we require a committed provincial partner.

i. Restoring the Downtown Loop to the Hurontario LRT

In March 2019, the Ontario government announced scope changes to the project that removed a key component of the Hurontario Light Rail Transit (HuLRT), the downtown loop. In order to help the City realize the full potential of downtown Mississauga, the downtown loop must be considered a funding priority.

Currently, thousands of jobs, businesses, and housing units are located along the Hurontario corridor and Canada's largest development by Oxford Properties will be built in Mississauga's downtown Square One District.

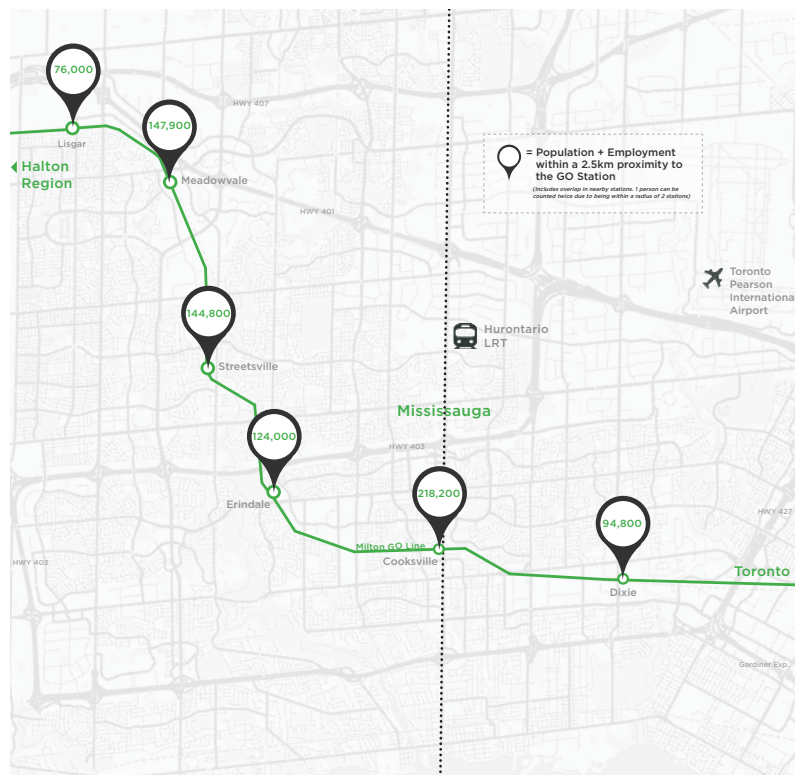
Moving forward with the HuLRT project inclusive of the downtown loop represents major steps towards transformational transit improvements that our residents and businesses within the downtown and along the Hurontario corridor are depending on.



ii. Provincial support on Two-Way, All-Day Service on the Milton GO Rail Corridor

The Milton GO Rail Corridor is a key local and regional rapid transit corridor that, with increased two-way, all-day service, will help respond to growing traffic congestion, meet the demand for inter-regional transit service and support economic development. The introduction of two-way, all-day service will also allow for improved transit travel within Mississauga, given the six GO rail stations located in the City. The City was advised that discussions on increased passenger service were occurring with Canadian Pacific Railway (CP), who own the rail corridor and use it for freight purposes. In addition, the federal government recently announced support for increased service on the Milton GO line.

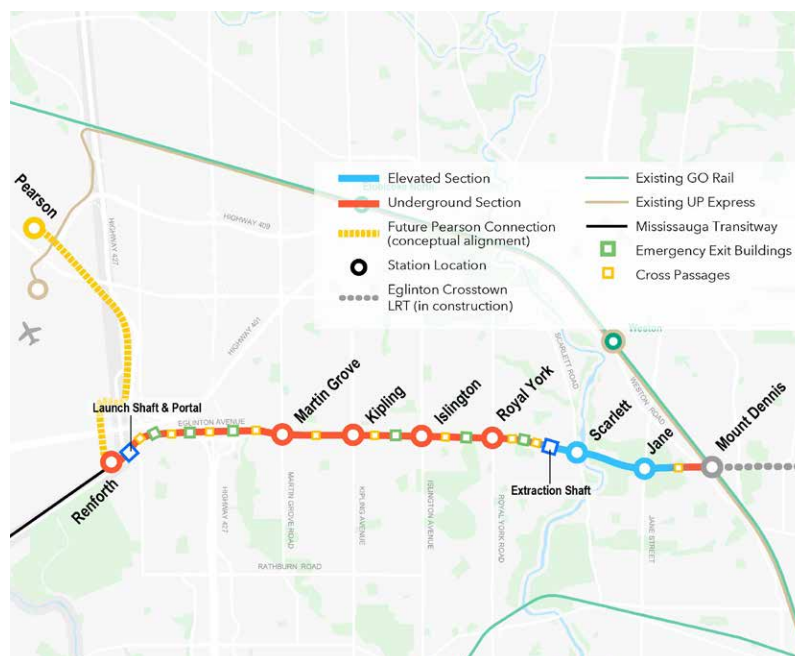
These are positive steps towards realizing increased service on this critical rail line, both for Mississauga and the GTHA. The City encourages the Government of Ontario to continue these discussions and develop a plan for implementing increased passenger service on the Milton GO line.



iii. Eglinton Crosstown West Extension Light Rail Transit to the Airport

The Eglintown Crosstown West Extension (ECWE) Light Rail Transit (LRT) will extend from the Mount Dennis station in Toronto to the Renforth Station in Mississauga. Mississauga is a net importer of jobs and this key connection to the Mississauga Transitway will provide higher order transit options for Toronto residents working in Mississauga. This segment is currently under construction. The Eglinton West LRT is also proposed to extend to the Regional Passenger and Transit Centre (RPTC) at Pearson Airport.

This connection would run through the Airport Corporate Centre and provide access to the Airport Megazone employment area, Canada's second largest employment zone outside of Downtown Toronto. The City supports the addition of an LRT station in the Airport Corporate Centre to provide a direct transit link to jobs in this area. It is important the Government of Ontario fund the detailed design for the Pearson Airport connection to facilitate planning, design and construction efficiencies with the current ECWE LRT project.



All alignments and stations are conceptual and subject to change.
Image Credit: Metrolinx

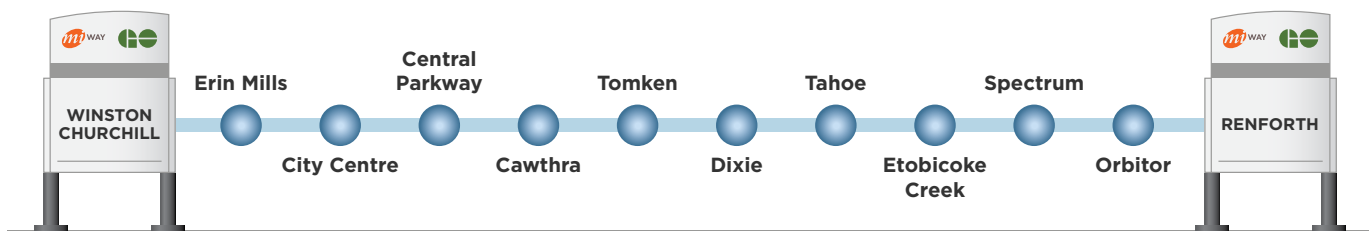
iv. Downtown Mississauga Terminal and Transitway Connection

Mississauga's 18 km, 12-station transitway has made it faster and easier for commuters to travel to, from and through Mississauga and across the region. While the west and east portions of the transitway have access to dedicated lanes, the downtown portion experiences delays because it relies on accessing local city streets.

The completion of the downtown segment of the Mississauga Transitway, with a dedicated transit corridor and new bus terminal, would provide for a continuous transitway that would maximize the benefits and success of previous investments.

This new terminal will support the Hurontario LRT, future growth in Downtown Mississauga and the urban context that is expected to be achieved in a city the size of Mississauga.

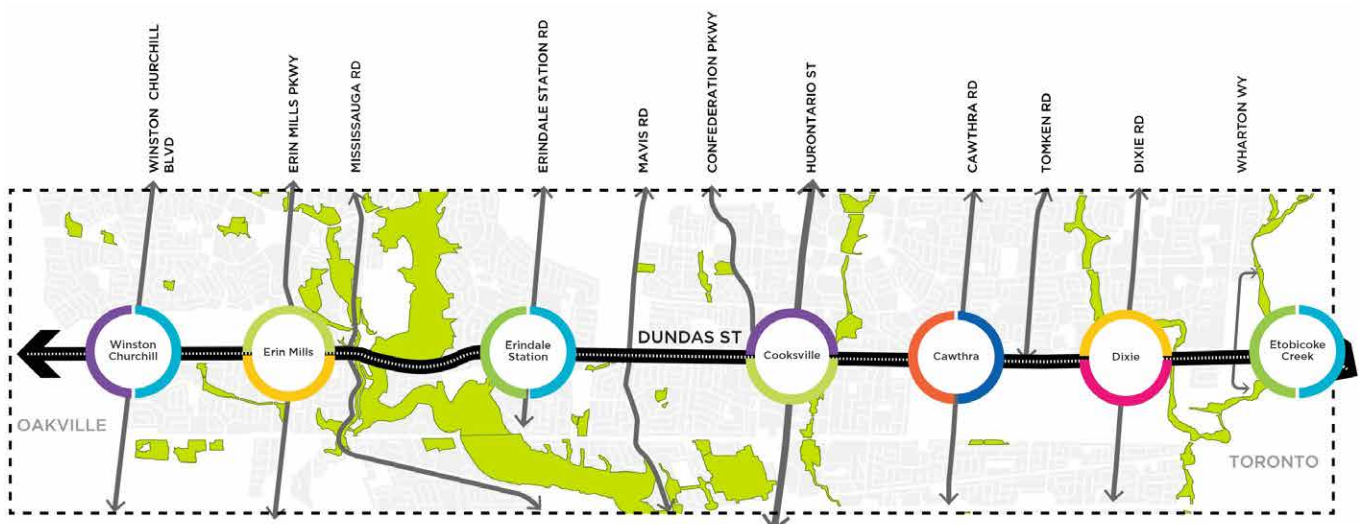
An Initial Business Case (IBC), jointly led by the City and Metrolinx, was completed in 2020. The next phase of study is the preparation of a Preliminary Design Business Case that requires funding to move forward. This is a critical step in supporting the continued development of Mississauga's downtown as well as transit connections to the western GTHA and Pearson International Airport.



v. Dundas Bus Rapid Transit Corridor

The City's Dundas Connects project produced a Master Plan for the Dundas Corridor, which makes recommendations on land-use intensification and rapid transit for Dundas Street. Specifically, the Master Plan recommends a Bus Rapid Transit facility for the entire length of Dundas Street. This supports major improvements to transportation, land use and the public realm along the Dundas Street Corridor.

The next steps in advancing this transit initiative are the completion of a Transit Project Assessment Process leading to detailed design and construction. Federal and provincial funding for this work, such as through ICIP - for which the City has applied, would ensure that rapid transit would be available to support the growth and redevelopment along Dundas.



Recommendation 5

Provide investments in projects that mitigate the impacts of climate change and increase the resiliency and adaptability of our communities.

Mississauga is taking action on climate change with its [Climate Change Action Plan](#). This 10-year plan focuses on both community and corporate actions that decrease greenhouse gas (GHG) emissions and help the City become more resilient to changing climate conditions. These actions include:

- Decreasing GHG emissions from our buildings, transport sectors and city vehicles;
- Building our resilience to the expected impacts of climate change;
- Increasing our capacity to deal with climate events;
- Accelerating discovery and driving innovation in regards to climate action to create jobs;
- Enhancing sustainable infrastructure investments and management practices to improve local resilience; and
- Supporting low carbon district energy systems and piloting hydrogen technology in our transit system.

We all have a role to play, and tackling it requires global action, and collaboration. Mississauga is seeking committed funding from all levels of government to help advance transformative climate action projects, three of which are described on the following pages.



i. Transition of Bus Fleet to Zero-Emission Vehicles

Mississauga Transit ('MiWay') is committed to reducing overall GHG emissions significantly over the next decade. As of 2020, roughly 70 per cent of the City's GHG emissions stem from public transit buses alone and MiWay must decrease emissions by 40 per cent by 2030 and 80 per cent by 2050.

In order to meet this target, MiWay will no longer purchase conventional diesel buses, and will be required to purchase zero-emission buses at some point over the next decade. The cost of this premium is around \$200 million. Federal and provincial investments are necessary in order to transition the fleet and cover the premium.

Environmentally-friendly, zero-emission buses have many benefits: they produce little to no greenhouse gas emissions; are simpler to maintain; easier to drive; and produce less noise pollution.

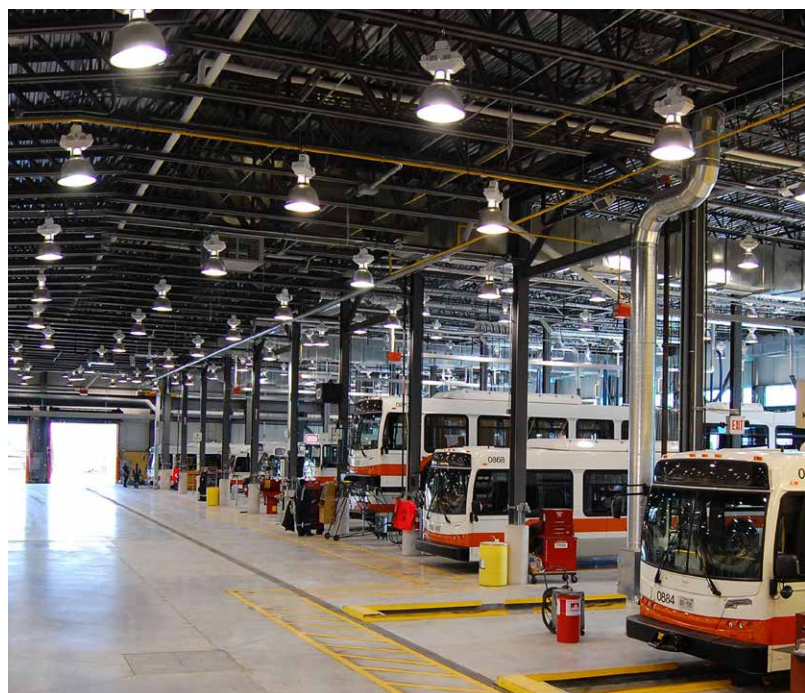


ii. Bus Maintenance and Storage Facility Zero-Emission Conversion

In order to operate Zero-Emission Buses (both Battery-Electric and Hydrogen Fuel Cell), MiWay must convert their traditional diesel facilities to a facility that will accommodate charging or fueling infrastructure. This will require extensive structural overhauls, and in most cases, existing facilities may need to be completely rebuilt and future facilities constructed. The cost for this is currently unfunded.

In the case of battery-electric buses, there are two charging options, which include depot charging and on-route charging. If on-route charging is a viable option, this will lead to additional infrastructure required on-street and within terminals and stations. For hydrogen fuel cell buses, MiWay may need to install electrolyzers and fueling infrastructure. From a maintenance perspective, Zero-Emission Bus technology is relatively new and will require technicians to learn new skills including high voltage systems.

The estimated cost of this project is between \$200-250 million. In order for our infrastructure to accommodate such a transition, support from higher order levels of government is required.



iii. Solar Power and Green Building Standards for Our Municipal Facilities

Municipal buildings represent approximately 23% of the Corporation's Green House Gas (GHG) emissions, primarily coming from fossil-based sources in the electricity mix and natural gas for heating buildings. In order for Mississauga to meet the goals laid out in the City's Climate Change Action Plan, the municipal buildings portfolio must reduce its emissions by 40% by 2030 and 80% by 2050 compared to 1990 levels. Council approved a Corporate Green Building Standard in 2019, which sets high performance requirements and transitions towards near-net zero operation and construction in new municipal buildings in the next decade.

Further, solar power needs to be advanced through the use of rooftop and building integrated solar photovoltaics in our existing building portfolio. Solar power will not only act as a source of clean energy in our buildings but it will also increase their resiliency by providing access to another source of energy on site. Both actions require support from the industry through advancements in technology and competitiveness, and investments from the provincial and federal governments.



Recommendation 6

Termination of the Hwy 413/GTA West Transportation Corridor project due to the detrimental impact on the environment, encouragement of residential sprawl, and increased dependence on cars.

Mississauga's City Council, unanimously expressed strong opposition to the construction of the Hwy 413/GTA West Transportation Corridor. This opposition was due to environmental and climate change concerns, impacts on land in north-west Mississauga, and additional financial pressures.

The City of Mississauga, along with many other municipalities, regions, and the Government of Canada, have declared a climate change emergency. A new four to six lane highway in the Region of Peel, through prime agricultural lands, does not address climate change actions on reducing GHG emissions nor align with the province's Climate Change Action Plan (2016).

This Hwy 413/GTA West Transportation Corridor will have a direct impact to lands in north-west Mississauga at the Highway 401/407 interchange. These impacts include:

- **Economic Development:** Lands on the south side of Highway 401, within the Meadowvale Business Park Corporate Centre, are designated for employment uses and the proposed highway may impact the future development of the larger vacant parcels for future employment uses; and
- **Parks and Recreational Amenities:** The City-owned lands on the west side of Ninth Line, south of the Highway 401/407 interchange known as Park 452, are undergoing preliminary planning for the function and design of the park, of which the Hwy 413/GTA West Transportation Corridor may impact in terms of future public use of the land.

In addition, the Hwy 413/GTA West Transportation Corridor could add additional financial pressures to the City's budget, as a new highway in the Region of Peel may result in the requirement for new or expanded infrastructure (eg. roads, water, wastewater facilities) to support new development surrounding the corridor. This infrastructure would be funded through taxes paid by Mississauga residents.

The cost of this project is approximately \$6 billion. This money would be far better utilized if it was reinvested into local transit priorities.

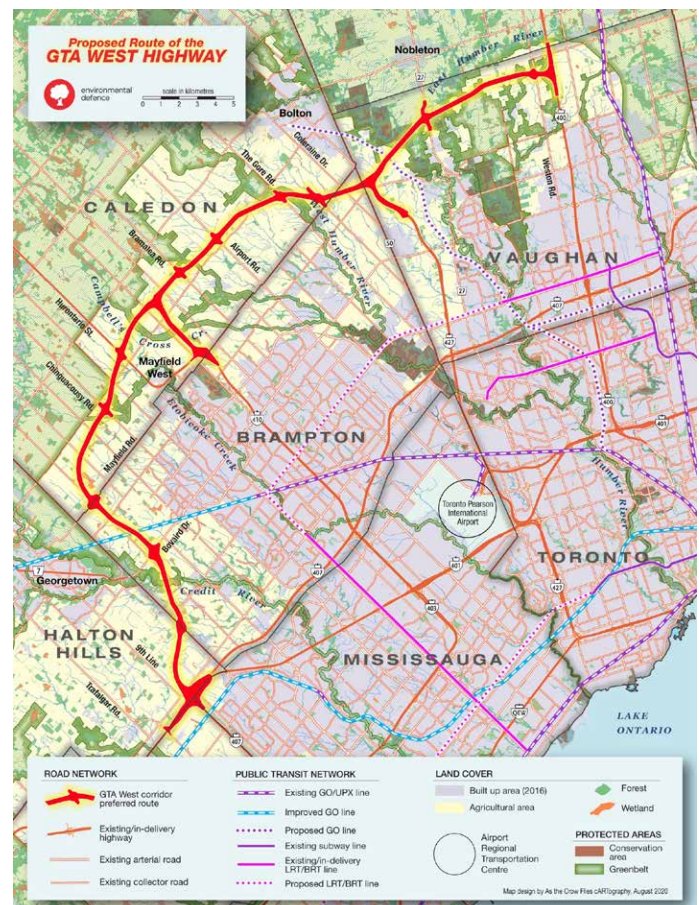


Image Credit: environmentaldefence.ca

COMMUNITY AND CULTURE

2022

PROVINCIAL

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Community & Culture

Investments in affordable housing, community amenities, support networks, activities, and other cultural facets will help ensure that residents can continue to live, work and play in the City of Mississauga.

Through the City's continued work with its many community stakeholders, residents have shown a willingness to join and participate in the rich opportunities of a vibrant municipal life.



Recommendation 7

Partner with cities to fund and build affordable housing to close the supply gap and ensure everyone has a safe place to live.

Proactive intervention by all levels of government is imperative to ensure that our communities continue to thrive. Mississauga is doing what it can to protect existing affordable housing supply and remove current regulatory and administrative barriers to the development of housing for middle-income households such as:

- Zoning approval for approximately 20,000 units which have not yet been built;
- Permissions for “unlimited height and density” in our Downtown Core which streamline and bring certainty to the development process, and could support the creation of tens of thousands of new units in the core;
- Protecting our existing affordable stock through our Rental Housing Protection By-law and Demolition Control By-law;
- Developing an inclusionary zoning framework to require developments in Major Transit Station Areas incorporate affordable housing units;
- Securing revenue through density bonusing and seeking additional revenue sources to incent affordable rental housing; and
- Prioritizing City surplus land for affordable housing development by non-profit housing providers.

Even with these actions, municipalities lack the financial tools and legislative authority to close the gap between what the market will produce and what households can afford. New powers and revenue sources are required to incent housing affordable to middle income earners.



Affordable Housing

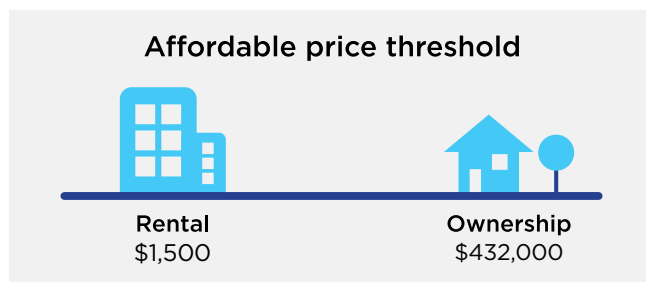
The Government of Ontario can enhance Mississauga's legislative authority to participate in the delivery of affordable housing in the following ways:

Supply

- **Enhance** and introduce mechanisms to discourage investor-owned residential real estate such as increase capital gains tax (excluding principle residences), improvements to the Provincial Non-resident Speculation Tax such as increasing the tax rate and requiring that purchases of any number of units be subject to the tax (not just fewer than six units);
- **Enhance** and introduce supports for first-time home buyers such as assistance with closing costs;
- **Provide** direct funding to municipalities such as:
 - **reinstate** Provincial Brownfield Remediation Fund to support municipalities in safely building affordable housing on former industrial sites; and
 - **create** Complete Communities Fund to provide municipalities with planning resources to more effectively up-zone existing residential areas.
- **Provide** municipalities the power to zone for residential rental tenure so that new developments, particularly on large sites or at key strategic locations, must include both rental and ownership housing; and
- **Provide** incentives to promote new purpose-built rental housing as secondary rentals (investor condos) are no-longer affordable.

Affordability

- **Enhance** and/or introduce funding and financing for affordable housing developers and work with municipalities to better coordinate the funding process and timing;
- **Amend** the Planning Act to permit inclusionary zoning everywhere that the market can support it (e.g. large greyfield sites) and permit cash-in-lieu of inclusionary zoning;
- **Enhance** and/or introduce tools for municipalities to raise funds for affordable housing as well as offer direct funding to municipalities such as the expected federal Housing Accelerator Fund;
- **Leverage** the potential of provincially-owned land by:
 - **requiring** a minimum number of affordable units be provided when selling surplus land to developers;
 - **offering** surplus land to non-profit housing providers for a below market price; and
 - **evaluating** co-development of provincially-owned lands with affordable housing uses.
- **Provide** direct incentives and more favourable market conditions for rental housing producers;
- **Introduce** HST rebates, provincial tax credits, and revise other tax policies to incentivize the development of affordable housing including second units; and
- **Use** additional housing-related tax revenue from the above measures to directly fund local housing incentive programs.



Recommendation 8

Invest in the Mississauga community to create great places and amenities for everyone.

A recent survey conducted by Park People, highlighted that 94 per cent of Canadian cities report greater use of parks in the last year. This pressure on our parks and green spaces has highlighted the importance of our outdoor public spaces as well as the need to develop new and maintain aging infrastructure. In addition, 85 per cent of Canadians support more public funding for improving parks and green spaces.

The City of Mississauga is seeking funding in order to proceed with the development of a sustainable and creative community along its waterfront. The City is currently focusing on three projects:

Lakeview Village, Port Credit Harbour Marina, and JC Saddington/Brightwater Waterfront Parks. The revitalization and development of these sites will help deliver on the City's Strategic Plan action of creating a model sustainable creative community on the waterfront.

In addition to these three projects, the City is also focused on the Cooksville Parkland Development project to address the existing parkland deficit and provide animated urban park spaces in balance with natural area enhancements in one of Mississauga's largest and most multicultural neighbourhoods.

i. Lakeview Village

This site will connect the former Ontario Power Generation (OPG) lands to the waterfront trail system and will create a new 1,300m waterfront trail adjacent to Lakefront Promenade. An interconnected system of parks and open spaces will provide a range of passive and active recreation opportunities; and contribute to the character and identity of Lakeview Village and reinforce a healthy, active, and vibrant community.

A condition of sale from OPG to Lakeview Community Partners Limited requires that 67 acres of waterfront land be remediated and transferred to the City of Mississauga for parkland, institutional and cultural uses consistent with the [Inspiration Lakeview Master Plan](#). The City of Mississauga is engaged, ready, and willing to complete these next steps.



ii. Port Credit Harbour Marina

Through the [Inspiration Port Credit Charting the Future Course – 1 Port Street East Master Plan](#) process, community support to “keep the port in Port Credit” was established and reinforced the need for a future public marina at 1 Port Street East. The comprehensive Master Plan, which articulated a concept for the future revitalization and redevelopment of the site into a vibrant mixed-use neighbourhood, ensures the historic marina function is preserved.

The marina supports one of the largest salmon-fishing derbies in Canada, provides an important supply of recreational boat slips for the City and the region, and is a cultural heritage link to the Great Lakes. Substantial new investment is required for the infrastructure that supports the marina function.



iii. JC Saddington/ Brightwater Waterfront Parks

Brightwater is a sustainable, mixed-use community currently under development on the west side of the Port Credit Harbour. It will be a modern waterfront village with 18 acres of parks and outdoor amenities connecting Lakeshore Road to Lake Ontario. New parkland along the Lake Ontario shoreline will be designed for all season use and include public access to the water's edge, event spaces, picnic areas and natural areas. The Waterfront Trail will connect it to the surrounding communities and the adjacent, existing, revitalised JC Saddington Park, which will be the southern trail head for the future Credit Valley Trail and a space to embrace the Indigenous connection to the Credit River. These diverse animated spaces will be balanced with shoreline enhancements that will support water-based recreation while improving natural habitats for fish and bird migration.



iv. Cooksville Parkland Development

The City of Mississauga is planning for significant population growth throughout the Downtown Growth Area in the coming years, especially with the construction of light rail transit along the Hurontario Street corridor. One of the City's most multicultural neighbourhoods, Cooksville, will be transformed into a vibrant neighbourhood where residents can live, work and play. In an effort to support this transformation and address a parkland deficit, the City is currently acquiring

future parkland within the Cooksville Creek corridor with the goal of achieving large, cohesive areas of parkland with continuous trail systems by adding approximately 10 ha (25 ac) to existing parks in proximity to Cooksville Creek. It is anticipated that the future expanded park system will provide animated urban park spaces in balance with natural area enhancements and places for unstructured enjoyment of the outdoors.



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Local Economy

The City of Mississauga has a strong local economy, comprised of a highly diverse business community that reaches across a wide variety of sectors. Home to over 94,000 businesses, with a GDP of over \$50 billion, the City is a major contributor to the Greater Toronto Area economy. It is imperative that we remain responsive to the needs of the business community as recovery unfolds.

At the same time that provincial and federal governments are assisting the municipal sector, they must also continue to assist our business community. Some sectors (life sciences, healthcare, etc.) have fared well through this pandemic, while other sectors (aerospace, hospitality, and manufacturing) have been hard hit. In particular, small businesses, tourism, creative industries, and the air travel sector have experienced unprecedented losses.

While the City of Mississauga has and will continue to play a key role in helping the local economy, especially those hardest hit, we need active and engaged provincial and federal partners to work with the City and our local businesses to build back better; and adopt an inclusive, whole community approach that leaves no one behind.



Recommendation 9

Continue targeted support for sectors hardest hit by the COVID-19 pandemic, including main street businesses, recreation, travel and tourism, creative industries, and air travel.

i. Small Business Supports

The City of Mississauga recognizes that small businesses are the foundation of the economy. From traditional main street small businesses to local manufacturing, the economic health and vitality of these establishments directly impact the overall well-being of the local economy. Businesses within these sectors account for 11% of businesses and 13% of total employment in Mississauga and continue to face depressed and uncertain markets due to the ongoing impact of COVID-19 and related public health measures. Inadequate support for local business risks long term negative local economic impacts such as:

- loss of livelihoods by local business owners and their employees;
- reduced neighbourhood vitality; and
- reduced overall attractiveness of Mississauga as a place to live, work and play.

It is imperative that all levels of government remain responsive to the needs of the business community as recovery unfolds. Mississauga's small businesses and local economy need ongoing federal and provincial support to address their specific challenges and needs.



ii. Tourism and Cultural Industry Support

The COVID pandemic has taken a particularly heavy toll on the arts, entertainment, tourism and recreation industries. Relative to its size, this sector has lost more jobs than any other sector. One in four workers from these sectors have lost their job during the pandemic.

In Mississauga, the story is no different. Local creative industries and entrepreneurs continue to be forced to scale back operations and face mass uncertainty as new variants emerge. There continue to be many unknowns about the future. Organizations are unsure of sustainable funding opportunities such as government and sector-specific grants and if they will be able to cover costs as they continue to navigate government restrictions and public health measures.

In the Tourism sector, purchased accommodations continue to be impacted due to travel restrictions, event cancellations or capacity limits, and self-isolation requirements. For hoteliers and short-term accommodation owners, revenues are significantly down resulting in lower Municipal Accommodation Tax (MAT) revenue in 2021. Any resemblance of pre-pandemic MAT revenue, which is used to support the tourism industry, is highly dependent upon public health guidance and the willingness of the public to travel and vacation.

As such, sustainable funding for the Tourism and Cultural industry is required from the federal and provincial governments. Not only will this support drive more people to our City as we are able to lift capacity restrictions, but it will also help the local economy through tourism spending. Ensuring Mississauga remains competitive and attractive to film and music production is also a vital component of Mississauga's recovery efforts.



iii. Air Travel Support

Airports are recognized as economic catalysts for the communities they serve, delivering jobs and investments to the local municipalities. The impact of international airports is even greater; they provide links to global markets while fostering trade, investment and tourism.

Mississauga is home to Canada's largest airport. Serving over 49 million passengers annually, Toronto Pearson International Airport is a major global hub, providing Canadians with a gateway to the world. With over 330,000 surrounding jobs, the airport is home to the second largest employment zone in the country.

As the fourth largest global entry point into the U.S., it boards flights to 210 destinations and more than 22 million trans-border passengers annually. Unfortunately, due to COVID-19, passenger activity at Pearson International Airport fell by 69.5 per cent during 2020 and has yet to recover.

As governments around the world continue to impose border restrictions and advise their citizens against non-essential travel, the air transportation sector faces further declines in air passenger traffic, staff layoffs, and grounding of planes. Higher order levels of government must assist in the recovery and growth of this sector.

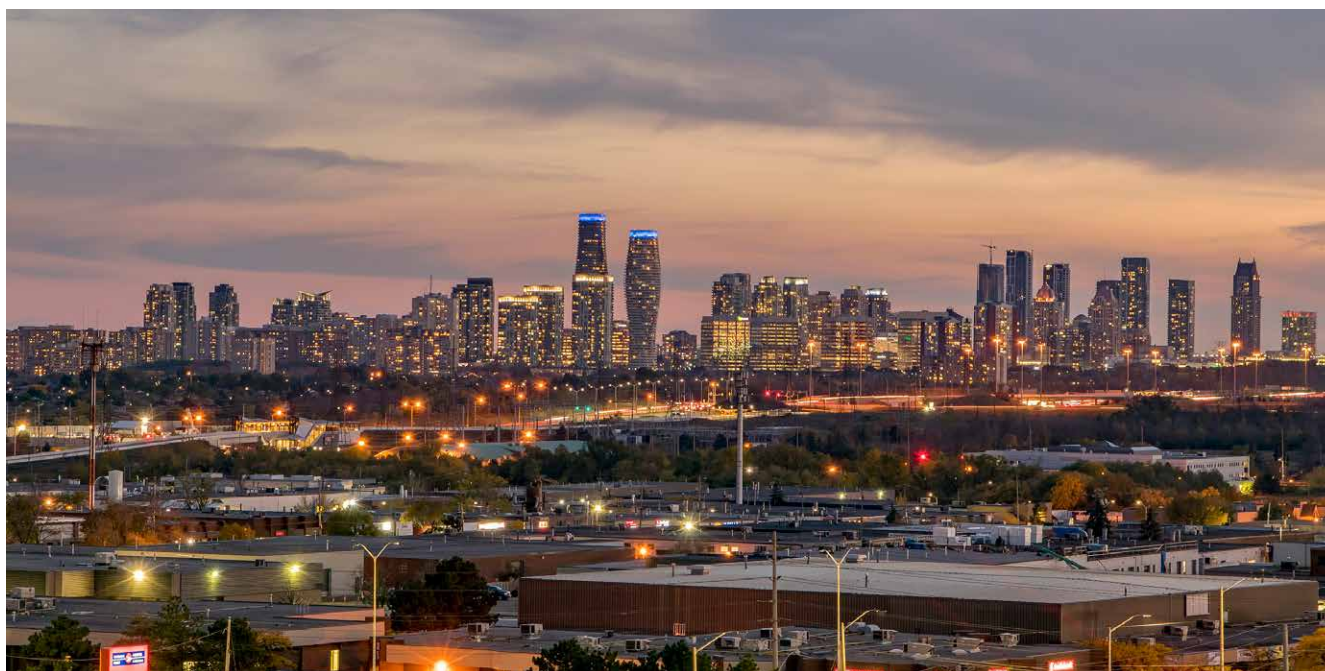


Recommendation 10

Invest in local business innovation and competitiveness.

Mississauga's key sectors in Advanced Manufacturing, Life Sciences, Information & Communication Technology, Financial Services and Smart Logistics are critical drivers of growth and employment opportunities within the city. Together these sectors directly employ over 178,000 people, accounting for 43% of Mississauga's total employment and indirectly support many other local businesses. The long term competitiveness of these sectors will depend upon their ability to remain innovative, grow, adopt new technologies, develop sustainable business practices and access global markets. This requires ongoing support from the federal and provincial governments. The City of Mississauga recommends the following actions be taken:

- Enhance existing and introduce new funding programs to support local business innovation, start-up and scale-up capacity;
- Enhance existing and introduce new funding programs to support local business competitiveness through technology adoption and automation;
- Invest in local business capacity to develop and adopt the technologies and practices required for a clean energy transition consistent with Canada's climate goals;
- Invest in Canada's supply chain infrastructure, including physical infrastructure and digital technology capacity of supply chain organizations and companies; and
- Take proactive measures to support small, medium and large enterprise access to global markets.



Recommendation 11

Invest in talent development and access.

Access to talent is a critical determinant of Mississauga's ability to retain, expand and attract businesses. Over 80% of Canadian business leaders have indicated labour shortages as the primary obstacle to meeting demand in today's market. The COVID-19 pandemic has worsened pre-existing labour market challenges related to a lack of skilled talent and workforce aging. The federal and provincial governments must work together to ensure that Mississauga has a strong labour market so businesses can grow, prosper, and thrive.

The following actions will be critical to ensure that Mississauga businesses have access to the talent they need:

- Enhance existing and introduce new funding programs to address labour shortages that are locally appropriate and developed in partnership with industry, education, regional and municipal representatives; and
- Improve and expand pathways for immigrants to address industry and professional talent shortages.



Recommendation 12

Prioritize investments that support a fair and inclusive economic recovery.

The COVID-19 pandemic disproportionately impacted populations that are already disadvantaged by pre-existing socioeconomic structures. A full and inclusive economic recovery requires dedicated funding and targeted programming to address barriers experienced by each population. The federal and provincial governments must work with municipalities to ensure that everybody has an equal opportunity to thrive in our country, province and municipalities. We must work together. This is why Mississauga proposes the following actions to be taken to support a fair and inclusive recovery:

- Ensure access to affordable childcare;
- Keep our workers safe by providing adequate sick pay;
- Enhance existing and introduce new funding programs to identify and address barriers to the full participation of women, racialized and indigenous people and those with disabilities in entrepreneurship and labour markets; and
- Take proactive measures to ensure government support programs and procurement processes are open and accessible to under-represented groups, including women, racialized and indigenous people and those with disabilities, as well as small and medium enterprises.



Conclusion

Municipalities play a vital role in the delivery of critical services that residents rely on, and are on the frontline of a safe economic recovery. Mississauga's Leadership Team and Council, in alignment with federal and provincial public health measures and guidance, continue to deliver value for money and exceptional customer service.

The provincial and federal governments are important partners in ensuring the City meets its objectives, realizes its vision, and achieves its city-building priorities, specifically through proper funding mechanisms. We know the course of COVID-19 continues to be uncertain. Our recovery plans and supporting actions will need to remain agile to respond to the impacts of emerging variants. One thing we can be certain of, whatever challenge we face, we can only overcome it if we work together.

For more information visit mississauga.ca or email us strategicinitiatives@mississauga.ca

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