

Candidate Name: Steve Mahoney
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The Economy:

1. How would you ensure Mississauga remains an attractive community in which to invest and conduct business?

As mayor, I will work with Council and other stakeholders to maintain a strong and stable business climate. We will do this by holding the line on property taxes within the rate of inflation and protecting core City services. How do we get there? Well, it will be about setting clear priorities and stretching every dollar given to us by taxpayers. We will start with a core services review, to ensure that city energy and investments are focused on the priorities of our residents – strong first responder services, garbage pickup, and clean parks. I will also appoint a Blue Ribbon panel of private, public, and non-profit sector leaders to give the Mayor and council ongoing advice on getting value for money with city services, including looking at ways we can better deliver services using technology and the expertise of non-profit and private sectors. I will also work with Council to make City Hall more responsive to residents and businesses by putting all city services online by 2020, establishing service time guarantees for city permits and licenses, and appointing a "Bureaucracy Buster" to help cut red tape that impedes business investment and job creation.

2. What role do you see the Mayor's Office playing in promoting economic development?

Our next mayor must have the experience, steady hands, and plan to be our City's leading economic development champion on day one. In my Blueprint for an Even Stronger Mississauga (strongermisissauga.ca), I have laid out comprehensive proposals to help grow our economy and support businesses in creating jobs. Central to my plan for economic development is transportation and transit. My Move Mississauga Plan is a 25 year transportation and transit plan for Mississauga that will help to unlock Mississauga's next phase of economic growth and make the city more livable for communities. The Plan involves a number of short, medium and long-term initiatives to move Mississauga and create jobs. Another important element of my plan for economic development is establishing a Mississauga Waterfront Corporation to unlock the potential of our waterfront. This corporation will be a small, focused organization responsible for delivering on the Inspiration Lakeview and Inspiration Port Credit visions and master plans. The organization will be governed by an independent board of directors composed of two elected City councilors and private individuals with backgrounds in development, planning, public-private partnerships, finance, tourism and environmental sustainability. The Corporation will be modeled on the Calgary Municipal Land Corporation (<http://www.calgarymlc.ca/>) which has great success in revitalizing the Rivers District in Calgary.

Civic Governance:

3. How would you ensure that municipal taxes remain competitive with other jurisdictions?

There's only one taxpayer, and they're already stretched thin. That's why as mayor, I will work with Council to hold the line on property taxes within the rate of inflation. We will do this by starting with a core services review, to ensure that city energy and investments are focused on the priorities of our residents – strong first responder services, garbage pickup, and clean parks. I will also appoint a Blue Ribbon panel of private, public, and non-profit sector leaders to give the Mayor and council ongoing advice on getting value for money with city services, including looking at ways we can better deliver services using technology and the expertise of non-profit and private sectors. And I will also engage our citizens in making decisions about local investments through technology enabled participatory budgeting like that used in New York City, Montreal and other leading North American cities.

Keeping taxes competitive is also intimately linked to growing our tax base - more taxpayers make our city more affordable for everyone. That is why transportation and transit are so critical. In my Move Mississauga Plan, I am proposing The Mississauga Rail Link to connect the approximately 100,000 workers who work in Airport Corporate Centre to Meadowvale corridor to real rapid transit and create the conditions that could double the office footprint and jobs in this corridor over the next 20 years. As mayor, my priority will be growing the tax base, not asking existing taxpayers to pay even more.

4. How would your administration help support a business friendly environment with respect to regulations, zoning, and dealings with the municipal government?

As I stated above, I will work with Council to make City Hall more responsive to residents and businesses by putting all city services online by 2020, establishing service time guarantees for city permits and licenses, and appointing a "Bureaucracy Buster" to help cut red tape that impedes business investment and job creation. I will also create Community Councils that should help businesses more easily navigate local regulatory and zoning issues. These councils will take matters of a more local nature back to a smaller, more accessible, more neighbourhood-based forum. Each district's community council will be composed of the elected ward councilors within the district and will hold regular, public meetings. With respect to development related matters, in my Blueprint for an Even Stronger Mississauga, I propose to appoint a Mississauga Development Facilitator to work with local communities and councilors to strengthen our planning approvals and avoid acrimonious trips to the Ontario Municipal Board I believe that these proposals will help to support a more business friendly environment at City Hall.

5. How would you work to contain municipal costs, including labour costs?

As I note above, as mayor, I will work with Council to hold the line on property taxes within the rate of inflation. We will do this by starting with a core services review, to ensure that city energy and investments are focused on the priorities of our residents – strong first responder services, garbage pickup, and clean parks. I will also appoint a Blue Ribbon panel of private, public, and non-profit sector leaders to give the Mayor and council ongoing advice on getting value for money with city services, including looking at ways we can better deliver services using technology and the expertise of non-profit and private sectors. And I will also engage our citizens in making decisions about local investments through technology enabled participatory budgeting like that used in New York City, Montreal and other leading North American cities.

Employment:

6. Describe your plans for supporting effective employment growth strategies?

Central to my plan for economic development and employment growth is transportation and transit. My Move Mississauga Plan is a 25 year transportation and transit plan for Mississauga that will help to unlock Mississauga's next phase of economic growth and make the city more livable for communities. My proposal for a Mississauga Rail Link is rooted in supporting employment growth. The Rail Link will connect the approximately 100,000 workers who work in Airport Corporate Centre to Meadowvale corridor to real rapid transit and create the conditions that could double the office footprint and jobs in this corridor over the next 20 years. Some say that this corridor is Mississauga's own Canary Wharf in terms of commercial square footage. We know that businesses want to locate in Mississauga, but we cannot get any more cars into our city which is prohibiting stronger commercial office growth. I believe that higher order rapid transit, including my proposed Rail Link, is essential to driving even more businesses to locate or expand here in Mississauga.

7. How would your administration help support effective employment integration for newcomers and opportunities for young people?

As mayor, I will help by:

1. Creating the Office of the Mississauga Ambassador: The Ambassador will be a senior level City official responsible for working with the City's diaspora communities, City divisions, businesses, academia, and non-profit groups to develop and implement a focused strategy to market Mississauga's diversity to attract global businesses looking to locate in the GTA and to provide access to international markets for Mississauga based businesses looking to expand globally.
2. Improving the Coordination of Newcomer Services: The Ambassador will be charged with working with organizations in Mississauga and across Peel Region to better coordinate and market critical social and employment

services to newcomers. Better coordinated services will improve access and increase the ease and speed of integration to unlock the great value newcomers will contribute to Mississauga.

3. **Advocating for Foreign Credential Recognition:** The Ambassador will work with the Mayor and Council to advocate for the importance of moving to streamline the recognition of foreign credentials to the provincial government and relevant regulatory bodies.
4. **Making City Hall More Accessible:** The Ambassador will play a leadership role to expand the number of languages in which City services are provided. The Ambassador will also work with the mayor and council to increase the diversity of the City's workforce, including posting City job opportunities in a variety of ethnic media and ensuring that the Mississauga Futures experiential learning and coop program is reaching out to diverse youth.

Infrastructure:

8. How would you address traffic congestion in Mississauga?

My Move Mississauga Plan to address gridlock and create jobs is as follows:

Short-term initiatives (less than four years):

1. Establishing High Occupancy Vehicle Lanes north-south on Erin Mills Parkway and Hurontario, and east-west on Eglinton Ave., Burnhamthorpe Rd., and Dundas St. These lanes will operate in rush hour and will be open to MiWay buses and cars with two or more passengers.
2. Working with the province to expand the number of rush hour GO trains and moving the rush hour on these lines to 9 am in the mornings, and 8 pm at night.
3. Working with the province to study the creation of the regional relief line including the Mississauga Rail Link from Airport Corporate Centre to Meadowvale GO station.
4. Implementing 21st century smart traffic light technology. The University of Toronto has developed traffic lights that learn using artificial intelligence that can greatly reduce travel times called MARLIN.

Medium-term initiatives (five to 10 years):

1. Building the Hurontario LRT and delivering it as promised in 2022.
2. Working with province to implement two-way all day electrified regional express rail service on all Mississauga GO lines.

Long-term initiatives (10+ years):

1. Implementing the Mississauga Rail Link from the Airport Corporate Centre to Meadowvale GO station.
2. Subject to ridership volumes, converting the Mississauga Bus Rapid Transit Way to an LRT and connecting it to Pearson Airport.

This plan is realistic, affordable and begins to deliver for the people of Mississauga within 12-18 months of the election.

9. What are your plans to improve public transit in the community?

Please see above response.

10. How do you propose funding those plans?

Here is how I will fund my Move Mississauga Plan.

1. The proposals to implement HOV lanes and smart traffic technology are low cost items for which we will find offsets within the City's budget to fund. Finding the savings to pay for these initiatives will be a key focus of the Core Services Review I will launch with Council when I am elected.
2. The two-way all-day GO service is a provincially funded project.
3. My proposed Mississauga Rail Link will also be a regional project with a municipal, provincial and federal cost split. I will work closely with the province to determine what the cost of this will be and what Mississauga's share will be. I believe that the Rail Link can be funded with the increased densities we can expect a link like this to attract to our City.

11. How will you ensure that the City's maturing infrastructure is maintained and/or improved upon?

As mayor, I will take the following steps to ensure that our infrastructure is maintained and improved:

1. Better coordinate capital planning: I will establish a central capital policy and planning unit to work across various city departments to plan, coordinate and prioritize capital projects and strengthen long-term asset management planning. Have a central unit responsible for capital policy and planning is a best practice adopted by many leading jurisdictions, including the Province of Ontario with the Ministry of Infrastructure.
2. Establish capital investment committee of council: The city's capital program should be the focus of a specific sub-committee of council. With the implementation of the 1 percent capital levy, a move to better coordinated policy and planning, the use of debentures to fund capital requirements, and the need to produce robust asset management plans as a condition of provincial and federal funding, council needs to exercise close oversight and provide clear direction to ensure that the right projects get prioritized and that they are properly costed and funded from a lifecycle perspective.
3. Be innovative in infrastructure financing: I will task my Blue Ribbon Committee with studying and providing advice to Council on opportunities to engage Ontario's world-class pension funds in investing in public infrastructure projects. The Ontario government, under the leadership of Finance Minister Charles Sousa, has said that we need to engage our pension funds in investing in infrastructure project right here at home. Currently, they invest billions in jurisdictions like Chile, Argentina, Great Britain and

Australia - but not here at home. I want Mississauga to be a leader in working with pension funds to get them investing in local projects. These pension funds can not only bring much needed capital, they can bring management expertise that will only make our public infrastructure stronger.

12. How do you envision funding infrastructure renewal?

Funding infrastructure renewal will take the prudent management of the revenues generated by the city's infrastructure levy, making greater use of debenture financing, and bringing in well funded and expert partners like Ontario's world-class pension funds to invest in Mississauga infrastructure projects. As a Council, we will also need to ensure where there are revenue streams associated with infrastructure or the services enabled by infrastructure, that we are either: (i) setting prices to increase usage to reduce subsidy requirements from the taxpayer; or (ii) pricing in not only the recovery of operating costs, but lifecycle costs necessary for the long-term maintenance and renewal of the asset.

Candidate Experience and Suitability:

13. Describe your experience, including professional, business, community leadership, and public exposure.

My career includes building a successful small business in Mississauga, serving as chair of the Workplace Safety and Insurance Board, and serving as president of the Radiation Safety Institute of Canada.

In addition to my private sector experience, I bring unrivalled experience at all three levels of government. I have been privileged enough to have been re-elected by the people of Mississauga seven times - as a city councillor, MPP, and MP. I was also fortunate to have served in the cabinet of Jean Chretien as his Minister of State for Crown Corporations where I was responsible for agencies such as the Canada Lands Corporation and the Canada Mortgage and Housing Corporation.

I have also been a long-time community volunteer. I coached the Mississauga North Stars and Mississauga Jets AA hockey teams. I have served on the boards Heart House Hospice (where I continue to serve the board as a strategic advisor), CNIB and the Mississauga Symphony. I, along with my wife Katie, raised funds for Heart & Stroke and the Canadian Cancer Society. I have been named an honorary cancer survivor for winning my battle with cancer.

I believe that my great depth of experience in the public, private and non-profit sectors positions me to serve the people of this great City well - beginning on day one.

14. Describe your experience and knowledge of the workings of municipal government and public policy.

I am proud to have served almost a decade as a Mississauga City Councillor. It is this experience, along with my eight years as a Mississauga MPP, seven years as a Mississauga MP, and time as a federal cabinet minister that guides my collaborative approach to public policy development and governing. I have a strong track record of bringing government, business, labour, and community stakeholders together to deliver public policy and programs that get results for people. Without Mayor McCallion, it is absolutely critical that our next mayor not only understand how municipal government works, but also provincial and federal government. I understand how all three levels of government work. I also have strong relationships with political and bureaucratic decision-makers at all three levels of government which will allow me to advocate for Mississauga's interests to ensure that our city receives the attention and shares of funding that Canada's sixth largest city should command.