

move  
belong  
connect  
prosper  
green



**actionplan**

Our Future Mississauga

# Our Vision for the Future

Mississauga will inspire the world as a dynamic and beautiful global city for creativity and innovation, with vibrant, safe and connected communities; where we celebrate the rich diversity of our cultures, our historic villages, Lake Ontario and the Credit River valley.

**A place where people choose to be.**



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Over the next 40 years, the City of Mississauga is poised to build on our strengths, seize new opportunities, and grow in exciting directions. Our new Strategic Plan describes the “what” – the hopes and dreams of our community. This Action Plan is a critical piece of the “how” – the strategic interventions that we need to make to achieve our city’s bold new vision.





# City Manager's Message



Think of the Strategic Plan as a guiding document, the lens through which City Council and staff will view, determine and support our priorities and goals. The Action Plan is an operational document – the nuts and bolts of how the City, together with our residents and community partners, will meet our targets and deliver on the vision.

How did we arrive here? The actions in this Plan are the result of Our Future Mississauga. Launched by Council in 2007, it was the most extensive public engagement initiative ever undertaken by the City. This process connected us with over 100,000 people, and allowed people to share thousands of ideas on how to make Mississauga an even better place to live and work.

The Action Plan is meant to be fluid, a work in progress. These actions reflect our best thinking today. Some require additional research before we commit to implementing them, and we need to do more work to identify detailed targets. As we continue the conversation with our community while implementing the Plan, we'll monitor all the actions and may modify some.

It's important to note that the actions aren't "one size fits all." Our neighbourhoods are distinctive, so not every action will apply to every area. As well, some actions will be "quick wins"; others are more challenging, and require a longer time horizon to plan, fund and execute. Some actions we can do alone; others require us to partner in new and innovative ways, with other organizations, levels of government and institutions.

This Plan captures the collective ideas of the community. All of our stakeholders will have numerous opportunities to continue to be part of the process, take on an action they feel passionate about, and help make it happen.

Working in partnership, Council, the City's Extended Leadership Team, City staff, residents, community organizations and business leaders will all have a role in turning strategy into action – and in making Our Future Mississauga a reality.

*Janice M. Baker*  
 Janice M. Baker, CA  
 City Manager and Chief Administrative Officer  
 April 2009



## The City of Mississauga Extended Leadership Team

**Front row, left to right:** Rob Rossini, Heather MacDonald, Brenda Breault (seated), Janice Baker (seated), Paul Mitcham (seated) **Second row:** Mary Ellen Bench, Wendy Alexander, Ivana Di Millo, Martin Powell, Susan Burt, Ed Sajecki, Sally Eng, Crystal Greer **Third row, left to right:** John Ryzdzewski, Larry Petovello, Geoff Marinoff, Marilyn Ball, John Calvert, Agris Robeznieks, Eric Draycott, Jeff Jackson, John McDougall, Laura Piette **Fourth row, left to right:** Shawn Slack, Elaine Buckstein, Ken Owen, Bruce Carr **Back row, left to right:** Gary Kent, Don Mills, Jack Lawrence, Joe Pitushka, Ed de Grosbois, John Lohuis, Geoff Wright



# Our Future Mississauga

The Strategic Plan is our municipality's highest level policy document, created to shape and direct strategic decision-making for our city. The Vision Statement and the Strategic Pillars for Change developed through the Our Future Mississauga initiative, provide the structure for and give direction to the Plan.

There are two parts to the Strategic Plan. The first includes the **Vision Statement** and the five **Strategic Pillars for Change**, with each pillar including:

- A **direction** or vision of what the ideal future looks like for the city.
- A **principle** statement of values, derived from the vision.
- The **strategic goals** that we aim to achieve with the vision.

The Strategic Pillars for Change are described in the chart on page 8.

The Strategic Plan is intentional about the areas where change must be realized to deliver our vision for the city. It is a roadmap, guiding our vision for the future – a plan to get us from where we are today to where we want to be as a city.

The strategic goals translate into specific actions that inform part two of the Strategic Plan – the Action Plan. The Action Plan includes the actions, indicators, targets, and funding approaches for each of the Strategic Pillars for Change.

## Our Vision for the Future

Mississauga will inspire the world as a dynamic and beautiful global city for creativity and innovation, with vibrant, safe and connected communities; where we celebrate the rich diversity of our cultures, our historic villages, Lake Ontario and the Credit River valley.

**A place where people choose to be.**

# Strategic Pillars for Change





## The Strategic Pillars for Change



### Developing a Transit-Oriented City

**Direction** – Our Future Mississauga is a city where people can get around without an automobile, and where transit will directly influence and shape the form of the city. Transit will be a desirable choice that connects people to destinations, and will underpin an environmentally responsible, inclusive, vibrant and successful city.

**Principle** – Mississauga is a city that values clean air and healthy lifestyles through the promotion of transit as a preferred, affordable and accessible choice.



### Ensuring Youth, Older Adults and New Immigrants Thrive

**Direction** – Our Future Mississauga is a city where people can spend their entire lives - where teenagers want to be, where young professionals choose to locate, where immigrants are welcomed and their cultures become a visible part of the city's fabric, and where people can age in place gracefully.

**Principle** – Mississauga is a city that thrives on its social and cultural diversity.



### Completing our Neighbourhoods

**Direction** – Our Future Mississauga is a beautiful, sustainable city with safe neighbourhoods that support a strong, connected and vibrant community - a place where all can live, work and prosper. People can play as a child, walk to meet a friend, fall in love, raise a family and grow old.

**Principle** – Mississauga is a city that nurtures a unique quality of life within each neighbourhood, where residents value the beauty and variety of the natural environment, engage in active transportation and support a rich, healthy and prosperous social and cultural mosaic through all stages of the life cycle.



### Cultivating Creative and Innovative Businesses

**Direction** – Our Future Mississauga is a global hub of creative and innovative activity where talent and business thrive.

**Principle** – Mississauga is a city that values a strong global business future, fostering a prosperous and sustainable economy that attracts and grows talent.



### Living Green

**Direction** – Our Future Mississauga is a city that co-exists in harmony with its ecosystems, where natural areas are enhanced, forests and valleys are protected, the waterfront connects people to Lake Ontario, and communities are nurtured so that future generations enjoy a clean, healthy lifestyle.

**Principle** – Mississauga is a city that values its shared responsibility to leave a legacy of a clean and healthy natural environment.



## Strategic Goals

### Develop Environmental Responsibility –

to contribute to environmental responsibility by reducing private automobile use and developing compact mixed-use development.

**Connect our City** – to contribute to a vibrant, successful city by connecting communities within Mississauga and within the Greater Golden Horseshoe to support a 24-hour city.

### Ensure Affordability and Accessibility –

to provide a range of affordable and accessible housing, transit and service options.

**Support Aging in Place** – to provide alternative housing types, designs and tenures in each neighbourhood.

### Develop Walkable, Connected Neighbourhoods –

to develop compact, mixed-use neighbourhoods that will give residents the ability to engage safely in all aspects of their everyday lives, within walking distance and easy access. Evaluate all development and infrastructure projects against a test of “pedestrian-first.”

**Build Vibrant Communities** – to link urban areas and neighbourhoods that offer commercial, social, artistic, cultural, civic and recreational experiences accessible to all.

**Develop Talent** – to be an international destination rich in global and local talent, including post-secondary education, creative enterprise and foreign-trained professionals who can realize their potential.

**Attract Innovative Business** – to be a dynamic, urban environment that is the preferred location for innovative, creative and knowledge-based businesses and emerging industries.

**Lead and Encourage Environmentally Responsible Approaches** – to lead and promote the utilization of technologies and tactics to conserve energy and water, reduce emissions and waste, improve our air quality and protect our natural environment.

### Build a Reliable and Convenient System –

to make transit a faster and more affordable alternative to the automobile, one that is frequent, clean, safe, reliable and convenient, with a transit stop within walking distance of every home and an intricate web of higher-order transit.

**Attract and Retain Youth** – to create opportunities for enterprise, cultural and artistic destinations and expression.

**Attract Post-Secondary Institutions** – to be an internationally recognized centre of higher learning, with a range of post-secondary educational opportunities.

**Create Great Public Spaces** – to provide opportunities for everyone to enjoy great parks, plazas and unique natural environments.

**Celebrate our Community** – to promote our past, take pride in our diversity, get excited about the future and celebrate our uniqueness and innovation through art and culture.

**Provide Mobility Choices** – to provide all with the choice to walk, cycle and use transit or active modes of transportation in all seasons, because it is convenient, connected, desirable and healthy.

**Meet Employment Needs** – to provide the infrastructure and network of services and opportunities that business requires to thrive.

**Strengthen Arts and Culture** – to foster arts and culture as a key contributor to attracting talent, providing quality of life and supporting creative businesses.

**Conserve, Enhance and Connect Natural Environments** – to be responsible stewards of the land by conserving, enhancing and connecting natural environments.

**Increase Transportation Capacity** – to add capacity to the transportation system through strategic investments in transit, additional links in the street network and active mobility choices.

**Direct Growth** – to direct growth by supporting transit-oriented development policies and deliberate civic actions.

**Nurture Diverse Cultures** – to provide more cultural exchange, understanding and opportunity for small-scale entrepreneurialism.

**Integrate Places of Religious Assembly** – to build upon the synergies of places of religious assembly to create complete communities where cultural diversity can become reflected in the physical form of the city.

### Build and Maintain Infrastructure –

to deliver infrastructure in a sustainable way.

**Nurture “Villages”** – to promote “village” main streets as destinations, not simply places to pass through.

**Maintain a Safe City** – to actively maintain Mississauga as the safest large city in Canada.

**Create a Vibrant Downtown** – to develop a vibrant downtown that will be the civic and cultural soul of the city, as well as a strong economic centre.

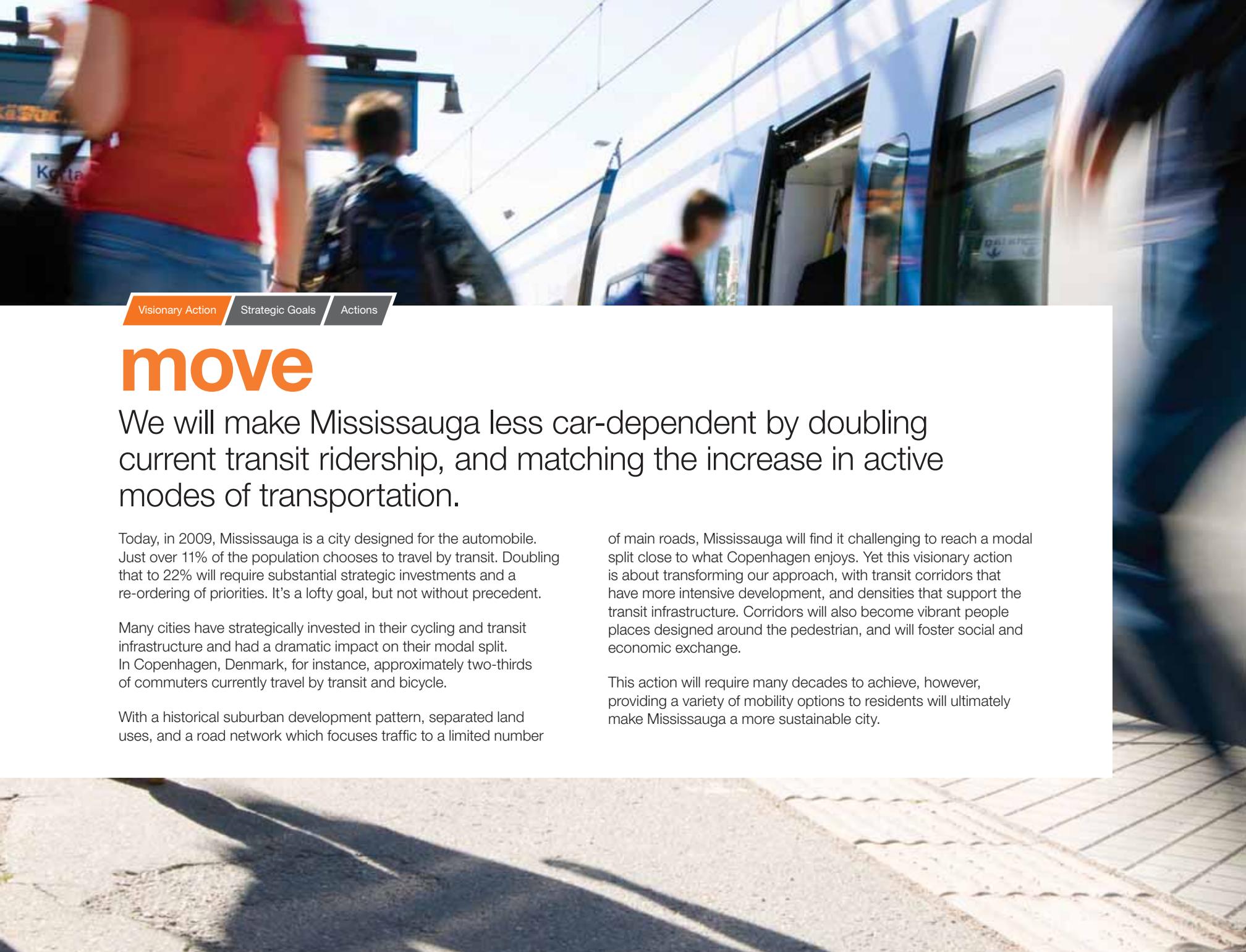
**Create Partnerships for Innovation** – to leverage opportunities with colleges, universities, centres of excellence, research institutions and cultural institutions to foster innovation.

**Promote a Green Culture** – to lead a change in behaviours to support a more responsible and sustainable approach to the environment, that will minimize our impact on the environment and contribute to reversing climate change.

## Strategic Pillar for Change



# Developing a Transit-Oriented City

A blurred photograph of a train station platform. In the foreground, a person in a red shirt is partially visible. In the background, a train is stopped at the platform, and several other people are walking. The image is out of focus, emphasizing movement and activity.

Visionary Action

Strategic Goals

Actions

# move

We will make Mississauga less car-dependent by doubling current transit ridership, and matching the increase in active modes of transportation.

Today, in 2009, Mississauga is a city designed for the automobile. Just over 11% of the population chooses to travel by transit. Doubling that to 22% will require substantial strategic investments and a re-ordering of priorities. It's a lofty goal, but not without precedent.

Many cities have strategically invested in their cycling and transit infrastructure and had a dramatic impact on their modal split. In Copenhagen, Denmark, for instance, approximately two-thirds of commuters currently travel by transit and bicycle.

With a historical suburban development pattern, separated land uses, and a road network which focuses traffic to a limited number

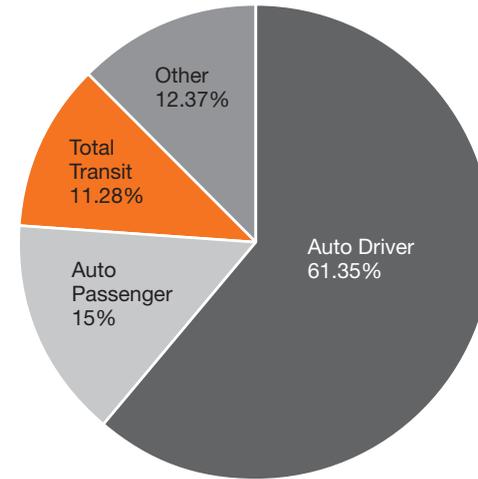
of main roads, Mississauga will find it challenging to reach a modal split close to what Copenhagen enjoys. Yet this visionary action is about transforming our approach, with transit corridors that have more intensive development, and densities that support the transit infrastructure. Corridors will also become vibrant people places designed around the pedestrian, and will foster social and economic exchange.

This action will require many decades to achieve, however, providing a variety of mobility options to residents will ultimately make Mississauga a more sustainable city.



INDICATORS OF PROGRESS	2008 BASE DATA
The transit modal split (AM peak period) for Mississauga residents.	11%
The active transportation modal split for Mississauga residents.	12%
The modal split for short trips (under 10 km).	In progress
Population base within 500m of a transit stop in the growth centre/transit corridors/nodes.	In progress
Persons plus jobs in the growth centre/transit corridors/nodes.	In progress

Where "In progress" is listed there currently is no measure for the indicator. As part of the implementation of the Action Plan these indicators will be tracked and reported on in the Progress Report.



## City Initiatives Underway

- Burnhamthorpe Corridor Review
- Bus Security Review
- Clarkson Village Study
- Right-of-Way Review
- Cycling Network Plan and Implementation Strategy
- Feasibility Study Funding Higher Order Transit (BRT/LRT) on Hurontario Street
- Lakeshore Corridor Study Update
- Metrolinx Regional Transportation Plan
- Parking Strategy
- Smartcard – Alternative Transit Payment Methods
- Transit-Oriented Development (TOD) Policies Around BRT Stations
- Transit Ridership Strategy

## Develop Environmental Responsibility

### Action 1 Provide “complete streets” that balance land uses and forms.

We will pursue “road diets” (a technique in transportation planning to reduce lanes/width for systemic improvements) and give priority to “complete streets” that accommodate cycling and/or transit.

Mississauga has an unbalanced approach to mobility. Our transit modal split (the percentage of the population that rides transit) is approximately 11%. The remainder of the population primarily uses the private automobile for trips. For Mississauga to become a more sustainable city and minimize our impacts upon the environment it is essential to invest in transit, walking, cycling and “complete streets” – a proper balance between land uses, built form, streets and boulevards.



### Action 2 Reduce our carbon footprint through “green” transit.

We will implement a “green” transit fleet that will reduce our carbon footprint, and advance the vision of Mississauga as a leader in the green movement.

Mississauga is currently investing in environmentally sustainable practices such as bio-diesel, hybrid buses, etc. We remain committed to moving towards a fleet that has minimal impacts upon the environment, and will evaluate the entire fleet based on the conditions in which it will operate (mixed-traffic vs. designated rights-of-way, etc).

### Action 3 Implement a parking strategy that supports public transit.

We will complete and implement a parking strategy that supports public transit, e.g. making paid parking cost more than a transit pass, which will give residents a more sustainable and financially beneficial alternative.

There are few areas in Mississauga where people must pay to park their automobiles. While this is popular with the public, it has negative impacts on the environment and the general health of residents. To support the development of a transit-oriented city, the alternative to the private automobile has to be both faster and cheaper. Free parking rewards private automobile use and is unsustainable. Automobile parking should also be “de-coupled” from condominiums and apartments, so buyers and renters are not forced to take a parking space if they are a car-free household.





## Connect Our City

### Action 4 Investigate higher-order transit between downtown Mississauga and Union Station.

We will work with Metrolinx to investigate a direct higher-order transit (express rail or subway) connection between downtown Mississauga and Union Station in Toronto.

The Province of Ontario has designated downtown Mississauga as a place for higher density growth. Density brings challenges and opportunities around moving people and goods. We should not assume that everyone living downtown will drive a private automobile. With the construction of the east/west Bus Rapid Transit line, and the feasibility study currently under way for Higher-Order Transit on Hurontario Street, Mississauga is headed in the right direction. Other possibilities include capitalizing on the existing Milton GO line that provides a direct link to Toronto's Union Station, and extending the subway to Mississauga.

### Action 5 Provide alternatives to the automobile along major corridors.

We will review and implement higher-order transit (BRT/LRT/transit priority) along major corridors to make transit a legitimate alternative to the automobile.

Many communities across the city were designed with the automobile as the primary mode of transportation. It is simply not practical to assume that Mississauga will be able to develop light rail on every corridor in the city. The densities, land uses and structure of the city won't allow that to occur in a sustainable manner. However, where appropriate, we will pursue investments in Bus Rapid Transit (BRT) and Light Rail Transit (LRT) and, where that is impractical, numerous transit-priority alternatives.

### Action 6 Shorten the travel time to a transit stop.

We will complete the pedestrian and cycling network in nodes and corridors within 500 m (a 10-minute walk) of all transit stops.

The efficiency, safety and quality of experience of travelling to a transit stop is as important as the actual connection. If walking or cycling to a transit stop takes more than 10 minutes, most people will choose a more convenient option (i.e. a private automobile). To encourage the use of public transit, it's essential to complete the sidewalk and cycling network in nodes and corridors within 500 m (a 10-minute walk) of transit stops.

### Action 7 Create mobility hubs.

We will create community mobility hubs in nodes that will service an immediate catchment area and then allow express transit service between other community hubs (e.g. bus, cycling and pedestrian traffic can feed a community mobility hub in Malton that would then offer express service to places such as downtown Mississauga, downtown Toronto and a subway station).





The physical layout of Mississauga – with numerous curving streets and cul-de-sacs – makes it challenging to provide convenient transit service to many areas. A better solution is to create community transportation hubs that can be the focus for an immediate catchment area. Through improved bus service and investments in active modes of transportation (e.g. cycling and walking), residents will be able to make their way to community hubs and catch express transit to other community hubs or destinations in the city.

### **Action 8 Improve transit service between Mississauga, Union Station and Pearson International Airport.**

**We will establish frequent transit service (GO Rail, BRT/LRT) between Mississauga, Union Station and Pearson International Airport.**

Connections to Union Station and Pearson International Airport will always be important to residents and businesses in Mississauga. Currently, train service on the GO rail lines is infrequent or limited to peak periods. Consequently, many people still choose to commute

via the private automobile. Ensuring that the GO system and the pending BRT system provide service on the half hour will improve the convenience and comfort factor for riding transit, making it preferable to the private automobile.

### **Action 9 Improve the transportation network for pedestrians, cyclists and automobiles.**

**We will explore opportunities to improve network connectivity for automobiles, cyclists and pedestrians.**

Mississauga's curved streets, cul-de-sacs and crescents are quite inefficient for transit service. For some, a walk to the local transit stop can be well over 10 minutes. Adding to the transportation network can encourage drivers to choose a more sustainable mode, e.g. walking, cycling and transit.

*Precedent: The City of Ottawa has adopted guidelines to promote the creation of pedestrian and cycling "short cuts" that lead directly to transit.*

### **Action 10 Encourage walking by establishing maximum block sizes.**

**We will establish maximum block sizes with a perimeter of 400m for all nodes and corridors, to help achieve a more walkable and connected city form when areas are redeveloped.**

Nodes and corridors are areas in the city that are intended to be vibrant "people places," with mixed-use development, and well-used transit service. It is critical in these areas to move back to a more pedestrian-oriented traditional city form - a form that has stood the test of time in places such as Port Credit and Streetsville. This form is organized around short, walkable blocks, which encourages people to do most of their trips on foot, provides more direct routes to destinations, and contributes to greater social and economic exchange and improved public health.

*Precedent: Estadaca, Oregon implemented minimum and maximum block lengths in order to promote efficient vehicular and pedestrian circulation throughout the city.*





## Build a Reliable and Convenient System

### Action 11 Accommodate the needs of cyclists.

We will include cycling infrastructure when implementing higher-order transit.

Building a transit-oriented city is more than just investing in transit infrastructure. Many residents would ride bikes more, but travel distances and safety concerns make that unrealistic. Providing an option to safely park bicycles at transit hubs or take bicycles on buses can make the difference between electing to take transit and driving. This action is about investing in the required infrastructure to support synergies between bicycle use and transit: bicycle carrying racks on buses, covered bicycle facilities at transit terminals, and bicycle lanes where appropriate.

### Action 12 Implement “real-time” bus tracking.

We will implement “real-time” bus tracking to ease the uncertainty of wait times and enhance the complete transit experience.

Many transit users become frustrated with wait times – when will the bus get here? why is it taking so long? – to the point where people will choose to take a more convenient alternative (usually the private automobile). “Real-time” bus tracking will provide riders with the ability to view when the next bus will arrive, encouraging more transit use.

### Action 13 Establish transit stops within a 10-minute walk.

We will establish transit stops within the critical threshold of a 10-minute walk, for 75% of Mississauga residents.

It is well documented that if people have to walk farther than 10 minutes to transit, many will simply drive instead. Establishing transit stops within a 10-minute walk for 100% of Mississauga residents is impractical given our historical development pattern. A more realistic, yet still ambitious target, is to have 75% of all residents and businesses within a 10-minute walk of a transit stop.



## Increase Transportation Capacity

### Action 14 Implement transit priority measures.

We will implement transit priority measures on roads where feasible and beneficial.

This action will explore implementing transit priority measures including bus-only lanes, HOV lanes, and/or transit queue-jumping (giving buses an advantage at intersections with an advanced light) on suitable roads.

### Action 15 Provide sidewalks to all transit stops.

We will provide sidewalks to all transit stops to make the experience of getting to a transit stop as convenient as possible.

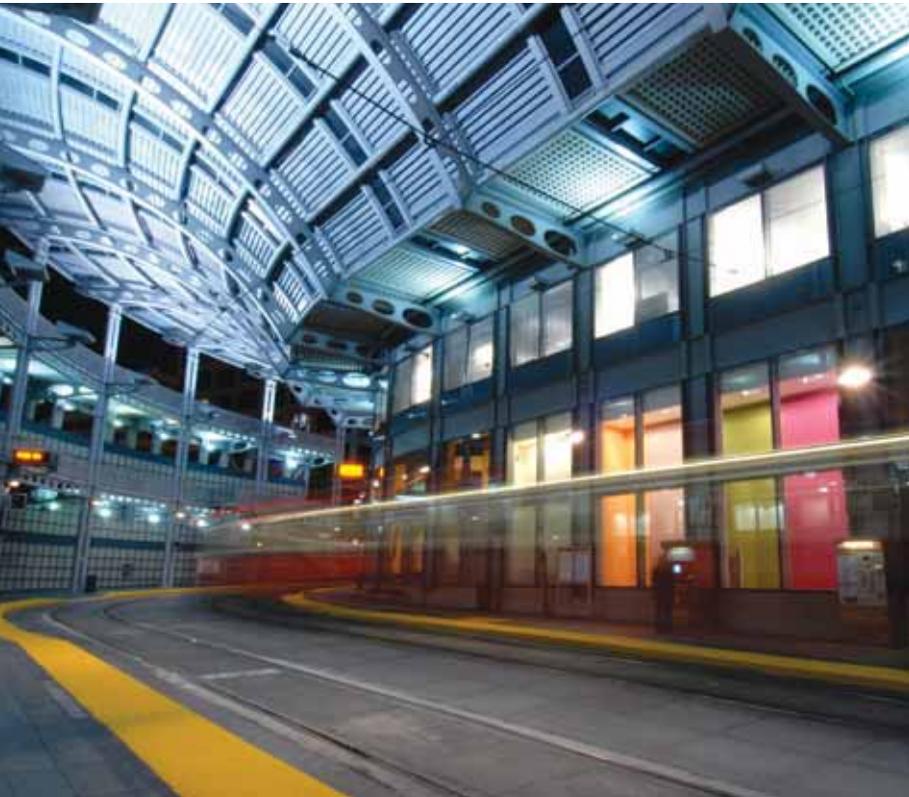
While it may seem a simple task to extend sidewalks to all transit stops, Mississauga is a large city and there is still work to be done. The absence of sidewalks can make for an unpleasant experience – particularly in unpleasant weather or during the spring thaw. We will make it a priority to connect all transit stops with sidewalks to ensure that the experience of getting to transit is a positive one.

# Direct Growth

## Action 16 Use development revenues from “density bonusing” to support higher-order transit.

We will implement the use of density bonusing to assist in funding higher-order public transit.

The Province, under Section 37 of the Planning Act, allows cities to request “public benefit” in exchange for the right to build at densities beyond what are currently permitted. Mississauga has used this tool only twice in its history, as development over the last three decades was primarily greenfield. Now that the city is virtually built to its borders, new development will primarily be in the form of infill. With the proper planning regime, this action will direct any financial benefit derived from increased density towards public benefit, mainly higher-order public transit.



## Action 17 Use special development levies to support higher-order transit.

We will implement the use of special development levies and put 100% of the revenues towards funding higher-order transit.

To assist with the implementation of higher-order transit, Mississauga will explore all possible approaches to funding. That includes funding from other levels of government, money allocated through the federal gas tax for municipalities, as well as planning tools and potential levies on development.

## Action 18 Require development standards for mixed-use development to support transit.

We will require development standards for mixed-use development in all nodes, and in designated locations along higher-order transit corridors, as part of a transportation strategy.

The best transportation strategy is actually a land-use strategy. Today, many corridors in Mississauga are dominated by single land uses. This becomes a problem when trying to support and invest in higher-order transit. Often, residents will take transit solely to and from work, and leave this expensive infrastructure underutilized for the remainder of the day. Mixed-use development encourages people to ride transit throughout the day, helps make optimal use of transit infrastructure, contributes to active streets, and a vibrant pedestrian environment, and decreases reliance on the automobile.

## Action 19 Accelerate the creation of a higher-order transit infrastructure.

We will look at accelerating higher-order transit infrastructure through partnerships from other levels of government and the private sector.

Implementing higher-order transit infrastructure as early as possible will provide an incentive to the development community. This challenging task will require partnerships with both the Federal and Provincial governments, as well as the private sector.



## Strategic Pillar for Change



# Ensuring Youth, Older Adults and New Immigrants Thrive



Visionary Action

Strategic Goals

Actions

# belong

We will attract five new post-secondary educational institutions.

Post-secondary schools, colleges and universities in Mississauga are necessary to nurture and cultivate a creative pool of talent that can attract and support the growth of strong, innovative businesses. Such educational opportunities further the interests and needs of the youth, older adults and new immigrants to our community from the perspective of continuous learning, and provide a vital ingredient for continued success of the city.

Additional post-secondary options will help to enhance the local arts and culture infrastructure and will fuel the development of the business community – particularly the smaller-scaled entrepreneurial businesses. This will provide the type of career opportunities that many youth, young adults, older adults and new immigrants now seek in urban centres.

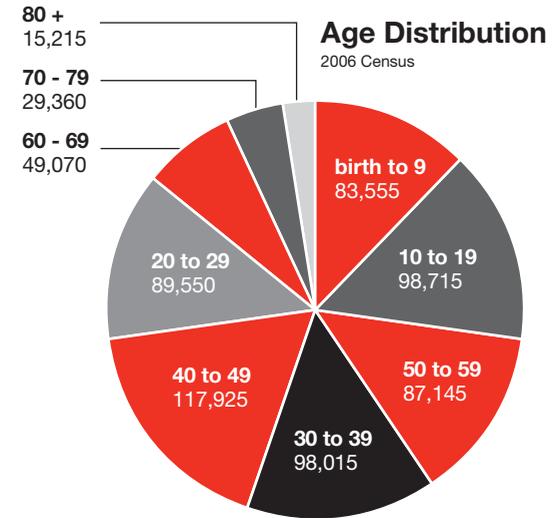


INDICATORS OF PROGRESS	2006 BASE DATA
Affordability of housing (total number of households in Mississauga that devote less than 30% of income to housing).	In progress
Total number of Older Adults (>65 years of age) in Mississauga that rely on social services.	65,727 (9.8% of the population)
Percentage of 20-34 year-olds living in Mississauga.	20.1 %
Percentage of 20-34 year-olds living and working in Mississauga.	In progress
Post-secondary students per capita.	In progress
Percentage of new immigrants residing in Mississauga (less than five years) that rely on social services.	In progress
Percentage of places of religious assembly in Mississauga located in mixed-use and residential areas.	In progress

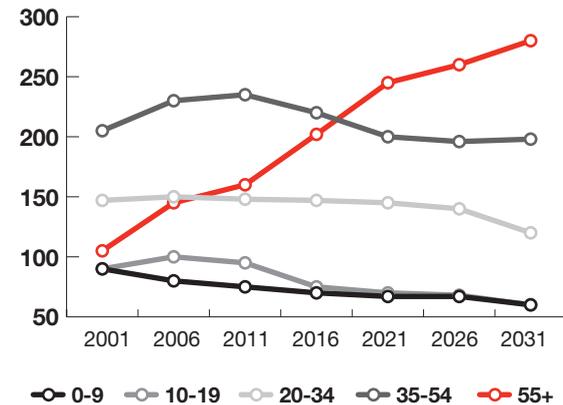
Where "In progress" is listed there currently is no measure for the indicator. As part of the implementation of the Action Plan these indicators will be tracked and reported on in the Progress Report.

## City Initiatives Underway

Culture Master Plan • Fee Assistance Program • Future Directions for Recreation/Parks/Libraries • Mississauga Youth Plan • Older Adult Plan • Strategy for Attracting Post-Secondary Institutions



**Mississauga Population Forecast by Age**  
(in thousands) Source: Monteith Brown, 2004



## Ensure Affordability and Accessibility

### Action 1 Attract and keep people in Mississauga through an affordable housing strategy.

We will implement an integrated affordable housing strategy to accommodate the needs of young adults, older adults and new immigrants to Mississauga.

Given the lack of affordable housing in Mississauga, many people who would otherwise be interested in living here are forced to look to other centres in the Greater Golden Horseshoe. Consider young people who have grown up in Mississauga, had the benefit of a good quality of life, a strong elementary and secondary school system, and excellent recreation and community centre facilities. When the time comes to enter the housing market, many of these people must leave the city for more affordable options.

*Precedent: In May 2007, the City of Richmond, British Columbia, approved a new Affordable Housing Strategy that established three priorities: 1) subsidized rental, 2) low-end market rental, and 3) entry-level home ownership. Richmond will work with other levels of government, as well as the non-profit and the private sectors, to achieve established targets.*

### Action 2 Designate older adult clusters in mixed-use areas.

We will designate older adult clusters in nodes to provide better access to services.

Many older adults depend on convenient access to goods, services and amenities. Unfortunately, this segment of the population often lives in neighbourhoods where use of an automobile is necessary. We will introduce a new policy framework to ensure that retirement centres and senior apartment developments are located in nodes and corridors near a wide variety of services, programs, transit, amenities and conveniences. Older adults will enjoy greater independence and

a higher quality of life if they reside in mixed-use areas and urban corridors of the city, which offer everyday necessities of life within a short walk.

### Action 3 Introduce an affordable service card.

We will introduce an affordable service card for recreation programs and services offered at City facilities.

Many youth, older adults and new immigrants rely on many of the services, programs and facilities provided by the City. Many of the same individuals are on a fixed income and experience difficulty in affording such amenities. The service card will be made available based on need, and make the City's services, programs and facilities more affordable and accessible.

### Action 4 Introduce an affordable transit card.

We will introduce an affordable transit card, based on need, to provide many residents of Mississauga with greater mobility and independence.

Many youth, older adults and new immigrants rely on transit to move within the city as well as to travel between cities. As the cost of taking transit increases, it places an increased burden on youth, older adults and new immigrants and can negatively impact their ability to get around.

### Action 5 Expand the Malton Neighbourhood Services partnership model.

We will connect more people to community support by expanding the Malton Neighbourhood Services (MNS) partnership model with the City to all communities.

Many youth, older adults and new immigrants rely on an array of key services provided by the public sector. For new immigrants, community support agencies can be their "home base," providing them with the right connections, settlement advice, and other support services. We will take the well-regarded MNS framework and expand its model to targeted communities elsewhere in Mississauga.



## **Action 6 Expand inclusionary zoning to permit more housing types and social services.**

**We will expand inclusionary zoning to allow a variety of housing types and social services throughout the city, so that programs and services will be readily accessible to those who are in need.**

Expanding the zoning framework will allow social services and programming, such as day-care centres, youth centres and older adult drop-in centres, to be in the "foreground" of our city, and readily accessible for youth, older adults and new immigrants.

## **Support Aging in Place**

### **Action 7 Legalize accessory units.**

**We will legalize accessory suites and related uses, knowing that many older adults are now aging in place after their children have moved out.**

Legalizing accessory units supports the objective of more affordable units and an inventory of safe and reliable housing for those in need. Opportunities exist to expand the traditional form of residency by legalizing and regulating accessory suites and related uses. This will demonstrate to the residents of Mississauga that aging in place is viable, giving older adults an opportunity for additional housing and accommodation options, while still residing in their current residence.

### **Action 8 Expand community link for older adults.**

**We will coordinate with existing agencies and community groups to identify any need to pursue/expand community link programs for older adults, particularly those who live alone or rely on family/friends to access community programs, facilities and services.**

A connected older adult is an active and alert older adult. A companion link program will ensure that older adults keep connected with others in the community, and have access to a variety of local services.



This allows older residents of Mississauga to continue to contribute to the character of their community and city.

### **Action 9 Enable older adults to age in place.**

**We will work with the Region of Peel and other related groups to develop a strategy that will enable older adults to age in their current place of residence.**

Many older adults who choose to reside in their current place of residence are very comfortable, and have limited, if any, reliance on social services. Yet others cannot afford to stay as residential carrying costs become unmanageable. Being forced to move out of your home can be extremely stressful, and can have major implications on health and well-being. Older adults are a significant part of the fabric of Mississauga, and we will make efforts to ensure that this segment of our city feels that they are welcome and can age gracefully in their place of residence.

# Attract and Retain Youth

## Action 10 Implement a youth attraction and retention strategy.

We will implement an attraction and retention strategy for the 12-24 age demographic.

Any successful city must welcome its youth, and invest in strategies and actions that retain and attract them. Current demographic projections for Mississauga show that our population is aging, and that the youth cohort will decline unless we take specific strategic actions. Mississauga will commit to ensuring that youth thrive here.

*Precedent: The Province of Newfoundland and Labrador, with the support of the Canadian Policy Research Networks (CPRN) is undertaking a Youth Retention and Attraction Strategy. This will help shape the labour market and counter the impact of youth migration out of province.*



## Action 11 Implement a young adult retention strategy.

We will develop a multi-agency strategy directed at attracting and retaining young adults ages 20-34.

Our young adults are our future, yet this demographic continues to decline in size. Mississauga will formulate a comprehensive strategy to attract and retain this age demographic, in order to support our long-term economic base well into the 21st century.

## Action 12 Create “cool places” to attract youth and young adults.

We will create “cool places” in nodes and corridors, with a focus on appealing to ages 12-24.

In order to retain and attract youth and young adults, we need to create “cool” places – places and spaces that help this group feel proud of Mississauga, and see it as an interesting, attractive and vibrant city. Cool places are areas of the city that resonate with youth and young adults; places they want to go and be seen. They are special places that create a sense of memory, a desire to go back to and are of tremendous value to the community. Mississauga has created some of these places in Streetsville and along the waterfront, but we need to create more cool places.

# Attract Post-Secondary Institutions

## Action 13 Promote employment opportunities by becoming a university and college “workplace co-op friendly” city.

We will become a university and college “workplace co-op friendly” city that will build on the strong business presence that exists in the city (over 400,000 jobs in a wide variety of sectors).





Mississauga will connect post-secondary students with employers, to give students an opportunity to enhance their skills and explore and work in various career fields. Mississauga has a strong youth sector pursuing post-secondary educational opportunities. With its diverse businesses and employment opportunities, Mississauga will “connect the dots,” and promote itself as the most co-op friendly city in the world.

## Nurture Diverse Cultures

### Action 14 Engage newcomers by establishing a Mississauga citizenship program.

We will establish a Mississauga citizenship program, providing orientation for new residents on civic engagement opportunities.

The program will provide new immigrants with a better understanding of the inner workings and impact of local government. New immigrants will be recruited to serve on municipal agencies or committees, boards and commissions, just one of the ways they can be major contributors to the success of Mississauga.

### Action 15 Establish a strategy to integrate newcomers.

We will establish a newcomers strategy that provides new immigrants to Mississauga with the opportunity to successfully integrate into the community.

New immigrants can find it difficult to connect with the appropriate resources that can help them prosper. As a result, many may fall back on social assistance. We need a coordinated and integrated strategy that ensures the successful settlement and integration of immigrants into all aspects of community life, as soon as possible. New immigrants need to feel welcome and able to contribute positively to the community.

### Action 16 Encourage multicultural festivals and events.

We will assist in the growth of existing multicultural festivals and culturally-diverse events, like Carassauga, and encourage new ones.

Cultural festivals and events appeal to many new immigrants and make them feel a sense of belonging. Moreover, these activities provide an opportunity to showcase the rich diversity of Mississauga through arts, culture, music and food, furthering a cultural understanding for all residents.

### Action 17 Develop opportunities for residents to learn about different cultures.

We will develop opportunities to expose the citizens of Mississauga to different cultures and religions, an important part of continuous learning.



A 21st century city is one that is proud of and celebrates its rich culture and religious diversity. Cultural learning provides a forum to better understand the values of all the residents of the city, and an opportunity for new immigrants to understand that no single culture or religion dominates Mississauga.

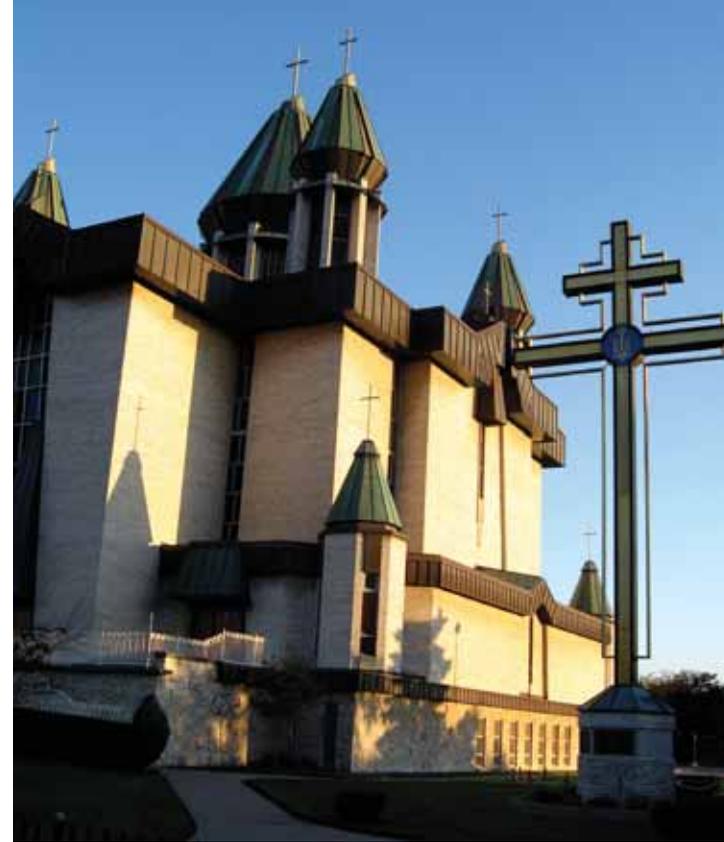
*Precedent: The London Cross-Cultural Learner Centre (CCLC) in London, Ontario provides a variety of social services to over 2,000 newcomers to Canada. CCLC has educational programs to help Londoners understand other cultures and learn about global issues. Their diversity program provides consultation and training sessions on learning and improving skills related to cross-cultural understanding and equity for minority groups.*

## Integrate Places of Religious Assembly

**Action 18 Encourage community building through the location of places of religious assembly.**

**We will seek opportunities to integrate places of religious assembly in mixed-use areas of the city.**

Places of religious assembly are an integral part of the fabric of Mississauga and have been one of the cornerstones of “community building” for centuries. In Mississauga, many places of religious assembly are located in residential neighbourhoods, while others are in remote areas of the city. A current policy framework directs places of religious assembly to locate on major arterial roads; however, such facilities often locate in industrial areas quite far from residential and mixed-use communities. This robs our city and residents of the potential positive community-building synergies that can exist with places of religious assembly, and the ancillary businesses that complement them. An updated policy framework will direct future places of religious assembly to key locations, namely nodes and corridors throughout the city, close to mixed-use neighbourhoods and transit corridors.



**Action 19 Partner with places of religious assembly to expand city programs and services.**

**We will partner with places of religious assembly as multi-use facilities.**

The first point of contact with their community for many residents of Mississauga, particularly new immigrants, is through their faith. In some instances, related amenities serve parishioners, such as community or recreation halls, or complementary kitchen areas attached to places of religious assembly. An opportunity exists for such ancillary facilities to be a larger part of the community and provide an opportunity for city programming. We will make efforts to provide services and programs to new and recent immigrants through existing places of religious assembly, and to give such facilities an extended role in the community.

## Strategic Pillar for Change



# Completing Our Neighbourhoods



Visionary Action

Strategic Goals

Actions

# connect

We will collaborate with our residents to drive bold moves to complete our neighbourhoods.

Great things happen when people are aligned with their sense of place. This action is about the City taking a role to promote the “bold moves” that build complete communities – communities that attract and fully engage people. The City will provide support researching, resourcing

and implementing the bold moves to build on our strong neighbourhoods. This is a call to action for neighbourhoods, residents and stakeholders to collaborate with the City to drive the bold moves.



INDICATORS OF PROGRESS	2006 BASE DATA
Number of residents who can identify their neighbourhood.	In progress
Number of neighbourhoods with an active Neighbourhood Improvement Association or some comparable grassroots organization.	In progress
Number and range (by age, ethnic origin) of residents who are actively engaged in their community, e.g. through an event, special interest group, school council, etc.	In progress
Number of all-season events/community gatherings in each neighbourhood.	In progress
Municipal voter turnout.	25%
Connectivity index to measure the level of pedestrian and vehicular connections through the city.	In progress

Where “In progress” is listed there currently is no measure for the indicator. As part of the implementation of the Action Plan these indicators will be tracked and reported on in the Progress Report.



## City Initiatives Underway

- “Cities NOW!” Campaign
- Clarkson Village Study
- Cooksville Review
- Culture Master Plan
- Downtown Strategic Action Plan
- Downtown21 Master Plan
- Lakeview Review
- Port Credit Review
- Southdown Review
- Civic Square Revitalization Project
- Urban Design Policies Review
- Waterfront as a Premier Destination Study

## Develop Walkable, Connected Neighbourhoods

### Action 1 Complete neighbourhoods with accessible public squares.

We will identify and implement suitable locations to complete neighbourhoods and support community-building with an easily accessible public square.

Public spaces can function as “outdoor community centres.” A prime example is the existing public square at the southwest corner of Lakeshore Road East and Hurontario Street. It’s a small, easily accessible and vibrant space where people stop for a coffee or participate in community events such as the annual Southside Shuffle Blues and Jazz Festival. Our Civic Square Revitalization project will achieve this for the downtown. This action will build new “public squares” or re-program public spaces with the goal of “place-making” to provide each neighbourhood in the city with similar community-building opportunities.

### Action 2 Establish a library or community facility within a 10-15 minute walk for all Mississauga residents.

We will ease access to, and increase opportunities to use, community facilities and libraries by ensuring that every resident is no more than a 10-15-minute walk away.

Every neighbourhood should have easy access to an indoor facility to enjoy recreational, leisure, educational, cultural, social and community endeavours. “Easy access” refers not only to affordability but to transportation. While existing community centres do an excellent job, not all are within walking distance of every neighbourhood. We will explore opportunities to partner with local churches, schools and other City facilities to provide even more accessible community services.



### Action 3 Design streets around the idea of “pedestrian first.”

We will develop “complete streets” within nodes and corridors by putting a “pedestrian first” filter on projects.

The “complete streets” concept is about creating streets that contribute positively to the character of an area, by balancing mobility options, and to the quality of place of a community. Complete streets have a variety of uses facilitating a 24/7 presence; have comfortable, intimate and engaging public spaces; and facilitate “active transportation” as they are designed around the pedestrian. Most future growth within the City of Mississauga will be directed to the city’s nodes and corridors. Given that the location of nodes corresponds to neighbourhood centres, and that corridors radiate from these centres, it is imperative to develop “complete streets” in these areas.



## Build Vibrant Communities

### Action 4 Make Mississauga a destination by developing major tourist attractions.

We will develop one major tourist attraction every 10 years.

Cities around the world become known for their landmark attractions (historical, cultural and environmental), from the Tower of London and the Eye in the City of London, England to the volcanoes of Rotorua, New Zealand. Mississauga has the potential to establish landmarks related to the 10,000 years of history on the Credit River, the founding villages of the city, or the city's powerful relationship with the Lake Ontario shoreline and possible "destination" sites. The city has started this journey through investing in waterfront parks, City parks such as Kariya Park, and local museums.

The city can continue this journey into the vibrant future by building significant cultural, social and environmental landmarks as part of the public investment legacy to create amazing places in our city that will be destinations known internationally. This journey can include the utilization of private lands' redevelopment opportunities, and direct that landmark uses and iconic built forms shape our destination landscapes.

### Action 5 Capitalize on the Credit River to foster all-season activities.

We will foster all-season activities on the Credit River, including a continuous walking and cycling trail along its entire length in Mississauga.

The Credit River ties us to the city's past with its meandering 10,000 years of natural and cultural history – and has to be a key part of our future. The river has green corridors linking a significant area of the city to its valley. It therefore has the potential "green" infrastructure to support recreation, leisure, education and relaxation activities through an all-season pedestrian and/or cycling trail system.

### Action 6 Give communities a "heart" by building identifiable main streets.

We will build an identifiable centre or "main street" as part of each community, with a network of attractive and pleasant walkways emanating from that centre.

The city aims to establish a "heart" to tie each community together, through neighbourhood squares and "complete" streets. A primary foundation will be the development of an identifiable centre for each community. This centre will be part of a complete street and active transportation system, have a public square(s), and reflect the individual character of the community.



# Create Great Public Spaces

## Action 7 Build an international landmark destination on the waterfront.

We will build an international landmark destination on the waterfront that may also include a “welcome centre” (with entertainment, arts and culture) to spark the area’s potential.

The City of Mississauga has secured access to 46% of the shoreline on our Lake Ontario waterfront, and already has a well-integrated waterfront parks system with dynamic waterfront communities. Establishing a landmark destination on the waterfront will provide a catalyst to tie it all together. Such a destination may be one site or a collection of sites, helping to make the waterfront a key to our city’s tourism, social, cultural, economic and environmental health.

## Action 8 Establish a “Central Park” for our downtown.

We will develop Riverwood as the “Central Park” for our downtown to create a world class amenity.

Riverwood is one of the hidden jewels in our city, and will be developed as a notable national park with strong green connections to the downtown core. This action will also create linkages from Riverwood to parks in the downtown, flanked on the east by Cooksville Creek and Mississauga Valley Park, and to the west by the Credit River valley.

*Precedent: We can be inspired by Manhattan’s Central Park or Vancouver’s Stanley Park.*

## Action 9 Maximize the year-round potential of golf courses.

We will open up public golf courses for winter recreation.

The city operates two public golf courses, BraeBen and Lakeview, which are open each May to October. During the winter months, these lands could be used for cross-country skiing, snowshoeing, and other winter activities. This would share the beauty of these sites year-round with a greater number of people, and maximize their benefit to the public.

*Precedent: In B.C., Whistler and Panorama, both alpine ski destinations, also have world famous golf courses that are converted to groomed cross-country ski trails in the winter.*





## Celebrate Our Community

### Action 10 Develop vibrant cultural districts.

We will develop identifiable cultural areas in our nodes and corridors, bringing Mississauga's cultural and creative diversity to the fore.

How can we fundamentally change the experience of the city, and promote and leverage Mississauga's identity as a mature and complex urban centre? One strategy revolves around developing new and enhancing existing districts that feature opportunities for cultural exchange and exhibition, including galleries, festivals, performance art, and culturally-favoured businesses. Creating arts districts will increase awareness of our cultural infrastructure and amenities, and encourage participation in cultural and community events.

### Action 11 Celebrate the heritage of the Credit River.

We will designate the Credit River as a Canadian Heritage River System.

Given the rich history associated with the Credit River – 10,000 years of human habitation and natural heritage evolution – we will seek to have it designated a Canadian Heritage River System so that it will have national prominence to foster public education, awareness and action around its conservation.



### Action 12 Develop an annual event that puts Mississauga on the world stage.

We will develop world class annual events/festivals with wide appeal to foster international presence and give Mississauga its recognition as a great city.

Mention New Orleans, Louisiana, and you think of their world famous Mardi Gras. Annual events like that can elevate a city onto the world stage. In Mississauga, annual events such as My Mississauga, the Southside Shuffle Blues and Jazz Festival, Waterfront Festival in Port Credit and the Mississauga Marathon are great examples of events that bring recognition to our city. With events like these, and the development of even more, we can raise the profile, increase the draw of these events, and foster excitement in our city.

## Provide Mobility Choices

### Action 13 Prohibit the addition of new automobile lanes to existing streets.

We will prohibit adding automobile lanes to existing streets, and revisit this prohibition every 20 years. The only exception to this prohibition will be in industrial areas, where we'll consider additional lanes if they're deemed essential to moving goods/services.

The city still has a significant car-carrying capacity, which can be increased without adding lanes to existing streets. Methods range from adding more streets to the network, to land use changes, to employing roundabouts, to transportation demand management.

### Action 14 Create more bike-friendly facilities.

We will build more cycling facilities, meaning more on-street bike lanes and off-street trails.

Additional cycling facilities, including bike storage facilities, will encourage people to get out of their automobiles, and will support walking, cycling and transit as legitimate mobility choices.



Adding connected on-street cycling facilities and off-street trails will make active transportation more desirable and convenient. The city's Cycling Network Master Plan and Implementation Strategy, now underway, will address the cycling network and facility requirements. Mississauga is actively encouraging multi-modal transportation through our "Smart Commute" program.

**Action 15 Use incentives to encourage work commutes by public transit.**

**We will provide incentives for employers, so that they can encourage transit use by their employees.**

How have some sports venues motivated their audiences to ride transit to the games? By covering the cost when you buy a game ticket. This concept could be transferable to the workplace. For example, we could give employers incentives to purchase transit passes for their employees through reduced parking requirements, or allowing buildings to maximize their developable area by adjusting their requirement for parking spaces.

# Build and Maintain Infrastructure

**Action 16 Establish a development corporation.**

**We will establish a development corporation to fund infrastructure.**

Municipalities within the GTA have had success establishing development corporations that fund infrastructure investments and construction. This has been an effective practice to target specific precincts and be a catalyst for development.

**Action 17 Increase our population target.**

**We will increase the population target of Mississauga, and use this growth to fund and support new infrastructure.**

The city's population forecast of 768,800 for 2031 will not achieve the "complete" city objective. We need to develop population targets and direct growth (e.g. to nodes and corridors) in a way that will create the city we want, and assist in funding-required infrastructure and support higher-order transit.

**Action 18 Focus on infrastructure maintenance and improvement.**

**We will develop a sustainable and well-funded maintenance and improvement program.**

The City will regularly report on the life cycle state of infrastructure – public works and community services assets – to monitor our progress towards sustainability. Mississauga launched Cities NOW!, a public campaign designed to raise awareness across Canada about the need for sustainable, permanent funding for municipal infrastructure projects.





## Nurture “Villages”

### Action 19 Recognize and revitalize our historical villages.

We will explore opportunities to recognize and/or revitalize lost historical villages.

The connection to “place” creates the heart of local communities. That is certainly true in the case of our historical villages of Clarkson, Cooksville, Dixie, Erindale, Lakeview, Lorne Park, Malton, Meadowvale, Port Credit and Streetsville. It is important to recognize these origins by conserving heritage building stock (placement on the city’s heritage register), and enlivening the village areas (e.g. incentives for adaptive reuse of heritage buildings, special event programming). In the villages, we will enhance streetscapes, develop entrances and other public features that increase their identity, and other public investments that will differentiate them from the rest of the city.

### Action 20 Fix our historic façades.

We will implement a cultural heritage façade improvement incentive program.

The original villages of Mississauga must be conserved and enlivened. The façades of their buildings reflect their history, vitality, and interest. Creating an incentive program for façade improvements is an investment in our history and in our communities.

### Action 21 Beautify our villages.

We will invest in streetscape beautification in the villages, including distinct wayfinding, signage, street furniture, wider sidewalks, trees, plantings and gathering areas.

The villages have the potential to become jewels in the city. What is required is an increased focus on the details. A beautiful public realm within the villages will encourage activity, vitality and investment.

## Maintain a Safe City

### Action 22 Reduce crime risks.

We will identify and develop approaches to reduce the risks associated with youth crime and victimization.

The future of our city lies with our youth. For those at risk of criminal behaviour, we have to work with partners to provide the support, programs and services that help youth cope, avoid crime, and live their dreams.

### Action 23 Increase after-school activities.

We will make facilities available for after-school activities in high-risk areas.

City branch libraries and community centres offer many recreational and leisure activities for youth. There are opportunities to expand on these activities, by involving partners such as school boards and the private sector in areas of the city where programs and facilities are not currently available.



## Action 24 Make streets safer.

We will redesign city streets to achieve safer speeds and promote cycling, walking, transit use and adjacent land uses.

We need to balance two desires – efficient transportation that keeps the city moving, and safer streets. Slowing down certain streets by design will support many elements of this plan, and is compatible with the idea of “placemaking.”

## Create A Vibrant Downtown

### Action 25 Attract an integrated post-secondary education facility.

We will attract an integrated post-secondary educational facility in downtown Mississauga (with particular focus in four academic areas: business, health and medical sciences, fine arts and design, and engineering and technology).

For Mississauga to be a well-recognized city of the 21st century, more post-secondary educational opportunities will be necessary. Great cities around the world have a strong and vibrant post-secondary educational scene that attracts people and business. An “integrated facility” will consist of schools and programs that are currently attached to existing post-secondary institutions and will work together and function as one educational facility in the long term.

A downtown post-secondary institution has the ability to be an “engine of future growth and economic development” as well as an incubator of innovation and entrepreneurship. Downtown Mississauga is an ideal location for such facilities from the perspective of promoting a greater student and pedestrian presence, but will also create many spin-off benefits of supporting shops, services, entertainment venues, restaurants, etc. Emphasis will be placed on the above-noted sectors, given the business and industrial fabric of Mississauga.

*Precedent: In South Carolina, a similar approach was developed through a public-private venture comprised of the business community and several post-secondary institutions to foster collaboration and further knowledge in biotechnology, nutrition, agriculture and health.*



### Action 26 Create a downtown “anchor hub.”

We will build a vibrant state-of-the-art “anchor hub” downtown, which will be the major mobility hub in the western GTA.

Downtown Mississauga has the beginnings of a vibrant mobility hub with its existing bus terminal. The BRT system connection will further increase the transit traffic through the terminal and downtown, in conjunction with other modes of travel (e.g. higher-order transit on Hurontario Street and cycling). A state-of-the-art mobility hub that can accommodate multiple modal connections (with easy access to commercial, retail, and cultural destinations) can be a significant city-building initiative for Mississauga. Such a hub will anchor the regional transportation system and become the point of confluence for not only transit, but also significant and diverse growth and land uses and supporting infrastructure including structured parking and cycling facilities.

### Action 27 Establish an arts, culture and entertainment district.

We will develop a concentration of local nightlife and entertainment opportunities in the downtown core.

Many cities have distinct “cultural precincts,” where people can experience the arts, culture and entertainment through restaurants, bars, shops, galleries, theatres, unique public spaces, etc. Mississauga is ripe for this targeted approach, to establish a powerful and eclectic district that makes downtown a destination.

## Strategic Pillar for Change



# Cultivating Creative and Innovative Businesses



Visionary Action

Strategic Goals

Actions

# prosper

We will create a model sustainable creative community on the waterfront.

Mississauga's waterfront is a hidden jewel, and one of our city's greatest assets. This strategic location has limitless potential for creative development and re-development. We can attract industries to mixed-use communities, complete with arts and culture districts, a variety of housing options, employment, and retail and recreational uses – all built to world-leading standards of urban and green design.

Mississauga's waterfront can become a regional, national and international model, and an inspiration to cultivate innovation elsewhere in Mississauga. Building on this asset will enhance our cultural and economic richness, and create recreational amenities and world-class attractions that will increase the quality of life for residents and the experience for visitors.





INDICATORS OF PROGRESS	2006 BASE DATA
Accredited foreign-trained professionals per capita.	In progress
Gross domestic expenditure on research and development as a percentage of GDP.	In progress
Number of patents generated through Mississauga companies.	In progress
Increase in employment in creative businesses.	12,674 employees/ 519 creative businesses.
Number and distribution, by planning district, of cultural facilities and spaces owned by the City, and the not-for-profit and private sectors	In progress

Where “In progress” is listed there currently is no measure for the indicator. As part of the implementation of the Action Plan these indicators will be tracked and reported on in the Progress Report.

## City Initiatives Underway

- Culture Master Plan •
- Creative Cluster Initiative
- Office Strategy • Parking Strategy • Public Art Policy

Visionary Action

Strategic Goals

Actions

## Develop Talent

### Action 1 Harness the talent of foreign-trained professionals.

**We will establish Mississauga as a national centre for the accreditation of foreign-trained professionals, with connections to business mentorship.**

Mississauga, as one of the gateways to Canada, is in a unique position to help arriving immigrants share in the Canadian experience, and to harness the wealth of talent and experience these new residents have to offer. A “Newcomer Centre For Excellence” will provide resources to help integrate new immigrants into our economic community. Through an array of opportunities – mentoring, paid internship and job creation programs, credential recognition, training – we can help newcomers to pursue employment or become self-employed, move quickly toward practicing their chosen professions, attain a higher quality of life, and contribute back to the community.

### Action 2 Build linkages to identify talent and skill needs.

**We will build strong linkages between businesses, industry and post-secondary institutions to identify talent and skill needs for innovative and creative businesses.**

Innovative and creative knowledge-based businesses and industries require a talent pool of similarly innovative and creative employees. The need for skilled labour is expected to increase. The City can ensure that we have the necessary talent – which also means a bright future for Mississauga – by engaging community leaders and academics. As a link between business, industry, post-secondary schools and the community, the City of Mississauga can help to identify the talent and skill needs for innovative and creative businesses.



## Attract Innovative Business

### Action 3 Facilitate dialogue on emerging industries.

**We will bring international forums and global initiatives to Mississauga to facilitate dialogue on emerging industries and attract companies.**

By bringing international forums and global initiatives to Mississauga, innovative businesses involved in emerging technologies will have the opportunity to share and expand knowledge, establish economic relationships, and develop business opportunities. Such activities will also help attract companies to opportunities and talents in Mississauga.

### Action 4 Develop knowledge-based industries.

**We will actively develop knowledge-based industries beyond our city's current strengths, including a creative cluster that's unique to Mississauga.**

Mississauga has embraced the knowledge economy and developed areas of strength in the life sciences, ICT (Information, Communication and Technologies), FIRE (Finance, Insurance

and Real Estate), automotive and aerospace sectors. Cultivating new knowledge-based businesses, particularly in research and development and emerging technologies, will lead to new clusters and areas of economic strength. This will provide creative and innovative work opportunities.

*Precedent: SWITCH is a member-based organization in Kingston, Ontario, dedicated to promoting the development and commercialization of energy-efficient and alternative energy technologies, processes and services. Its aim is to create a local concentration of industrial, commercial, investment, applied research and education initiatives in the alternative energy sector.*

## Meet Employment Needs

### Action 5 Showcase emerging technologies.

**We will arrange demonstrations, shows and fairs of emerging technologies in public spaces.**

Mississauga aims to become a centre for the international exchange of ideas and opportunities around emerging technologies. To support this goal, we have numerous public spaces in civic buildings and facilities where local entrepreneurial businesses can showcase their products and services. Displays and shows will not only demonstrate new technologies, but also highlight the creative skills and talents of our workforce employed in these industries.

### Action 6 Cultivate and nurture the business environment.

**We will consult with local businesses on current and future business issues/opportunities.**

The City of Mississauga continues to be a location of choice to start or grow a business. This action will build on our success by encouraging consultation on business issues and opportunities in many forms including symposiums and workshops. This will ensure that Mississauga retains the elements required to build a successful community for businesses and residents alike.





## Strengthen Arts and Culture

### Action 7 Establish a “Centre for Amateur Sport.”

**We will establish a “Centre for Amateur Sport” to attract regional, national and international athletic talent to the city. This can incorporate a cultural and entertainment component.**

As the geographic centre of the Golden Horseshoe, Mississauga can also be known as the centre for many pursuits, including amateur sport. We have the opportunity to build on our strengths by expanding our existing superior venues at the Hershey Centre, and promoting the wide range of sporting events that can be held there. In doing so, the Hershey Centre will become a “Centre For Amateur Sport” on a larger regional, national and international scale.

*Precedent: In Minnesota, the state worked with local government and private sector partners to develop what’s billed as “the world’s largest amateur sports and meeting facility.” It attracts more than 3 million visitors a year from outside the state to sporting events, and provides amateur sport opportunities for local residents – a diversity of all sport activities for all ages, all income levels, and all visitors.*

### Action 8 Celebrate musical excellence.

**We will establish a means to inspire and celebrate creative and innovative excellence in music.**

Mississauga has had the great fortune to be home base for a number of gifted and accomplished musicians, who have been recognized on the world stage. We have an opportunity to not only formally recognize the accomplishments of this musical expertise, but to inspire other musical talent in our community. One example of how to do this would be by initiating an institute in the name of a prominent musical resident, who, through reputation and achievement, can continue to inspire musical excellence in Mississauga and beyond.



### Action 9 Showcase innovative development and partnerships.

**We will develop Mississauga as an integrated business and arts capital to showcase innovative development and partnerships.**

Integrating innovative businesses and the arts community in mixed-use developments will create the environment to stimulate new clusters of creative industries and opportunities for entrepreneurship.

*Precedent: In Hyderabad, in India’s Andhra Pradesh province, a unique public/private collaboration will build the country’s first “entertainment city.” It will house animation and game companies, film and music production studios, and training and support services. India’s animation and gaming industry is expected to reach \$1.3 billion by 2010.*

# Create Partnerships for Innovation

## Action 10 Promote Mississauga as an international centre of health care excellence.

We will foster partnerships and investments in health care to promote Mississauga as an international centre of health care excellence.

Excellence in health care is one factor that defines the quality of life in a community. Mississauga has acknowledged the importance of physical and mental health, and taken the lead through participation in initiatives such as the Healthy City Stewardship Centre and Active Mississauga. The City must continue to be an important conduit between health care institutions and related industries, to develop partnerships that result in more health care programs and options for the community. This will elevate Mississauga's reputation nationally and internationally as a centre for health care excellence, and serve as a model for other communities.



## Action 11 Share information about emerging innovative and creative industries.

We will develop relationships with organizations, companies, associations and municipalities to share information and experience about emerging innovative and creative industries.

For two decades Mississauga has enjoyed a rewarding cultural relationship and exchange with its twin sister city, Kariya, Japan. Mississauga can adapt this model to a business context, and develop relationships with other organizations, businesses, associations and municipalities. Relationships will also link businesses in similar and compatible industries to develop business opportunities.

## Action 12 Establish a “Centre for Innovation”

We will establish a “Centre for Innovation” to encourage new entrepreneurs to launch their businesses in Mississauga.

To nurture a climate that supports innovative and creative businesses and talent, we'll create a “Centre for Innovation.” This body will provide the resources, programs and services that entrepreneurs and small high-tech businesses need, e.g. in the areas of licenses, marketing, legal expertise, patent development, and organizational and financial services. The centre would be closely connected with the university system, and area technological parks and research centres. Such a centre could stimulate growth in creative industries including arts, culture and entertainment, a key to achieving quality urban environments, promoting and celebrating diversity, and spurring the city's economic vibrancy.

*Precedent: For over 30 years, the Canadian Innovation Centre, an independent not-for-profit corporation, has helped more than 20,000 Canadian inventors and innovative companies to crystallize their ideas and turn their innovations into market-ready products and services.*



## Strategic Pillar for Change



# Living Green



Visionary Action

Strategic Goals

Actions

# green

We will transform Mississauga into a “net-zero” carbon city to become a leader in green initiatives by reducing greenhouse gas emissions in our city.

Transforming Mississauga to a net-zero carbon city is a long-term goal, one shared by several cities (including Melbourne, Australia and Abu Dhabi in the United Arab Emirates). No large urban city has achieved true zero-carbon so far, and this ambitious action will no doubt take decades to achieve. However, Mississauga has already taken steps to move in a more sustainable direction and create a net-zero city

corporation, a shorter-term target. We have partnered in various initiatives to reduce greenhouse gas emissions, including the City Clean Strategy, City Smog Alert Response Plan, and Mississauga Anti-Idling Awareness Campaign. This visionary action will build on such current work, with the goal of creating a net-zero carbon city that will improve the quality of the environment and the health of Mississauga’s citizens.



INDICATORS OF PROGRESS	2006 BASE DATA
Tons/percentage of carbon emissions reduction.	In progress
Percentage of energy used from renewable energy sources.	In progress
Number of cubic metres of water used per person.	107 m <sup>3</sup>
Number of buildings achieving City-approved green development standards.	2 LEED-certified, 18 registered projects with the Canada Green Building Council
Increase in tree canopy.	In progress
Natural areas (in hectares).	2181 ha (total) 993 ha (city-owned)
Number of new “green initiatives” started in the city.	160

Where “In progress” is listed there currently is no measure for the indicator. As part of the implementation of the Action Plan these indicators will be tracked and reported on in the Progress Report.



## City Initiatives Underway

- Credit River Master Plan
- Credit River Water Management Implementation Strategy
- Cycling Network Plan and Implementation Strategy
- Environmental Master Plan
- Green Development Standards
- One Million Acts of Green
- Storm Water Control Strategy
- Transportation Master Plan
- Mississauga Plan Review

# Lead and Encourage Environmentally Responsible Approaches

## Action 1 Pursue renewable energy production and use.

We will pursue renewable energy production and use to reduce green house gas emissions, improve air quality and protect natural resources.

Renewable energy is generated from resources that are naturally replenished – sunlight, wind, rain, tides and geothermal heat. Concerns around climate change and finite energy resources have increased the focus on pursuing renewable energy technologies. While the City of Mississauga has no decision-making or regulatory role regarding energy supply, we can show leadership and partner with key players such as Enersource Hydro Mississauga to develop programs to encourage renewable energy generation.

## Action 2 Implement water conservation programs.

We will partner with the Region of Peel to implement a program to conserve water, to ensure continued availability and conserve energy.

Conserving this critical resource is a matter of not only ensuring its availability for the future, but also decreasing the amount of energy required to deliver and treat wastewater. Distribution of water in Mississauga falls within the jurisdiction of the Region of Peel. We will look to support and strengthen the partnership with the Region in the implementation of conservation programs, such as Water Smart Peel, that apply to the everyday lives of residents and businesses of Mississauga. Examples may include the use of faucet aerators, low-flow shower heads, low-flush or composting toilets, waterless urinals, water-efficient appliances, reuse of graywater, and rain water harvesting.



## Action 3 Develop a green development standard strategy that addresses resource consumption and pollution emissions.

We will develop a green development standards strategy, with performance incentives, to reduce the environmental impact of new developments in Mississauga.

Buildings use land, energy, and water, and can have a significant impact upon air quality. Many practices and techniques can stem the environmental impact of new buildings, such as reducing energy and water consumption, using renewable energies, reducing waste, collecting and using rain and waste water on site, and using recyclable materials. Effective green buildings should be more than just a compilation of a few environmentally-friendly technologies. To be environmentally responsible, buildings need to address their resource consumption and pollution emissions over their complete life-cycle. Mississauga has recently registered 18 projects with the Canada Green Building Council to be certified for Leadership in Energy and Environmental Design (LEED). We will strongly support environmentally-sustainable buildings by implementing green development standards suitable for Mississauga.



## Conserve, Enhance and Connect Natural Environments

### Action 4 Plant one million trees in Mississauga.

We will create an environmental legacy by implementing Mississauga's Million Trees Planting Program.

Trees add beauty to our neighbourhoods, act as natural filters of the air we breathe and the water we drink, and save energy costs by providing shade. The Mississauga Million Trees Planting Program will green our city through natural processes, create a great environmental legacy and help to reduce greenhouse gas emissions. Trees will be planted by City departments on public property, as well as by individual volunteers, community groups, students, organizations and businesses throughout the remainder of the city.

### Action 5 Implement a city boulevard beautification program to foster civic pride and raise environmental awareness.

We will implement a boulevard beautification and maintenance program, with a focus on native species plantings, to beautify our streets in an environmentally responsible way.

Such programs will encourage residents and businesses in Mississauga to participate in greening and beautifying boulevards and take ownership of the ongoing maintenance of the property through corporate sponsorship of boulevard locations, or through an "adopt-a-boulevard" community initiative. This action will foster the development of civic pride on the part of residents and businesses, and will educate the public on the importance of conserving and enhancing native species.

*Precedent: The City of Vancouver, British Columbia implemented a "Green Streets" program, initiated by residents, for the beautification of medians and traffic islands. This program has achieved great results with the work of hundreds of volunteer gardeners.*



### Action 6 Pro-actively acquire and/or enhance land along the waterfront and in natural areas for recreational and ecological value.

We will be more pro-active and explore creative methods to acquire and/or enhance land along the waterfront and natural areas to maximize natural system connections and gain waterfront for public access and enjoyment.

Typically, greenbelt lands are acquired through the development application review process. Moving forward, we will create partnerships with conservation authorities, other levels of government and non-profit land trust organizations to acquire, protect and rehabilitate land, and to re-naturalize creeks, valley systems and waterfronts, all for recreational use and ecological value.

# Promote a Green Culture

## Action 7 Implement an incentive/loan program for energy improvements.

We will implement an incentive/loan program for energy improvements (residential, commercial and industrial) to promote a change in behaviours that will minimize our impact on the ecosystem and contribute to reversing climate change.

Various incentives pertaining to energy improvement projects already exist at the federal and provincial levels of governments. We will build on these programs by partnering with other levels of government, Enersource Hydro Mississauga, and private businesses. These partnerships will implement additional incentives and low-interest financing for energy improvements that will benefit residents and businesses in Mississauga.

## Action 8 Use resources efficiently by implementing eco-business zones.

We will implement eco-business zones to encourage partnerships between businesses and industries that support a more responsible and sustainable approach to the environment (such as reducing waste and pollution).

Buildings and infrastructure in eco-zones are designed to be environmentally-friendly. Land-use planning is focused on efficiency, higher densities, and protecting the natural environment, and businesses in the zone seek opportunities to collaborate to efficiently use resources (energy, water, land, infrastructure and waste). One example is the initiative Partners in Project Green launched by the Toronto Region Conservation Authority and the Greater Toronto Airports Authority. The City of Mississauga is an important partner in this project, which will transform 12,000 hectares of industrial and commercial land surrounding Toronto Pearson International Airport. This action will build on this great work by expanding the concept to businesses in other areas of the city.

*Precedent: In the Regional Municipality of Halifax, a 1,200 ha industrial park (Burnside) has been transformed over the last decade into an Eco-Industrial Park by facilitating material exchange programs to circulate resources and wastes between participants.*

## Action 9 Create a City of Mississauga “living green” award program.

We will create a City of Mississauga “living green” award program to celebrate individuals and organizations who are significantly improving our city’s environment and quality of life.

To celebrate individuals and organizations who are significantly improving the environment and the quality of life in our city, this program will bring attention and recognition to initiatives around the city. Through this program, we will award “living green” initiatives within the city to support a more responsible and sustainable approach to the environment. The awards may be presented as part of the Mississauga Urban Design Awards ceremony.

## Action 10 Implement an educational program that promotes “living green.”

We will partner with school boards, UTM and other educational institutions to implement an educational program that promotes “living green” in all City facilities, schools and businesses.

Public education and awareness is a key component of “living green.” A far-reaching program that engages Mississauga’s students and businesses will help spread knowledge around local environmental issues, and create necessary community partnerships to realize meaningful change.

*Precedent: In Chicago, the City has established the “Chicago Center for Green Technology (CCGT)” and has housed it in the third building in the United States to be designed according to the LEED rating system. CCGT is home to organizations and businesses that provide environmental products and services. The building and campus are open for visitors to explore and learn about green buildings, and how to incorporate environmentally-friendly, cost-saving features into their homes or businesses.*





# The Cool Indicators

# The Cool Indicators

Is Mississauga a “cool” city? It doesn’t sound like the type of thing that a municipality would typically measure. Yet there’s a movement that sees the growth and revitalization of a community tied to a number of “cool city indicators.”

So what indicators would tell us whether Mississauga is an energetic city that attracts people, jobs and opportunity? We thought about how a city supports innovation, grows talent, embraces diversity, invests in and builds quality of place, thinks regionally and acts locally and makes new connections. We developed a number of indicators, unique to Mississauga, that can help measure our true vibrancy and set us apart from other municipalities.

By establishing baseline data and measuring progress on these indicators, the City can keep track of whether Mississauga continues to grow and change in a “cool” and creative way, maintaining itself as a desirable and attractive city in which to live, work, play and invest. These measurements will be part of future Progress Reports.

Where “**In progress**” is listed there currently is no measure for the indicator. As part of the implementation of the Action Plan these indicators will be tracked and reported on in the Progress Report.



**1**  
**Number of post-secondary institutions** will track our evolution towards a 21st century city that values education



**26**  
**Number of waterfront destinations** will track the development of our waterfront as the jewel of our city



**7**  
**Number of public squares** will track development of vibrant people-places in the city



**37**  
**Number of public art installations** will track growth in the arts



**In progress**  
**Percentage of volunteerism per capita** will track community engagement



**187**  
**Number of cultural events and festivals** will track growth in the cultural scene



**16**  
**Number of outdoor restaurant/café patios downtown** will track development of vibrant pedestrian-oriented streets in the downtown



**In progress**  
**Number of pedestrians at: Hurontario St. and Burnhamthorpe Rd. intersection; Duke of York Blvd. and Burnhamthorpe Rd. West intersection** will track progress of the downtown towards a more pedestrian-oriented environment



**200**  
**Number of hours streets are closed for events** will track development of a vibrant cultural scene





# Funding the Action Plan



Some elements of the Action Plan simply require a policy change, or a change of behaviour. Many actions, of course, need funding. For a number of these, funding has already been identified and included in the existing City Business Plan; other actions will require new or additional funding. The City of Mississauga is limited in our ability to deliver all of these actions, because of a limited revenue stream, primarily the property tax. To achieve such visionary actions, the City needs to be equally visionary, looking to new and innovative financing options. On the following pages we list seven, and some implications for these options:





# Funding the Action Plan

## 1. Partnerships

After examining the extensive list of items in the Action Plan, one thing is clear – the City of Mississauga can't do it alone, nor do the actions expect this. Partnerships with residents, community groups, the business community, post-secondary institutions, schoolboards, hospitals, police, conservation authorities, social agencies and other levels of government are a prerequisite to the success of this Plan, and of our city in the 21st century.

## 2. Region of Peel

Many parts of the Action Plan fall within the jurisdictions of Other levels of government. Our quality of life is influenced by others, and we ought to exert influence in the areas where we think we should have a voice.

The Region of Peel, for example, is responsible for areas such as public health, water and sewer services, waste collection and disposal, affordable housing and social programs – all critical issues for Mississauga. We need to work together with the Region of Peel to realize many actions listed in this Plan.

## 3. Operating and Capital Budget

As actions move from idea to implementation, any required funding will be provided through the annual City budget (capital and operating). As the budget is prepared, decisions will be made based on the priorities set out in the Plan.

## 4. Reserves

Mississauga has several reserve funds and the ability to use these monies to cover the cost of parts of the Action Plan. However, due to infrastructure and other budgetary pressures facing the Municipality, we expect our reserve funds to soon be almost depleted. Careful decisions will need to be made to ensure the actions in the Plan are realized.



## 5. Funding from Other levels of government

For decades, policies of provincial and federal downloading have placed an unfair burden on municipal governments such as Mississauga. Our "Cities NOW!" campaign raised awareness about the implications of an increasing infrastructure load on the residents of Mississauga.

There are now some positive signs, like increased funding for infrastructure (e.g. transit and roads), receiving a share of the gas tax, and a recent promise by the Province of Ontario to upload certain social services costs. Moving forward, the provincial and federal governments will be key partners in delivering many of the actions in this Plan.

## 6. Debentures

The City of Mississauga can issue debt to pay for capital investments. Many cities, in fact, undertake this practice. Mississauga has enjoyed decades of being one of the few cities of its size in North America that could claim that it is "debt free." There's nothing wrong with issuing debt, as long as it is well-managed. Debt does have an impact on the property tax; the larger the debt that a city holds, the larger the percentage of the property tax that must be allocated to service that debt. Careful considerations will need to be given to funding our actions in this way.



## 7. Incentives

The City of Mississauga can use many innovative tools to help finance actions contained within this plan, such as Tax Increment Financing (TIF) and Development Grants (Tax Increment Equivalency Grants). In addition, the municipality has powers to use density bonusing and introduce special levies.

There is a limited amount of money and resources to undertake all of the responsibilities of the municipality and it is important that there is sound rationale to determine what should be funded. The Strategic Plan has outlined many of the things that we do well. We must continue to support these areas and fund them accordingly. To do so means we need to allocate appropriate amounts of money in the budget to fund the ongoing maintenance and operations of our extensive infrastructure. We can't forget about all the great things we currently do as we embrace and implement the exciting ideas contained in the Strategic Plan. Ultimately choices will need to be made.

## Setting Priorities and Tracking Progress

How will the City of Mississauga's new Strategic Plan and Action Plan be used, and how will progress be measured?

The Strategic Plan will guide our goal-setting process, identify projects that should be given priority and have resources allocated to make them happen, including consideration for priority funding. In this way, the Strategic Plan is a critical part of the City Business Planning and Budget process.

Think of the Business Plan as a document that bridges the Strategic Plan with day-to-day work plans and the budget. It allows the City to look ahead, focus on key activities, allocate resources, prepare for opportunities and risks, and set priorities accordingly. Most important, the Business Plan ensures that all City departments are moving in the same direction.

The Strategic Plan is bold and visionary. We don't have the financial resources or the organizational capacity to do everything at once. With all of our ongoing priorities and exciting new ideas, choices need to be made.

The following are the actions that have been identified as more achievable and more of a priority – significant catalysts for change, which will set the stage for other actions. This doesn't mean that the remaining actions are any less important. In fact, including Strategic Actions for Future Consideration ensures that these great ideas aren't lost.

The Action Plan will be a living and responsive document. As some actions are completed, as new opportunities present themselves, and as community partners come forward to work with the City on our goals, the actions from the "future considerations" list can be moved forward and new ones added.

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





# Strategic Goals



ACTIONS	TARGET			NON-CITY ACTION NEEDED TO PROGRESS	CITY FUNDING	EXTERNAL FUNDING
	0-3 YEARS	3-10 YEARS	10+ YEARS			
<b>STRATEGIC GOAL – DEVELOP ENVIRONMENTAL RESPONSIBILITY</b>						
<b>1. Provide “complete streets” that balance land uses and forms</b>	Follow the Official Plan review & Cycling Master Plan	Review all major roads	Review all local roads	Consult with cycling stakeholders etc.	Capital	Other levels of government
<b>2. Reduce our carbon footprint through “green” transit</b>	Establish targets with ongoing implementation	Ongoing targeted implementation	Ongoing implementation	Requires Provincial and Federal funding	Capital	Other levels of government
<b>3. Implement a parking strategy that supports public transit</b>	Underway as part of the Official Plan review	Ongoing implementation	Ongoing implementation	Consult with stakeholders	Capital & operating	Partnerships
<b>STRATEGIC GOAL – CONNECT OUR CITY</b>						
<b>4. Investigate higher-order transit between downtown Mississauga and Union Station</b>			Review	Align with Metrolinx work	Capital & operating	Partnerships Other levels of government incentives
<b>5. Provide alternatives to the automobile along major corridors</b>	Underway as part of the Official Plan review	Ongoing implementation	Ongoing implementation	Align with Metrolinx work	Capital & operating	Partnerships Other levels of government Incentives
<b>6. Shorten the travel time to a transit stop</b>	Begin with Downtown and establish targets	Ongoing implementation	Ongoing implementation		Capital & operating	Partnerships
<b>7. Create mobility hubs</b>	Underway as part of the Official Plan review	Ongoing implementation		Align with Metrolinx work	Capital & operating	Other levels of government
<b>8. Improve transit service between Mississauga, Union Station and Pearson International Airport</b>	Coordinate with Metrolinx work and establish targets	Ongoing implementation	Ongoing implementation	Align with Metrolinx work	Capital & operating	Other levels of government
<b>9. Improve the transportation network for pedestrians, cyclists and automobiles</b>	Conduct network review and identify priority areas	Ongoing implementation	Ongoing implementation		Capital	Other levels of government
<b>10. Encourage walking by establishing maximum block sizes</b>	Policy change to the Official Plan	Ongoing implementation	Ongoing implementation			





ACTIONS	TARGET			NON-CITY ACTION NEEDED TO PROGRESS	CITY FUNDING	EXTERNAL FUNDING
	0-3 YEARS	3-10 YEARS	10+ YEARS			
<b>STRATEGIC GOAL – BUILD A RELIABLE AND CONVENIENT SYSTEM</b>						
<b>MOVE</b>	<b>11. Accommodate the needs of cyclists</b>	Ongoing implementation	Ongoing implementation	Ongoing implementation	Align with Metrolinx work	Capital & operating Other levels of government
	<b>12. Implement “real time” bus tracking</b>	Begin with Downtown	BRT, Hurontario and Dundas corridors	All higher-order transit corridors		Capital & operating Other levels of government
	<b>13. Establish transit stops within a 10-minute walk</b>	Establish targets with ongoing implementation	Ongoing implementation	Ongoing implementation		Capital & operating Other levels of government
<b>STRATEGIC GOAL – INCREASE TRANSPORTATION CAPACITY</b>						
	<b>14. Implement transit priority measures</b>	Identify suitable roads	Ongoing implementation	Ongoing implementation	Work with the Region and the Province	Capital Other levels of government
	<b>15. Provide sidewalks to all transit stops</b>	Begin Implementation	Complete			Capital & operating
<b>STRATEGIC GOAL – DIRECT GROWTH</b>						
	<b>16. Use development revenues from “density bonusing” to support higher-order transit</b>	Reviewing	Ongoing implementation	Ongoing implementation		Operating Incentives
	<b>17. Use special development levies to support higher-order transit</b>	Review feasibility	Ongoing implementation	Ongoing implementation		Operating Incentives
	<b>18. Require development standards for mixed-use development to support transit</b>	Underway as part of the Official Plan review	Implementation, development standards to align with the Official Plan			Operating
	<b>19. Accelerate the creation of higher-order transit infrastructure</b>	Underway	Identify additional corridors and develop plan	Ongoing implementation	Align with Metrolinx	Capital & operating Partnerships Other levels of government Incentives



ACTIONS	TARGET			NON-CITY ACTION NEEDED TO PROGRESS	CITY FUNDING	EXTERNAL FUNDING
	0-3 YEARS	3-10 YEARS	10+ YEARS			
<b>STRATEGIC GOAL – ENSURING AFFORDABILITY AND ACCESSIBILITY</b>						
<b>1. Attract and keep people in Mississauga through an affordable housing strategy</b>	Develop the Strategy concurrently with the Official Plan review	Ongoing implementation	200 units approved every three years (new and/or converted)	Work with the Region, Province, local agencies, residents and business community	Operating	
<b>2. Designate older adult clusters in mixed-use areas</b>	Develop the Strategy concurrently with the Official Plan review	Ongoing implementation	100 units approved every two years.	Work with the Region and the Province		
<b>3. Introduce an affordable service card</b>	Conduct a feasibility study to determine the financial impact	Implement in year four	Monitor program	Work with the Region (to formulate and agree on eligibility criteria)	Operating	Partnerships
<b>4. Introduce an affordable transit card</b>	Conduct a feasibility study to determine the financial impact	Implement in year four	On-going monitoring		Operating	Partnerships
<b>5. Expand the Malton Neighbourhood Services partnership model</b>	Identify targeted areas and existing organizations for further development	Establish three new targeted programs	Establish two new targeted programs every two years.	Work with the Region, Province, local agencies, residents and business community	Capital & operating	Partnerships Other levels of government
<b>6. Expand inclusionary zoning to permit more housing types and social services</b>	Develop the Strategy concurrently with the Official Plan review	Implement the Strategy in 2nd year and allow for construction in 3-10 year timeframe	On-going monitoring	Work with the Region, Province, local agencies, residents and business community	Operating	
<b>7. Legalize accessory units</b>	Review City Policy framework	Zoning By-law amendment(s) followed by Licensing By-law	150 accessory suite permits issued every two years.	Work with social agencies	Operating	
<b>8. Expand community link for older adults</b>	Undertake needs assessment and inventory agencies delivering similar services	Develop plan (if necessary) for expansion and assist with implementation	Expand as necessary	Work with the Region and social agencies		Partnerships Other levels of government



**BELONG**



ACTIONS	TARGET			NON-CITY ACTION NEEDED TO PROGRESS	CITY FUNDING	EXTERNAL FUNDING
	0-3 YEARS	3-10 YEARS	10+ YEARS			
<b>STRATEGIC GOAL – SUPPORT AGING IN PLACE</b>						
<b>9. Enable older adults to age in place</b>	Undertake needs assessment and feasibility study	Conduct research and formulate recommendations	100 older adults residences to benefit from the program every two years	Work with the Region, school boards, Province and social agencies		
<b>10. Implement a youth attraction and retention strategy</b>	Approval and implementation of Youth Plan recommendations	10% net increase in the 12-24 age demographic every five years	12% net increase in the 12-24 age demographic every five years	Work with the Region, youth and broader community, school boards, Board of Trade and UTM	Capital & operating	Partnerships Other levels of government
<b>11. Implement a young adult retention strategy</b>	Undertake the research	Complete strategy and begin implementation	10% net increase in the 20-24 age demographic every five years	Work with the Region, youth and broader community, school boards, Board of Trade and UTM	Capital & operating	Partnerships Other levels of government
<b>STRATEGIC GOAL – ATTRACT AND RETAIN YOUTH</b>						
<b>12. Create “cool places” to attract youth and young adults</b>	Implementation of Youth Plan recommendations	Construction of three “cool” places geared to 12-24 year-olds, every five years	Ongoing implementation	Work with the development community, arts and culture community, youth community, resident and business community	Capital & operating	Partnerships Other levels of government
<b>STRATEGIC GOAL – ATTRACT POST-SECONDARY INSTITUTIONS</b>						
<b>13. Promote employment opportunities by becoming a university and college “workplace co-op friendly” city</b>	Formulate and begin implementation of the strategy	2,000 students employed by existing businesses on an annual basis	3,000 students employed by existing businesses on an annual basis	Work with the Region, Province, school boards, Board of Trade, residents and business community, private post-secondary institutions, social groups and agencies.	Capital & operating	Partnerships



ACTIONS	TARGET			NON-CITY ACTION NEEDED TO PROGRESS	CITY FUNDING	EXTERNAL FUNDING
	0-3 YEARS	3-10 YEARS	10+ YEARS			
<b>STRATEGIC GOAL – NURTURE DIVERSE CULTURES</b>						
<b>14. Encourage newcomers by establishing a Mississauga citizenship program</b>	Introduce program	100 participants on an annual basis	150 participants on an annual basis	Work with community groups (social service agencies), Provincial and Federal Government	Operating	Partnerships Other levels of government
<b>15. Establish a strategy to integrate newcomers</b>	Research and develop a strategy	15% of newcomers to the city to be recognized by City Council on an annual basis	25% of newcomers to the city to be recognized by City Council on an annual basis	Work with the Region, school boards, business improvement associations and residents	Operating	Partnerships Other levels of government
<b>16. Encourage multicultural festivals and events</b>	Promote 10 multi-cultural festivals & events on an annual basis	Promote 15 multi-cultural festivals & events on an annual basis	Promote 20 multi-cultural festivals & events on an annual basis	Work with the development Community, art and culture community, resident and business community	Operating	Partnerships Other levels of government
<b>17. Develop opportunities for residents to learn about different cultures</b>	Research Opportunities	100 participants on an annual basis	200 participants on an annual basis	Work with the development Community, art and culture community, resident and business community	Operating	Partnerships Other levels of government
<b>STRATEGIC GOAL – INTEGRATE PLACES OF RELIGIOUS ASSEMBLY</b>						
<b>18. Encourage community-building through the location of places of religious assembly</b>		Develop the strategy concurrently with the Official Plan review	Ongoing implementation	Work with the Region, Province and social agencies	Operating	
<b>19. Partner with places of religious assembly to expand city programs and services</b>		Develop the strategy and actions items	Ongoing implementation	Work with residents and places of religious assembly	Capital & operating	Partnerships



**BELONG**



ACTIONS	TARGET			NON-CITY ACTION NEEDED TO PROGRESS	CITY FUNDING	EXTERNAL FUNDING	
	0-3 YEARS	3-10 YEARS	10+ YEARS				
<b>STRATEGIC GOAL – DEVELOP WALKABLE, CONNECTED NEIGHBOURHOODS</b>							
<b>CONNECT</b>	<b>1. Complete neighbourhoods with accessible public squares</b>	Inventory, outreach and engage communities in small area plans	Ongoing implementation	100% implemented	Work with Community Partners, Corporate Sponsors and Neighbourhood Improvement Associations	Capital & operating	Partnerships
	<b>2. Establish a library or community facility within a 10-15 minute walk for all Mississauga residents</b>	Include in Library and Recreation master plans	Implement one per year		Work with school boards, private landowners and places of religious assembly	Capital & operating	Partnerships
	<b>3. Design streets around the idea of “pedestrian first”</b>	Develop policy framework in the Official Plan and Zoning By-law, undertake a pedestrian master plan and identify pilot projects	Implement one temporary road closure	Explore the feasibility of permanent road closures	Work with developers, landowners and business improvement associations	Capital & operating	Partnerships Other levels of government
<b>STRATEGIC GOAL – BUILD VIBRANT COMMUNITIES</b>							
	<b>4. Make Mississauga a destination by developing major tourist attractions</b>		Develop and implement first attraction	Ongoing implementation	Work with sponsors, tourism industry and art and culture community	Capital & operating	Partnerships Other levels of government
	<b>5. Capitalize on the Credit River to foster all-season activities</b>			Develop and implement	Work with the Credit Valley Conservation Authority	Capital & operating	Partnerships Other levels of government
	<b>6. Give communities a “heart” by building identifiable main streets</b>		Identify suitable locations and begin implementing	Ongoing implementation	Work with neighbourhood improvement associations	Capital & operating	Partnerships Other levels of government



ACTIONS	TARGET			NON-CITY ACTION NEEDED TO PROGRESS	CITY FUNDING	EXTERNAL FUNDING
	0-3 YEARS	3-10 YEARS	10+ YEARS			
<b>STRATEGIC GOAL – CREATE GREAT PUBLIC SPACES</b>						
<b>7. Build an international landmark destination on the waterfront</b>	Identify opportunities, protect land, establish consortium	Develop the plan	Implementation	Work with community establish partnerships	Capital & operating	Partnerships Incentives
<b>8. Establish a “Central Park” for our downtown</b>	Identify opportunity through downtown21	Develop the plan	Implementation	Work with the Credit Valley Conservation Authority and downtown landowners	Capital & operating	Partnerships Other levels of government
<b>9. Maximize the year-round potential of golf courses</b>	Develop a pilot program at Braeben Dec-March (lessons - snowboarding, sled, snowshoe, winter survival)	Expand to Lakeview and larger parks		Work with the school boards and UTM	Capital & operating	Partnerships
<b>STRATEGIC GOAL – CELEBRATE OUR COMMUNITY</b>						
<b>10. Develop vibrant cultural districts</b>	Create a festivals and events strategy	Identify and begin implementation	Ongoing implementation	Work with community groups	Capital & operating	Partnerships Other levels of government
<b>11. Celebrate the heritage of the Credit River</b>	Apply for designation			Work with the Province, Credit Valley Conservation Authority and the federal government	Operating	Partnerships Other levels of government
<b>12. Develop an annual event that puts Mississauga on the world stage</b>		Plan and implement		Work with Mississauga Sports Council and National Sports Council, Office of Arts and Culture, Mississauga Arts Council	Capital & operating	Partnerships Other levels of government





ACTIONS	TARGET			NON-CITY ACTION NEEDED TO PROGRESS	CITY FUNDING	EXTERNAL FUNDING	
	0-3 YEARS	3-10 YEARS	10+ YEARS				
<b>STRATEGIC GOAL – PROVIDE MOBILITY CHOICES</b>							
<b>CONNECT</b>	<b>13. Prohibit the addition of new automobile lanes to existing streets</b>	Ongoing	Ongoing	Review in 2028		Capital & operating	
	<b>14. Create more bike-friendly facilities</b>	Complete cycling network plan and implementation strategy	Ongoing implementation	Ongoing implementation	Work with Metrolinx	Capital & operating	Other levels of government
	<b>15. Use incentives to encourage work commutes by public transit</b>	Expand pilot program with “Smart Commute”			Work with city employers, transit authorities and Smart Commute	Operating	Partnerships
<b>STRATEGIC GOAL – BUILD AND MAINTAIN INFRASTRUCTURE</b>							
	<b>16. Establish a development corporation</b>		Corporation established	Ongoing implementation	Work with the Province	Operating	Partnerships Other levels of government
	<b>17. Increase our population target</b>	Identify target, implement in the Official Plan			Work with the Region and the Province		
	<b>18. Focus on infrastructure maintenance and improvement</b>	Implement program	Ongoing implementation	Ongoing implementation		Capital & operating	Other levels of government



ACTIONS	TARGET			NON-CITY ACTION NEEDED TO PROGRESS	CITY FUNDING	EXTERNAL FUNDING
	0-3 YEARS	3-10 YEARS	10+ YEARS			
<b>STRATEGIC GOAL – NURTURE “VILLAGES”</b>						
<b>19. Recognize and revitalize our historical villages</b>	Research to identify opportunities and partners and develop plans	Ongoing implementation	Ongoing implementation	Work with the Historic Society, Business Improvement Associations and Friends of the Library, Work with neighbourhood Improvement Associations and Heritage Advisory Committee	Capital & operating	Other levels of government
<b>20. Fix our historical façades</b>		Extend and Promote Heritage Grant Program	Ongoing implementation	Work with Business Improvement Associations and Neighbourhood Improvement Associations	Capital & operating	Other levels of government
<b>21. Beautify our villages</b>		Partner with the arts communities and business improvement associations to begin implementation	Ongoing implementation	Work with Business Improvement Associations and Neighbourhood Improvement Associations	Capital & operating	Partnerships Other levels of government
<b>STRATEGIC GOAL – MAINTAIN A SAFE CITY</b>						
<b>22. Reduce crime risks</b>	Form task force and develop at-risk youth strategy	Ongoing implementation	Ongoing implementation	Work with the Region - social services, police, and Mississauga Youth Advisory Committee	Operating	Partnerships
<b>23. Increase after-school activities</b>	Establish more and enhance existing programs	Ongoing implementation	Ongoing implementation	Work with the Region	Operating	Partnerships
<b>24. Make streets safer</b>	Ongoing implementation	Ongoing implementation	Ongoing implementation		Capital & Operating	



CONNECT



ACTIONS	TARGET			NON-CITY ACTION NEEDED TO PROGRESS	CITY FUNDING	EXTERNAL FUNDING	
	0-3 YEARS	3-10 YEARS	10+ YEARS				
<b>STRATEGIC GOAL – CREATE A VIBRANT DOWNTOWN</b>							
<b>CONNECT</b>	<b>25. Attract an integrated post-secondary education facility</b>	Identify location through Downtown 21 and implement policies through Official Plan and Zoning By-law	Ongoing implementation	Ongoing implementation	Work with the Province, downtown landowners and developers	Capital & operating	Partnerships Other levels of government Incentives
	<b>26. Create a downtown “anchor hub”</b>	Review as part of Hurontario Higher-order Transit Study and Downtown21	100% complete		Work with the Province	Capital & operating	Partnerships Other levels of government Incentives
	<b>27. Establish an arts, culture and entertainment district</b>	Identify location through Downtown 21 and implement policies through Official Plan and Zoning By-law	Ongoing implementation	Ongoing implementation	Work with downtown landowners and developers	Operating	Partnerships Other levels of government Incentives

<b>STRATEGIC GOAL – DEVELOP TALENT</b>							
<b>PROSPER</b>	<b>1. Harness the talent of foreign trained professionals</b>	Facilitate discussions in partnership with community champions, accreditation bodies and post-secondary institutions to effect change in accreditation process.	Accreditation changes initiated		Work with the Province, federal government and professional accreditation bodies		
	<b>2. Build linkages to identify talent and skill needs</b>	Facilitate discussion between business leaders and post-secondary institutions to develop a strategy that matches talent needs with talent pool	Increase in employment as per strategy targets		Work with post-secondary institutions and Mississauga Board of Trade		

ACTIONS	TARGET			NON-CITY ACTION NEEDED TO PROGRESS	CITY FUNDING	EXTERNAL FUNDING
	0-3 YEARS	3-10 YEARS	10+ YEARS			
<b>STRATEGIC GOAL – ATTRACT INNOVATIVE BUSINESS</b>						
<b>3. Facilitate dialogue on emerging industries</b>	Establish city steering committee to develop strategy to identify target emerging businesses/ industries	Meet strategy targets	Review emerging businesses and industries	Work with Industry associations, Mississauga Board of Trade, Mississauga Summit and other Partners		Partnerships
<b>4. Develop knowledge-based industries</b>	Identify target industries, partners, financial tools	Establish one unique cluster	Establish three additional clusters	Work with post-secondary institutions, environmental, technology and creative industry programs and research initiatives as well as companies in target industries		Partnerships Other levels of government
<b>STRATEGIC GOAL – MEET EMPLOYMENT NEEDS</b>						
<b>5. Showcase emerging technologies</b>	Develop city usage and booking guidelines	Hold a minimum of five events in public spaces to showcase emerging vendor technologies		Work with participating organizations and the Mississauga Board of Trade – RIC Centre (Research, Innovation, Commercialization) and Toronto Region Research Alliance		Partnerships
<b>6. Cultivate and nurture the business environment</b>	Identify issues, opportunities and create a strategy	Meet strategy targets	Meet strategy targets	Work with the Economic Advisory Council, Mississauga Board of Trade, Mississauga Summit and post-secondary institutions	Operating	



PROSPER





ACTIONS	TARGET			NON-CITY ACTION NEEDED TO PROGRESS	CITY FUNDING	EXTERNAL FUNDING
	0-3 YEARS	3-10 YEARS	10+ YEARS			
<b>STRATEGIC GOAL – STRENGTHEN ARTS AND CULTURE</b>						
 <b>PROSPER</b>	<b>7. Establish a “Centre for Amateur Sport”</b>	Identify sporting event opportunities, sport groups, partner organizations, funding and resources required.	Implementation		Work with the Province and the federal government	Capital Partnerships Other levels of government
	<b>8. Celebrate musical excellence</b>	Identify partners including schools involved in music, music-related businesses, industries and pursue financial tools	Institute/ foundation established		Work with schools, businesses and industry	Capital & operating Other levels of government Partnerships
	<b>9. Showcase innovative development and partnerships</b>	Identify opportunities to attract “new media/ entertainment” and develop opportunities for partnerships with related industries, small businesses and public/private schools	Establish centre for Media Arts and Technology  Grow employment in creative industries by 3 to 5 per cent	Attract a multi-national publisher to open a studio by 2012	Work with post-secondary institutions, the Province, federal government, research and development companies, Mississauga Board of Trade – RIC Centre (Research, Innovation, Commercialization), Toronto Region Research Alliance and the Communications Research Centre of Canada - Innovation Centre.	Partnerships Incentives



ACTIONS	TARGET			NON-CITY ACTION NEEDED TO PROGRESS	CITY FUNDING	EXTERNAL FUNDING
	0-3 YEARS	3-10 YEARS	10+ YEARS			
<b>STRATEGIC GOAL – CREATE PARTNERSHIPS FOR INNOVATION</b>						
<b>10. Promote Mississauga as an international centre of health care excellence</b>	Align City's programs (Active Mississauga) with Healthy Cities Strategy			Work with hospitals, Healthy Cities Stewardship Centre and the Region		Partnerships
<b>11. Share information about emerging innovative and creative industries</b>		Research compatible relationships	Pursue relationships			Partnerships
<b>12. Establish a "Centre for Innovation"</b>	Facilitate discussion between community champions, accreditation bodies and post-secondary institutions	Launch Centre for Innovation	Identify additional new industries and businesses to grow centre	Work with post-secondary institutions, the Province, federal government, technology parks and research centres, research and development companies and the Mississauga Board of Trade		Partnerships Other levels of government





ACTIONS	TARGET			NON-CITY ACTION NEEDED TO PROGRESS	CITY FUNDING	EXTERNAL FUNDING	
	0-3 YEARS	3-10 YEARS	10+ YEARS				
<b>STRATEGIC GOAL – LEAD AND ENCOURAGE ENVIRONMENTALLY RESPONSIBLE APPROACHES</b>							
<b>GREEN</b>	<b>1. Pursue renewable energy production and use</b>	Identify opportunities and targets to be informed by the Environmental Master Plan	Ongoing implementation	Ongoing implementation	Work with the Province, federal government, Enersource, Enbridge, Ontario Power Authority, Mississauga Board of Trade, businesses and the community.	Capital & operating	
	<b>2. Implement water conservation programs</b>	75% of City facilities conserving water	25% of residential, commercial, and industrial tenants conserving water	50% of residential, commercial, and industrial tenants conserving water	Work with the business community and the Conservation Authorities		Partnerships
	<b>3. Develop a green development standard strategy that addresses resource consumption and pollution emissions</b>	Implement a Green Development Standards Policy for City facilities	Implement Green Development Standards Policy city-wide	95% of new developments built according to green development standards	Work with the Conservation Authorities		



ACTIONS	TARGET			NON-CITY ACTION NEEDED TO PROGRESS	CITY FUNDING	EXTERNAL FUNDING
	0-3 YEARS	3-10 YEARS	10+ YEARS			
<b>STRATEGIC GOAL – CONSERVE, ENHANCE AND CONNECT NATURAL ENVIRONMENT</b>						
<b>4. Plant one million trees in Mississauga</b>	Develop and implement strategy	100,000 Trees planted per year (public and private plantings)	Ongoing implementation	Work with the Conservation Authorities, development community and residents	Operating	Partnerships
<b>5. Implement a city boulevard beautification program to foster civic pride and raise environmental awareness</b>	One improvement project in each ward every year	Three improvement projects in each ward every year	Ongoing implementation	Work with the Mississauga Board of Trade, service clubs, resident associations and Business Improvement Associations	Operating	Partnerships
<b>6. Pro-actively acquire and/or enhance land along the waterfront and in natural areas for recreational and ecological value</b>	Develop and implement strategy	Acquire and/or enhance three major sites	Ongoing implementation	Work with the Credit Valley Conservation Authority, Toronto Regional Conservation Authority, the Province and federal government	Capital	Other levels of government Incentives
<b>STRATEGIC GOAL – PROMOTE A GREEN CULTURE</b>						
<b>7. Implement an incentive loan program for energy improvements</b>		5% of residential, commercial, and industrial tenants participating	25% of residential, commercial, and industrial tenants participating	Work with the Province, federal government, Enersource, Enbridge and Ontario Power Authority	Capital	Partnerships
<b>8. Use resources efficiently by implementing eco-business zones</b>	Conduct research on best practices, and identify possible partners	Link 25 % of possible participants	Increase by 5% every year	Work with the Mississauga Board of Trade and Conservation Authorities	Operating	Partnerships
<b>9. Create a City of Mississauga “living green” award program</b>	Introduce awards program	Ongoing implementation	Ongoing implementation		Operating	Partnerships
<b>10. Implement an educational program that promotes “living green”</b>	Implement program in all City facilities	80% of schools participating	80% of businesses participating	Work with the school boards, post-secondary institutions, Eco-Source Peel Environmental Network and the Conservation Authorities	Capital & operating	Partnerships Other levels of government



GREEN



# Strategic Actions for Future Consideration



# Strategic Actions for Future Consideration

The actions listed here have been collected during the Our Future Mississauga initiative. While they have not been selected for immediate consideration they will remain as part of the Action Plan. As the selected actions are completed and new actions need to be considered, this list will be reviewed.

## Developing a Transit-Oriented City

### Develop Environmental Responsibility

- We will investigate an additional tax that entitles every Mississauga resident to a free bus pass.
- We will create a corporation or subsidiary to raise one-third of capital funding for all public transit in Mississauga from private sources.
- We will work with other levels of government to establish road tolls, and use the money generated to fund transit infrastructure.
- We will establish car share in nodes.

### Connect Our City

- We will work with GO Transit to review GO Train service in Mississauga, with an eye to expanding its use for inter-city travel (spur lines to the downtown/additional stations).
- We will investigate water-ferry transportation that will connect Mississauga with the rest of the Greater Golden Horseshoe.

- We will create an “adopt-a-path/sidewalk” program.
- We will work with GO Transit to eliminate passenger transfer fees from GO Transit to Mississauga Transit.
- We will establish a Via Rail connection to provide service to Mississauga and serve inter-region trips connecting into the Golden Horseshoe system.
- We will explore potential additional pedestrian, cycling, and automobile crossings of the Credit River.

### Build A Reliable And Convenient System

- We will explore the costs/benefits of privatizing Mississauga Transit.

### Increase Transportation Capacity

- We will explore feasible locations for sky-trams/gondolas.

### Direct Growth

- We will initiate a public campaign to promote the value of intensification and alternative modes of transportation.
- We will implement a transit-oriented development (TDM) checklist for use in development reviews and approvals.



## Ensure that Youth, Older Adults and New Immigrants Thrive

### Ensure Affordability And Accessibility

- We will implement universal accessibility in the public realm.
- We will implement an assistance program for older adults to age in place.
- We will implement a community “bike swap.”
- We will provide incentives for the provision of affordable housing in nodes and corridors.
- We will lobby for additional funding to support the elimination of child poverty.

### Support Aging In Place

- We will lobby for additional funding for assisted housing.
- We will establish a “Travelling Services Program” (essential services travel to those in need).

### Attract And Retain Youth

- We will implement a mechanism to engage young adults (“they tell us”) to develop friendly spaces and programs.
- We will develop a peer marketing strategy to promote facilities, events and services.
- We will provide programs and activities for young adults, e.g. youth festivals, etc.
- We will provide space for small business/incubators in nodes and corridors.

### Create Post-Secondary Institutions

- We will partner with UTM and universities/colleges (such as Ontario College of Art and Design and Sheridan College) to create a post-secondary “School of the Arts” in the downtown core.
- We will purchase strategic lands for post-secondary institutions.
- We will facilitate and partner with business to develop a scholarship program.
- We will create a network of advanced training and research to attract and retain post-secondary graduates.
- We will become the home base for a pilot institution in vocational training for the industrial sector, valid as a model of national and potentially international reference (with particular attention to developing countries).

### Nurture Diverse Cultures

- We will establish a UN-sponsored “Centre for Studies in Pluralism and Social Cohesion,” build research partnerships with Canadian universities, and support the City of Mississauga and the GTA as a “living laboratory” and resource for people of diverse ethnic groups living together peacefully.
- We will implement a new category in the corporate grant program for cultural integration initiatives.
- We will develop a Mississauga website geared to new immigrants.
- We will develop a city welcoming ceremony for new residents.
- We will reach out to newcomers to Canada from an arts and culture perspective, e.g. gallery displays and festivals.

### Integrate Places Of Religious Assembly

- We will facilitate the building of a landmark place of religious assembly downtown.
- We will facilitate the building of a place of religious assembly in every node.
- We will re-establish an interfaith committee.

# Completing Our Neighbourhoods

## Develop Walkable, Connected Neighbourhoods

- We will identify and implement suitable locations to transform traditional intersections to roundabouts.
- We will allow compatible business uses in residential areas to create “live-work” options for residents, providing personal services and convenient commercial uses for residents in a manner that is sensitive to the neighbourhood.
- We will implement a “hanging baskets on light poles” program in nodes, similar to the approach taken by the Port Credit, Clarkson and Streetsville BIAs.
- We will implement innovative pedestrian pavement markings to be functional and a form of public art.
- We will implement a “market day” where neighbours can gather to sell home-grown vegetables.
- We will require grade-related, mixed-use development in the City Centre and in nodes and corridors, to ensure easy access for commercial and personal service uses, develop destination boutiques and shops, and create visual and pedestrian interest.
- We will undertake a “walkable-city strategy.”

## Build Vibrant Communities

- We will require access to all basic needs (newspaper, milk, bus stop, park, etc.) within a 10-minute walk of every residential home.
- We will re-develop reverse frontages along corridors, to promote intensification and build stronger communities that have a “face” on their streets.
- We will implement a vacant land tax to spur development.
- We will implement a parking lot tax for those lots offering free parking.
- We will mandate public charrettes/workshops for all major development applications in the City Centre, nodes and corridors.

- We will create an educational program for community engagement, to set clear parameters of how to be heard and get involved.
- We will require public access to all schoolyards and schools (after school hours) in the city to improve the availability of space for community needs, meetings, recreational, leisure, sports programming.
- We will adjust the land-use planning framework to allow local employment and alternative work arrangements, e.g. home occupation uses and non-traditional live-work opportunities.
- We will develop a network of farmers’ markets in nodes.
- We will invest in local food production in community gardens, to reduce the need for long-range transportation of food and associated consumption of fossil fuels.
- We will establish community gardens in all condominium/ apartment developments, parks and nodes.
- We will provide parks and outdoor meeting places within a 10-minute walk of all homes and businesses.

## Create Great Public Spaces

- We will establish a national park.
- We will manage key parks and park systems as outdoor community centres with appropriate programming and maintenance.
- We will elevate the profile of existing destination parks through programming, marketing, identification and visual and physical connections to the community, e.g. off-peak hour transit stops and/or circuits, wayfinding signage.
- We will develop a public art program in our public spaces that incorporates our local celebrities through elements such as interpretative public art, signage, facility identification, and specialty programming.
- We will provide public art in all parks and public spaces, ranging from simple “treasures” in small, neighbourhood parks, to more significant, bolder pieces in key parks and public spaces.
- We will implement “place-making” in all public spaces to ensure that the space relates to the people.
- We will build more bike and skateboarding parks in areas where the youth population is prominent.





## Celebrate Our Community

- We will establish Mississauga as the “Cultural Capital of North America.”
- We will create a plan for a “Festival a Month” program, celebrating community events throughout the city.
- We will create a community celebration guidebook.
- We will create community information kiosks to advise the public on events, facility location, issue resolution referrals, etc.
- We will provide heritage preservation incentives throughout the city.
- We will implement a mural program for nodes and corridors.
- We will develop “green” tourist attractions that use renewable energy sources and are examples of low impact development.
- We will bring back reflections of native heritage to our villages through interpretation, public art, building treatments and signage.
- We will implement an international marketing campaign showcasing our cultural diversity and economic sustainability.
- We will bring cruise boats to Port Credit and Lakeview.

## Provide Mobility Choices

- We will establish bike lanes with signal prioritization.
- We will increase the number of transit shelters at bus stops throughout the city.
- We will turn neighbourhood watch into neighbourhood walk/cycle.
- We will require shower facilities for all new developments along commuter cycling routes and in nodes and corridors.
- We will establish trail maintenance accountability to ensure repair and follow-up.
- We will implement a winter trail maintenance program.
- We will implement city bike rental and/or exchange in the downtown core and nodes.

## Build And Maintain Infrastructure

- We will implement a sustainability performance audit for all infrastructure spending.
- We will initiate a fund to cover liability associated with innovative sustainable community projects, e.g. a maintenance trust fund.

## Nurture Villages

- We will promote and build awareness of our villages and their distinctive qualities.

## Maintain A Safe City

- We will identify high risk areas associated with youth crime, and target areas for specialty programming and services.

## Create A Vibrant Downtown

- We will implement a finer-grained block structure in the downtown.
- We will put a cap back in the City Centre Zoning By-law to limit height and density.
- We will implement practices that make pedestrians and cyclists the priority in the downtown core.
- We will investigate a development charges regime to support family unit-size dwellings downtown.
- We will develop a pedestrian mall.
- We will implement a program to showcase public art downtown.
- We will re-zone the base of all buildings in the downtown for mixed-use.
- We will add main street shops, boutiques, cafés and bakeries that will attract people to the downtown.
- We will build a permanent indoor and outdoor farmers’ market downtown, with a focus on local and organic foods.
- We will develop an innovative “main street” hoarding program for vacant sites to fill in the gaps and accommodate temporary art.

# Cultivating Creative and Innovative Businesses

## Develop Talent

- We will establish a public/private partnership to make available and promote free post-secondary education.
- We will develop business, professional and cultural “power courses” to help newcomers and existing businesses share an understanding of Canadian business practices and cultural business opportunities.
- We will develop a cultural/business exchange where Canadian businesses/professionals welcome newcomers and international businesses into the Mississauga business community.
- We will establish a global centre for idea and business exchange between the established business community and the existing talent pool, including new Canadians.

## Attract Innovative Business

- We will build on the presence of ethnic media in Mississauga and develop the “Ethnic Media Centre of Greater Toronto” to officially establish this role.
- We will foster a sustainable media base to include daily newspaper, TV, and radio to provide Mississauga with a media voice.
- We will develop Mississauga as the “national video game and interactive arts hub.”
- We will implement free wireless technology in Mississauga’s downtown and public gathering spaces to help get the community connected.
- We will develop the notion of a “container city” with additional hotel space.

## Meet Employment Needs

- We will establish a Mississauga-Workopolis partnership to match employer needs with the talent pool available.
- We will offer scholarships and bursaries to attract the best and brightest to Mississauga.
- We will develop more post-graduate study programs in knowledge-based and emerging technology industries.

## Promote Arts And Culture

- We will establish a “Major Cultural Gateway” in Mississauga at the airport, to provide a welcome centre and introduction to our community’s unique entertainment, arts, culture and hotel features.
- We will establish a “First Nations Museum” on the Port Credit waterfront in conjunction with the federal government.
- We will establish a film centre, including a film school to screen festivals, and offer seminars with cinematographers, directors, producers, and actors.
- We will build an aquarium on the waterfront to achieve our goal of becoming a premier destination in the GTA.
- We will create a comedy festival, Bollywood festival or a fashion week, on a national and international scale, as a signature event to promote Mississauga on the world stage.
- We will host contemporary art festivals to showcase new art forms and Mississauga talent.
- We will implement a scholar-in-residence program to expose the community to different forms of art and culture.
- We will communicate local arts and culture success stories to the Mississauga community and beyond to gain exposure for art and talent in our city.
- We will reveal our multiculturalism by incorporating art installations reflecting different cultures into the design of buildings, open spaces and parks.





## Create Partnerships For Innovation

- We will attract headquarters of socially responsible international organizations - World Health Organization, United Nations, etc.
- We will use corporations in partnership with the City to offer scholarships in sectors focused in Mississauga.

## Living Green

### Lead and Encourage Environmentally Responsible Approaches

- We will create an “Office of Environment” to fulfill the Strategic Goals for Living Green.
- We will develop a “green” demonstration community (Ontario Power Generation Site/Imperial Oil) by imposing strict environmental requirements on the use of resources, buildings, infrastructure, and transportation.
- We will set a 0% carbon emission target for a designated area of the city to become a “Hydrogen Village,” building on work undertaken by the University of Toronto in Mississauga (UTM). This project will raise awareness and break down barriers to markets for hydrogen, fuel cell and other relevant technologies. The city will create a partnership with UTM to continue this project.
- We will implement green development guidelines for all new City, office and institutional buildings to incorporate renewable energy sources that reduce greenhouse gas emissions.
- We will divert waste to district energy facilities to generate power (known as waste-to-energy) to reduce the volume of the garbage used, save space in local landfills, and provide an economical alternative to fossil and nuclear fuels.
- We will implement district energy in industrial parks.
- We will implement district energy in the downtown.
- We will investigate opportunities for deep water cooling along the waterfront.
- We will implement renewable energy sources for the City fleet to help reduce greenhouse gases.
- We will develop community energy planning on a neighbourhood basis to reduce dependency on fossil fuels by 50%, and make Mississauga sustainable within its own boundaries regarding renewable energy production/use.
- We will work with our partners to implement a source water protection plan.
- We will require the cleaning, conserving and reuse of wastewater at the source to reduce the need for large expensive collection systems and regional processing facilities.
- We will clean up brownfields in Mississauga and redevelop them in an environmentally responsible way.
- We will require all new City buildings to meet green building certification to lead and encourage green development.
- We will implement “green” parking lot standards in our urban areas to increase water infiltration and reduce runoff.
- We will implement “Heat Island” mitigation controls downtown by increasing the tree and vegetative cover, installing “green” or reflective roofs, and using cool pavements.
- We will implement an industry pollution prevention plan to minimize the use of processes, practices, materials, products or energy that create pollutants and waste.
- We will keep existing rural street cross-sections in residential areas to encourage infiltration of storm water runoff through roadside swales.
- We will explore a personal vehicle tax and use the money generated to build sustainable transportation (e.g. bicycle lanes).
- We will explore replacing failing noise walls with “the living wall” noise attenuation barrier, where space exists to beautify and green our city.



## Conserve, Enhance and Connect Natural Environments

- We will develop and implement an “Urban Forestry Strategy” to guide where trees should be planted or protected.
- We will develop and implement an updated Natural Heritage Strategy for land and water.
- We will revitalize species at risk (flora and fauna) to ensure the protection of natural environments and the animal and plant species they sustain.
- We will implement a Wildlife Management and Interpretation program.

## Promote a Green Culture

- We will implement a zero waste campaign.
- We will implement composting programs for City facilities.
- We will introduce a recycling program for private developments and school facilities.
- We will implement automobile-free days.
- We will implement city-wide priority parking for “green” vehicles.
- We will host recurring sustainability dialogues and develop a summit strategy, in partnership with educational institutions.
- We will implement a campaign to encourage the public to disconnect downspouts.
- We will establish a funding program for ecological groups.



# actionplan

## Our Future Mississauga

**We would like to thank the following who contributed a generous amount of their time to the City of Mississauga's new**

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