A vision for Mississauga's future

MISSISSAUGA, CANADA



FOR THE NEW MILLENNIUM





FOR THE NEW MILLENNIUM

A new vision for the new millennium

The City of Mississauga is

ready for the next millennium with a new strategic direction.

To respond to the challenges and growth that lie ahead, the City developed the Strategic Plan for the New Millennium.

It will serve as the framework that sets the direction for long-term growth and development, and provides the link for all City plans and strategies.

This process has been in effect for the past 10 years in Mississauga and has provided the organization with a focus and direction. Most importantly, the Strategic Plan is the document that has provided citizens with an understanding of the City's direction and vision for the future.

In 1989, City Council endorsed the concept of strategic management to manage the rapidly growing city. The City's initial Strategic Plan was approved by Council in December 1992 as a series of nine vision statements. It established the framework for corporate decision-making by setting goals, objectives and strategic actions to manage corporate resources. In 1994, as a result of Provincial changes to the *Development Charges Act*, downloading and

GO Transit, the City's Senior Management Team reviewed the *Strategic Plan* and submitted a revised Plan that was adopted by City Council.

The 1999 revised Strategic Plan reflects the changes occurring throughout the GTA, the effects of downloading and the continued rapid growth within Mississauga. This new Plan, approved by Council in June, was distributed in July to more than 100 stakeholder groups including ratepayer and neighbourhood associations, community interest groups, utilities and various agencies.

Revisions to the final Strategic Plan were made based on input received from these groups. Of note was the addition of the 10th vision statement as recommended by the Mississauga Arts Council. Each of the vision statements has specific objectives and strategic actions that outline some of the steps needed to reach the vision.

With the *Strategic Plan 2000 for the New Millennium* in place, we will be able to ensure that Mississauga will continue to be the community that people want to call home in the 21st century.



10 vision statements of the Strategic Plan

The City of Mississauga has 10 vision statements that comprise the *Strategic Plan for the New Millennium*. These statements will serve as the guiding principles for the City's corporate decision making process.

- 1 Mississauga will be a distinct major Canadian city.
- **2** The City Centre will be downtown Mississauga.
- **3** Mississauga will have distinct and recognizable communities.
- 4 Mississauga will have a dynamic and diverse economic base.
- **5** Mississauga will have a transportation system which allows for safe and efficient movement within and beyond the city.
- **6** Mississauga will provide the right services, delivered in a superior way, at a reasonable cost.
- 7 Mississauga will be an environmentally responsible community.
- **8** Mississauga will be governed in an open and responsive manner.
- **9** Mississauga will achieve excellence in public administration.
- **10** Mississauga will offer a diversity of cultural opportunities.



Mississauga will be a distinct major Canadian city

- **Objectives**
- 1.1 To create a safe, well-designed City with an ultimate population of 780,000 with interesting architecture and a strong downtown core, complemented by communities which retain their own identity, yet contribute to an overall strong City identity.
- 1.2 To develop a regional employment centre in excess of 500,000 jobs.
- 1.3 To provide a variety of opportunities in housing, employment, recreation,
- 1.4 To promote a positive and progressive identity for Mississauga that is recognizable from other major

- Review all District Plans, incorporate them into City Plan and ensure the District Policies continue to support the Strategic Plan vision.
- Develop marketing materials to promote the City's image.
- Identify and pursue athletic, business, artistic, cultural and educational opportunities that will achieve national recognition for the City.





The City Centre will be downtown Mississauga

- Objectives
- 2.1 To develop a vibrant City Centre that will be the major focal point for commercial activity, employment opportunities, cultural, civic, recreational facilities and residential development.
- 2.2 To create a City Centre that is visually attractive and has a strong identity.
- 2.3 To develop a safe, functional and people-oriented City Centre that has an integrated system of parks, open spaces, pedestrian/bicycle networks and transportation facilities.

- Strategic Action
- Formalize a policy on public art in the City Centre.
- Promote the use of the City Centre for entertainment, commercial, tourism and cultural activities.
- Continue to promote the City Centre through partnerships between the City and the landowners within the City Centre.
- Review the City Centre District Plan.
- Develop a pedestrian friendly environment emphasizing the integration of unique buildings with pleasant open spaces and walkways.
- Review the Urban Design Vision— Mississauga City Centre as part of the review of the City Centre District Plan.







The Living Arts Centre in Mississauga

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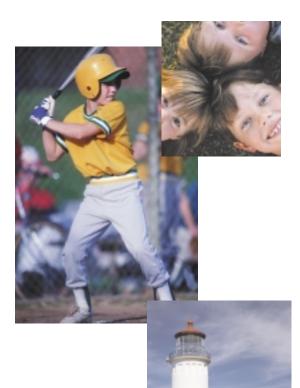




FOR THE NEW MILLENNIUM

Mississauga will have distinct and recognizable communities

- Objectives
- 3.1 To preserve and enhance existing communities, and ensure that new development is compatible.
- 3.2 To ensure that communities have appropriate services and facilities.
- 3.3 To preserve buildings, sites and landscapes of historical, architectural or contextual significance.



- Strategic Action
- Continue the rating evaluation and designation as appropriate, of all properties identified on the Heritage Inventory.
- Identify those distinctive features of communities that are to be protected in the future.
- Determine appropriate community services and facility standards for the City.
- Ensure continuous improvement in the quality of life through proper design and effective use of the built environment to reduce the fear and incidence of crime (Crime Prevention Through Environmental Design).
- Support innovative and responsible heritage practices.







FOR THE NEW MILLENNIUM

Mississauga will have a dynamic and diverse economic base

- Objectives
- 4.1 To encourage the retention of existing businesses.
- 4.2 To assist local businesses to grow and prosper.
- 4.3 To attract new businesses that offer good growth prospects and provide high-quality jobs.
- 4.4 To establish a competitive advantage for Mississauga's businesses.
- 4.5 To commit to fostering business and education partnerships.



- Regularly monitor business trends and adjust the implementation of the Economic Development Strategy appropriately.
- Aggressively market Mississauga to key target sectors.
- Facilitate, consult and share information with new and existing businesses on problems and opportunities.
- Encourage the expansion and vitality of Business Improvement Areas.
- Foster business and education partnerships.
- Ensure a high quality customer service attitude in the delivery of services to the business community.
- Develop strategic linkages with major employers in the City.
- Support the development of state-of-the-art telecommunications infrastructure.
- Continue to play a leadership role in the Greater Toronto Marketing Alliance.
- Engage the citizens of the City to promote the cultural diversity, quality workforce and economic development of the City.
- Engage industry, education and government in the development of the City to drive the establishment of an innovative, progressive and prosperous economy.





FOR THE NEW MILLENNIUM

Mississauga will have a transportation system which allows for safe and efficient movement within and beyond the City

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Objectives

- 5.1 To improve road network efficiency using a variety of measures.
- 5.2 To promote road safety.
- 5.3 To improve the cost-effectiveness of transportation services while seeking to increase funding levels from traditional and new sources.
- 5.4 To design the road network with regard for the importance of urban design, land use considerations and the needs of all road users, including pedestrians, cyclists, buses, trucks, and automobiles.
- 5.5 To encourage co-ordinated planning with other transportation agencies as a means of providing an integrated transportation system that meets the diverse needs of the community.
- 5.6 To support efforts to co-ordinate transit services across the Greater Toronto Area.





- Encourage transit use through optimized route and system design and by pursuing a seamless transit system through improved service co-ordination and fare integration with GO Transit and the transit systems of neighbouring jurisdictions.
- Utilize an integrated road corridor planning approach in the development of the transportation system having regard for the diverse needs of users and the community.
- Implement road safety programs and pursue enhanced enforcement activities.
- Pursue opportunities for improvements in service co-ordination with other transit operators or service providers.
- Promote improved access to Lester B. Pearson International Airport for Mississauga's residents, businesses and visitors.
- Promote improvements to the provincial highway system and the GO Transit system as integral components of the transportation network serving Mississauga.





FOR THE NEW MILLENNIUM

Mississauga will provide the right services, delivered in a superior way, at a reasonable cost

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Objectives

- 6.1 To provide facilities, services and programs at the City, community or neighbourhood level, according to need, approved service levels, population, demographics and cost.
- 6.2 To ensure that City facilities are operated, and City services and programs are delivered, in a cost effective and efficient manner.
- 6.3 To support the user-pay approach to the provision and use of City services.
- 6.4 To ensure the capital costs of infrastructure required by new development is generally borne by that development.
- 6.5 To promote a positive "customer service" focus in service delivery.
- 6.6 To clarify the respective roles, mandates and responsibilities between the City and other governments/agencies.



- Develop partnerships with various sections in the community and/or service providers to ensure service needs are met in the most cost effective and efficient manner practicable.
- Monitor the public's expectations for municipal services and obtain feedback on the services being delivered.
- Establish service levels for major corporate activities and benchmark costs and service levels.
- Annually review user-pay fees to ensure their adequacy and appropriateness.
- Achieve the appropriate roles and responsibilities for the City of Mississauga through continued negotiations with the various levels of government, boards and agencies.
- Review development levies to ensure adequacy and appropriateness.
- Maintain existing infrastructure.









Mississauga will be an environmentally responsible community

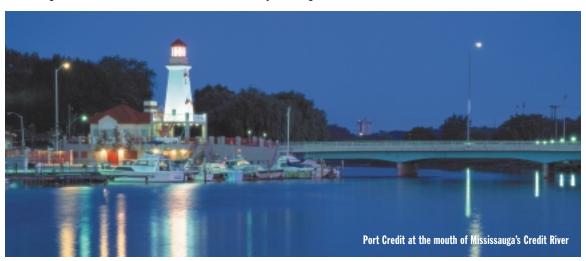
- Objectives
- 7.1 To take a leading role in planning and promoting an environmentally responsible community.
- 7.2 To conserve significant environmentally or ecologically sensitive areas.
- 7.3 To foster community stewardship of the natural environment.





- Monitor and update, as required, the Natural Areas Survey.
- Establish policies and guidelines to ensure that adequate consideration is given to the environmental implications of development.
- Establish appropriate policies for the use or preservation of environmentally and ecologically sensitive areas identified in the City's planning documents.
- Support innovative and responsible environmental practices.
- Promote community environmental awareness forums, celebrate environmentally friendly innovations and support environmental education.

Mississauga's web site addresses environmental concerns... www.city.mississauga.on.ca\environment





FOR THE NEW MILLENNIUM

Mississauga will be governed in an open and responsive manner

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Objectives

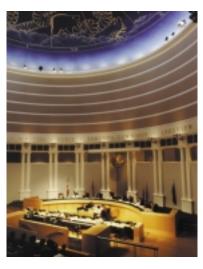
- 8.1 To conduct the business of the City through open accessible meetings of City Council and its committees.
- 8.2 To encourage information sharing with, and input from, the public.
- 8.3 To interact effectively with other levels of government and public agencies.



- Identify external contacts critical to the City's success and allocate the resources necessary to represent effectively the City's interest.
- Regularly review public participation processes to ensure that maximum opportunities for public input are being provided.
- Enhance information sharing with the public through the media and the development of streamlined information access system(s) at Civic Centre and other City facilities.



Council Chamber in the Civic Centre





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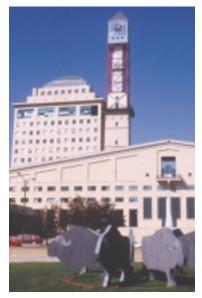
Mississauga will achieve excellence in public administration

Objectives

- 9.1 To create a corporate culture that emphasizes customer service, innovation, creativity, integrity and accountability.
- 9.2 To attract, develop and recognize employees and volunteers with the skills to meet current and future challenges.
- 9.3 To develop an administration which anticipates, initiates and manages change effectively.
- 9.4 To ensure corporate financial stability through sound long-term financial planning and management.



- Finalize the Human Resources Plan focusing on staffing, training, career development, succession planning, compensation practices and reward/recognition programs.
- Update the Management Strategy clearly explaining the City's goals, corporate culture, values, philosophy and priorities.
- Continue economic, demographic and environmental scanning activities.
- Monitor and evaluate all corporate plans to ensure their continued relevance in anticipating, initiating and managing change effectively.
- Enhance service delivery through the use of Information Technology and other means.
- Improve public access to information and response to customer service issues.











FOR THE NEW MILLENNIUM

Mississauga will offer a diversity of cultural opportunities

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Objectives

- 10.1 To encourage cultures their goals, beliefs, ethnicity, traditions, customs and interests – to act as catalysts energizing Mississauga's culture.
- 10.2 To promote and encourage the preservation of Mississauga's cultural diversity.
- 10.3 To foster the development of a partnership amongst City government, corporations and the cultural community.
- 10.4 To encourage respect for, support of, and active participation in Mississauga's culture.









- Strategic Action
- Support cultural activities in Mississauga.
- Demonstrate that culture is a vital component of a healthy, diverse city.
- Recognise the accomplishments of citizens who create and enrich the cultural fabric of Mississauga.
- Demonstrate, by public events, an awareness that all residents share in the character of Mississauga.





FOR THE NEW MILLENNIUM

Our commitment to all those who live and work in Mississauga





The Strategic Plan for the New Millennium is our commitment to all those who live and work in Mississauga to create a vibrant, prosperous city.

Strategic management is an ongoing process. It involves the coordination and integration of existing procedures and practices such as the budget process and demographic and development forecasts into a common corporate strategy. We will continue to incorporate the 10 vision statements of the *Strategic Plan* into the design and delivery of City programs and services.

To keep everyone informed, we will monitor and communicate the progress of our *Strategic Plan* to City Council, stakeholders, staff and residents of Mississauga. By working together to bring creative and innovative solutions to the challenges that lie ahead, Mississauga will continue to be one of the leading-edge cities in Canada. •







For more information on the Strategic Plan for the New Millennium:

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