

move
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strategicplan
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.



Executive Summary

Creating the Plan

Mississauga has built a reputation as an outstanding city in which to live, learn, work and play. It's a place where students and older adults, entrepreneurs and employees, new immigrants and families can fulfill their future promise and realize their goals. Mississauga's rich past can transform into an even brighter future. We have an opportunity to build on our City's rich and successful legacy and harness it into an even brighter future, if we capture the possibilities before us.

Since 1992, the City has highlighted its future opportunities through its Strategic Plan. In 1999, Council and staff worked together to create our current Strategic Plan, which has become the foundation for the City's policies and key strategic actions.

The process of building a great city is never finished and neither is the process to create strategic change. In order to realize our vision, we need to continuously plan for change. In June 2007, Council initiated a conversation called Our Future Mississauga. It has become the most comprehensive conversation ever held in our city, connecting with over 100,000 people. Throughout the public engagement process, members of our city's diverse community, including city leaders and urban experts, shared their hopes, vision and ideas for Mississauga.

We heard loud and clear from our community conversation what we do well. Through strong leadership Mississauga provides a stable and diverse business base. Our city provides well-established infrastructure supported by quality municipal programs and services within a healthy environment.

Our Future Mississauga also identified a number of "Drivers for Change" – the numerous opportunities, challenges and external forces that can affect how we plan for the city's future. We live in a city of hidden jewels, where opportunities exist for creative

transformation. Upon the horizon, we see the need to unveil the waterfront and to build pedestrian-oriented attractions within our evolving downtown. We can create places of interest that are affordable, walkable, interesting and which attract innovative businesses and energize our residents. Within the Greater Golden Horseshoe region, our city is strategically placed to build on the successes of our past to create a wonderful future.

Our new Strategic Plan starts with a Vision for our city's future

Throughout Our Future Mississauga, thousands of ideas emerged. These ideas were distilled and discussed among our City Council, community and City Staff. These discussions helped to shape the creation of our city's **Vision Statement**.

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A place where people choose to be.



Our new Vision Statement is supported by five Strategic Pillars for Change:



Each of these Pillars has its own unique direction statement and principle, along with specific strategic goals to ensure that this vision is achieved (*described in full on the following chart*). This Plan will provide a sound framework for action and vision to move our city forward for the next 40 years.

Achieving the Plan

Within the Strategic Plan, each Strategic Pillar for Change is connected to specific action items which will propel the plan forward. These key action items will be outlined in the “Action Plan” – complimentary document that includes key indicators, targets, actions and funding options for each Strategic Pillar for Change. The Strategic Plan will come alive through the work that is created through these key actions.

How Will We Measure Success?

The City of Mississauga will use the Strategic Plan to define the city’s priorities, processes, and short and long-term plans as well as prioritize budget and resource allocations. The Strategic Plan will direct the shape of the city in a variety of areas such as land use planning, infrastructure, service delivery and asset management.

The success of the Strategic Plan will be measured by the level of transformation and energy that we will be able to see, feel and hear all around us. Our success will be measured in a number of ways.

An annual Progress Report will be delivered to Council and the community to help monitor progress and to keep the plan on track. As the City implements the Strategic Plan, we will continue to work closely with our community partners to ensure that their voice is heard and that we stay grounded in the key actions that support our goals.

More simply, we should be able to see positive change all around us, as Mississauga becomes a more energetic city that attracts people, jobs and opportunities. It will be a location of destinations, with a variety of events and festivals supported by a vibrant downtown and a spectacular waterfront. It will be a location of choice for people who want to live, learn, work, play and visit. It will be a city where people choose to be.

We are excited by the possibilities, challenges and opportunities that this Strategic Plan presents. Working together, we will realize our shared vision by harnessing the passion and potential that exists in our 21st century city. And it all begins with our Vision and Plan.



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.



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Mayor's Message

On behalf of my colleagues on Council, I would like to offer a heartfelt THANK YOU.

Thousands of you came out and invested your time, talent and passion for Mississauga in the largest public participation and strategic planning process ever undertaken by our City. By attending a speaker series event, a community meeting, the Visioning Symposium, completing a puzzle piece or coming to the Open House, you shared your community spirit. You inspired our drive for change and strengthened our belief in a great future for Mississauga.

During the process, you told us that you want to live in a city where transit is a great commuting option and future growth supports transit-oriented development. You want to green our environment and improve the quality of life for residents. You want to prosper by increasing opportunities for innovative businesses and creative talent. You want to belong to communities that are unique, walkable, diverse, connected and safe; where youth and older adults, and new immigrants thrive.

This document – Our Future Mississauga Strategic Plan – incorporates your ideas, dreams, and vision of the great possibilities in our city's future in these areas that matter most to you.

This is not the end of the process. This document will help guide decision-making, set priorities and focus the City's efforts on those specific areas of strategic change that will make our vision for our future Mississauga a reality.

Council is committed to making Mississauga the city in which you can continue to be proud to live and work. But Council and City staff can't do it alone. We're counting on you – our residents, community and business leaders, partners and stakeholders. Take an active part in helping our City achieve our bold new strategic vision by continuing to participate in our City's strategic initiatives as they move forward.

Together, we've taken the first step on our journey into the future. We now have a Strategic Plan that will guide Mississauga's future development and with your help, Mississauga will continue to grow into the great, vibrant, healthy, sustainable city of the 21st century.

Hazel McCallion, C.M.
MAYOR
April 2009



From left to right, top to bottom: Frank Dale, Ward 4 • Eve Adams, Ward 5 • Patricia Saito, Ward 9 • George Carlson, Ward 11 • Carolyn Parrish, Ward 6 • Maja L.A. Prentice, Ward 3 • Nando Iannicca, Ward 7 • Carmen Corbasson, Ward 1 • Katie Mahoney, Ward 8 • Mayor Hazel McCallion • Sue McFadden, Ward 10 • Patricia Mullin, Ward 2



City Manager's Message

Our Future Mississauga has been a broad and inclusive strategic planning initiative that inspired thousands of people to dream about our city's future. On behalf of the City's Leadership Team, I would like to thank everyone – our Council, the community and our City employees – for working together to create a Strategic Plan that will chart Mississauga's transformation into a city of the 21st century.

This Our Future Mississauga Strategic Plan, and the Action Plan – the document that will put our Strategic Plan into practice – are the result of listening and incorporating the ideas of our residents, our businesses, our youth, our employees and our elected officials. We learned that we've already done great work during the last 35 years. People who live and work here love this city. Now it is time to move forward with the initiatives outlined in the Plan.

Our Strategic Plan is not a document that will collect dust on a shelf. The vision statements

will be the roadmap to guide our decision-making, business planning and budget-setting processes for the next 40 years. The Plan will ensure we make the right choices as we continue to build our community by expanding our transit system, creating walkable neighbourhoods, developing innovative live-work neighbourhoods and building great public spaces – the kind of sustainable, exciting urban environment our residents say they want.

I speak on behalf of all City employees when I say we are committed to the Our Future Mississauga Strategic Plan and Action Plan. Most importantly, we are committed to results and will be preparing an annual "progress report" to measure and report on our efforts as well as highlight our successes along the way.

With the ongoing support and commitment of Council, the community and City employees, I am confident that Mississauga will achieve our vision of a 21st century city where people choose to be.

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



From left to right, top to bottom: Martin Powell, P. Eng., Commissioner Transportation and Works • Edward R. Sajecki, P. Eng., M.C.I.P., Commissioner Planning and Building • Paul A. Mitcham, P. Eng., MBA, Commissioner Community Services • Brenda R. Breault, CMA, MBA, Commissioner Corporate Services and Treasurer • Janice M. Baker, CA, City Manager and Chief Administrative Officer



Community Advisory Group's Message

“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.” – Margaret Mead

Mississauga has experienced that change firsthand, through the enthusiasm and ideas that emerged throughout the Our Future Mississauga community engagement project. This has been a landmark moment in determining and planning the kind of future that we want for Mississauga. The members of the Community Advisory Group (CAG) are proud to have been part of this process.

Throughout, we engaged in a meaningful dialogue with the Our Future Mississauga project team and with municipal leadership. We congratulate the Members of Council and staff for initiating such a thought-provoking and inclusive strategic planning exercise – one that's unlike anything the City has attempted before.

As a partner in this process, we wholeheartedly endorse this Strategic Plan and the Drivers for Change on which it is based. Never before has Mississauga had more reason, or been in a better position, to take advantage of its tremendous opportunities – to unwrap its hidden jewels, express its diversity, and make our communities more healthy, liveable, green and affordable.

This is a plan that can make our vision a reality. A plan that will provide a framework for our city for the next forty years. However, the City of Mississauga can't do it alone. The community must take ownership of the Plan and stay engaged in its progress. All members of our community – from youth to the business community to cultural groups, community groups and residents – can play a role in realizing the vision our Strategic Plan describes. We are committed to doing our part in that, and to championing the implementation of this new vision for the city as our community's exciting future unfolds.

Husain Aboghodieh

University of Toronto

Sarah Balkissoon

Canadian Hindu Arts and Cultural Society

Glenn Barnes

Tetra Society of North America and
Coalition for Persons with Disabilities

Helene Burrowes

Malton Community Festival

W.J. (Bill) Checkley

Pitney Bowes Management Services
Canada Inc.

Audrey Chiang

Mississauga Board of Chinese
Professionals and Businesses

Robert Freeman

Mississauga Art Gallery

Frank Giannone

Fram Building Group

Kathy Hay

University of Toronto

Nance MacDonald

Square One Shopping Centre

Suzanne Robinson

Canadian Mental Health Association,
Peel Branch

Mike Puddister

Credit Valley Conservation

Feroz Qayyu

Mayor's Youth Advisory Committee

Kees Schipper

Citizen

Boyd Upper

Whiteoaks Lorne Park Community Association

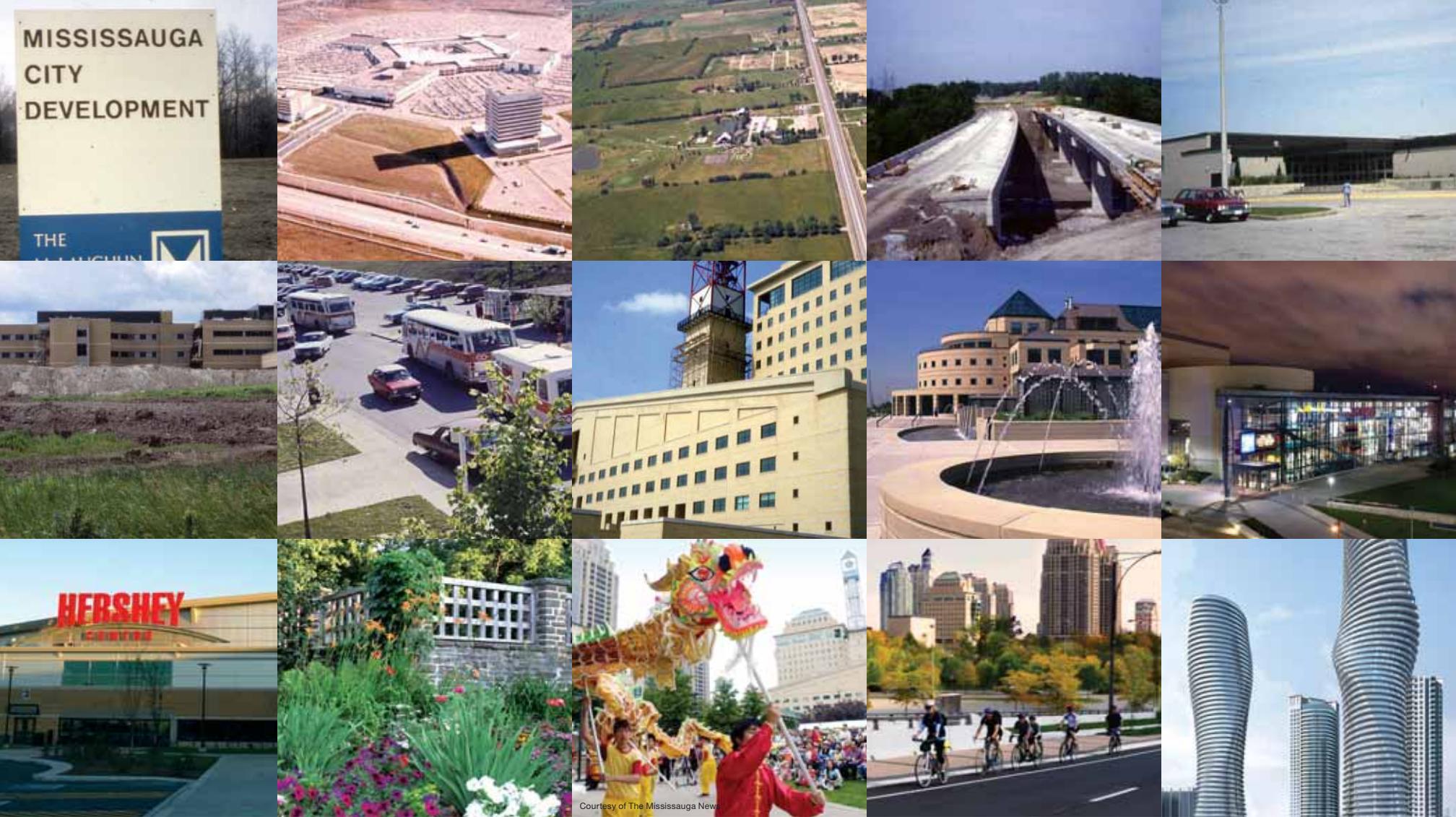
Shelley White

United Way of Peel Region



Building a City for the 21st Century

As Mississauga has evolved, we've been fortunate to have strong leadership, a vibrant economic base, and a community that's shown passion and pride – all of which are key ingredients to building a great city. Yet the process of city-building never ends.



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1. Carr Farm, Sign for S.B. McLaughlin Development, Downtown Mississauga, 1972 **2.** Square One Shopping Centre, 1973
3. Hurontario Street, 1974 **4.** Bridge for Highway 403 over the Credit River, 1982 **5.** Clarkson Arena and Community Centre, 1982 **6.** Credit Valley Hospital, 1984 **7.** Port Credit GO Station, 1986 **8.** Mississauga Civic Centre, 1986
9. Central Library, 1992 **10.** Living Arts Centre, 1997 **11.** Hershey Centre, 1998 **12.** Riverwood, 2006 **13.** My Mississauga, Civic Centre, 2008 **14.** The Thomas John Dale Bridge, 2008 **15.** Absolute World I: Downtown Mississauga, 2011



Just think of all we've experienced in our 35 years



The 1970s saw amalgamation – the creation of our city – as well as the construction of Square One, the dawn of greenfield development, the beginnings of Mississauga Transit, and the influx of young families.

The 1980s were a time of significant population growth, major investments in infrastructure such as roads, sewers, transit, city facilities, our two hospitals, and the opening of our civic symbol, the new City Hall.

In the 1990s, we saw an increase in immigration, the construction of key new facilities like the Hershey Centre, Living Arts Centre, Central Library and the evolution of Mississauga from a bedroom community to a net importer of jobs.

Now, in the 21st century, we stand as one of the world's most diverse cities, a leader in attracting businesses, and home to an outstanding system of parks, trails, community centres and libraries as well as having the third largest transit system in Ontario.

We've reached an exciting stage in our development. Mississauga's growth to date has been rapid and has grown out to reach all four corners of the city. Now, we as a city must continue and grow up.

To do that, we need to identify what we're already doing well, and where we need to improve. We need to understand how the people who live and work in Mississauga – our citizens and businesses, our community groups and institutions – feel about the city's status and potential.

That's what the Our Future Mississauga community engagement project was all about. Launched by Council in 2007, it aimed to capture the shared hopes of the city, all leading to a plan – this Strategic Plan. It focuses on a vision for the city and five specific areas, what the Our Future Mississauga process identified as the Strategic Pillars for Change.

The Strategic Plan will serve as a litmus test for projects, policies and actions that our city is involved with. It will guide decision-making in our city as we move forward for the next forty years.

It's important for cities to set audacious goals. We need to dream, but dreams won't be realized unless we take action. Clear direction from Council was that this Plan must be a plan of action. True to this direction Council has not waited until the plan is finalized and many actions are already underway.

The Strategic Plan promises to foster an even more dynamic community, social and economic life for our city in the 21st century.



Bruce Carr
Director, Strategic Planning
Planning and Building Department
April 2009



Our Future Mississauga



How We Got Here

Like every forward-thinking municipality, the City of Mississauga needs to confront the challenges, embrace the opportunities, and capitalize on the assets that will allow us to continually grow. We need to think about how we can develop in a dynamic and sustainable way, in every respect – socially, culturally, economically, physically, recreationally, and environmentally. And we need to create a workable plan to help us achieve our collective vision.

In June 2007, Council initiated a project that will help Mississauga to do just that. It was called Our Future Mississauga, and it was designed to be a conversation – the most comprehensive conversation ever held in the city.

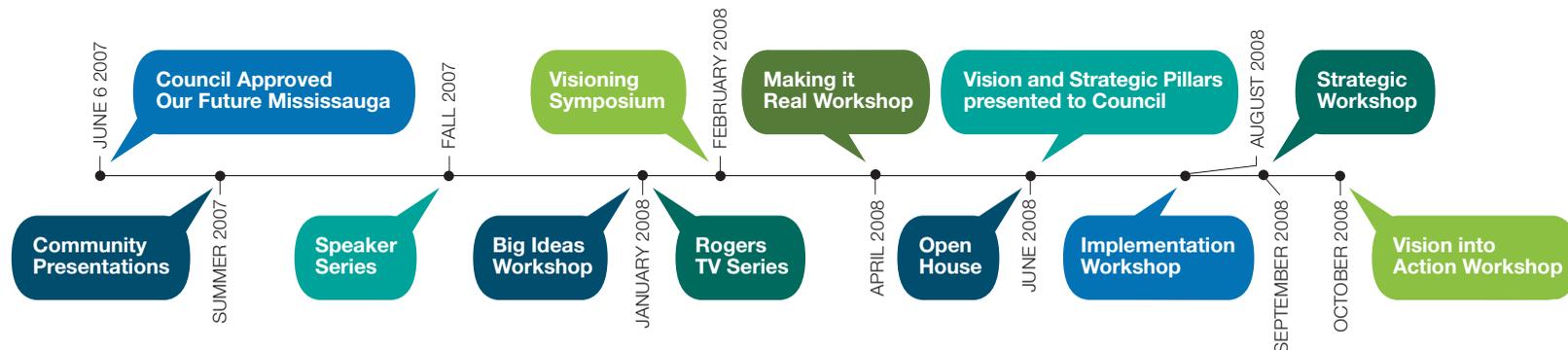
This conversation has allowed individuals representing all parts of the city and all aspects of city life – all interests, ages, geographic areas, socio-economic groups, cultural backgrounds, and ranges of experiences – to share their hopes and dreams for the city.

Although Council, City leadership and staff contributed greatly to the process, Our Future Mississauga reflects the ideas and vision of the people who live and work here.

This civic conversation was divided into five phases, each building on and informing the next. The first three – **Reconnaissance, Inspiration** and **Vision** – captured the initiatives and innovative thinking already underway in Mississauga and gathered literally thousands more ideas. This led to phase four, **Direction**, where we distilled the common themes heard during the outreach and consultations into 18 Drivers for Change. These, in turn, formed the basis of phase five, **Plan**: creating a vision for the city and updating our Strategic Plan.

A comprehensive Community Engagement and Directions Report, released in June 2008, summarizes the process.

Our Future Mississauga Milestones





Why Now?

The City of Mississauga has had a Strategic Plan in place since 1992. Its most recent update was approved by Council a decade ago, in 1999. This has been the foundation on which policies and decisions have been made as the city has continued to develop. Quite simply, it's time for another update as Mississauga is at an important crossroads.

Incorporated in 1974, Mississauga is a young city. Our history to date has been shaped by a clear strategy of suburban growth, strong service delivery, and prudent fiscal management. We've grown from a collection of cherished villages to Ontario's third-largest city, and the sixth-largest in Canada. But where do we go from here?

As a maturing city, but not yet mature, we have to think hard about some key issues:

- How do we get around Mississauga and adopt a balanced approach to transportation?
- How can we go “green” and grasp the opportunity to become environmentally friendly and sustainable?
- How can we create wealth in our community and become a competitive global city?
- How do we embrace and take advantage of our incredible social diversity?
- How can we positively influence our quality of life and citizens' sense of well-being?
- How should we invest in creativity and knowledge to attract and retain the best and brightest?
- How can we create a vibrant downtown – a civic, cultural, retail, economic, residential, transportation, entertainment, recreational and employment hub for the city?
- How can we strengthen our role in and gain more advantage from being part of the Golden Horseshoe?

These were the questions that framed the conversations held throughout the Our Future Mississauga process.

The five steps that made up the conversations; **Reconnaissance, Inspiration, Vision, Direction** and **Plan**, involved thousands of people, a variety of events and generated thousands of ideas.

Reconnaissance included interviews with community members and City leadership; an analysis of current conditions; circulation of puzzle pieces throughout the city to solicit public input; community meetings and presentations; youth outreach; city tours; a website; the creation of a Community Advisory Group, CAG (community representatives); and a Strategic Advisory Group, STAG (City of Mississauga directors).

The **Inspiration** phase encouraged the community to “think big” about the future of our city. A Speakers Series, held in October and November 2007 at Hammerson Hall, Living Arts Centre, featured urban experts and other leading thinkers. Among the speakers were Stephen Lewis, Dr. Roberta Bondar, Justin Trudeau and Jan Gehl. The events were a great success, and ignited enthusiasm among Mississauga residents. Inspiration also came in the form of a three-part series on Rogers Television aimed at generating conversation about the future of our city.

During the **Vision** phase the community had the opportunity to collaborate on issues most important to the future of their city. A two-day public symposium in February 2008 attracted over 550 people and generated over 5,000 ideas, helping to establish the vision of Mississauga's future.

In the **Direction** phase we distilled the common themes heard during the community outreach and consultations into 18 Drivers for Change.

The **Plan** phase was the development of the Strategic Plan and Action Plan for Mississauga. The ideas generated in the preceding phases laid the foundation for these documents.



What did we hear?

Through the public engagement process, it became clear that Mississauga has many attributes that make this a great place to live, work and play. In addition, numerous plans, initiatives and programs are already underway that will contribute to our quality of life, and help the city achieve its vision. Information collected during the **Reconnaissance, Inspiration** and **Vision** phases provided a consensus on what we're doing particularly well. Here are the positive attributes we heard from our consultations:





Economic Stability and Business Opportunities

- Mississauga has competitive tax rates, great facilities, services and programs, and excellent transportation links that continue to attract business to and create employment within our city.
- The city is a strong and diverse business centre with 59 Fortune 500 Canadian head offices and 1,300 multinational firms serviced by well maintained roads, major freeways, freight and rail services and Pearson International Airport.
- There are key economic clusters in the city including ICT (Information, Communication and Technologies), as Mississauga is recognized for having one of the best fibre optic and communications infrastructures in North America; Automotive and Aerospace; FIRE (Canada's largest concentration of Finance, Insurance and Real Estate firms); and Life Sciences.
- With a focus on enhancing our amenities and attracting new and innovative businesses and employment, Mississauga is engaged in initiatives such as Downtown 21; the Official Plan Review; the Culture Master Plan; the Office Strategy; the Parking Strategy; and the Employment Land Studies. The City has also developed a five year transit ridership strategy.

Environment, Health and Safety

- For the 9th consecutive year (in 2008), Mississauga ranked as Canada's safest large city when compared with other major Canadian cities. Mississauga works with residents, businesses, schools and Peel Regional Police to deliver proactive crime-prevention programs.
- In November 2006 Council established an Environmental Advisory Committee to make recommendations regarding environmental policies, issues and practices. Mississauga has already implemented a number of innovative environmental initiatives.
- The Hershey SportsZone, community centres, arenas, parks and programming offer residents a wide range of recreational activities to promote health and active living. Community events such as the annual Mississauga Marathon increase awareness and participation in healthy activities.
- Work is underway on studies to help us implement green technologies, provide green transportation alternatives, and encourage healthy living for youth and older adults. These include the Environmental Master Plan; the Green Development Strategy; and the Cycling Network Plan and Implementation Strategy.





Well-Established Infrastructure

- As Canada's sixth-largest city, Mississauga has a sizeable infrastructure inventory of almost \$8 billion. The city's extensive infrastructure supports the delivery of key services such as roads and transit, ensuring the efficient movement of people and goods throughout our city.
- Infrastructure also takes the form of parks, trail systems, green spaces, community centres and libraries, which enhance the quality of life for residents. As well, the City has invested in larger facilities such as the Hershey Sports Complex and Living Arts Centre, which attract national and international events to Mississauga.

- Transit and infrastructure studies and strategies have been launched to explore future service options and growth opportunities. These include the Growth Management Study; the Feasibility Study for Higher Order Transit on Hurontario; the Bus Rapid Transit (BRT) Environmental Assessment; the Smart Card Fare Initiative; the Lakeshore Corridor and Dundas Street West Corridor Studies; the Asset Management Study; and the Waterfront as a Premier Destination Study.
- Mississauga is home to quality education and health care facilities. Schools servicing a range of educational needs are available across the city including the University of Toronto, Mississauga, one of the most highly respected research institutions in North America. Quality health care is available at both Trillium Health Centre and Credit Valley Hospital where infrastructure investment has provided for state-of-the-art medical facilities.





Quality Municipal Programs, Services and Fiscal Prudence

- In a 2008 Environics survey, 85% of residents indicated they were satisfied with the municipal programs and services offered by the City.
- Mississauga has one of the largest public library systems in Canada, with over 300,000 users, 18 branch libraries and a multi-floor Central Library. Library usage is increasing each year.
- “My Mississauga” transformed our downtown into one of the biggest outdoor community centres in Canada, with more than 60 free festivals, events and activities.
- The final plan for downtown parks and public spaces, based on the principles of “Placemaking,” is beginning to create vibrant public spaces as our downtown continues to evolve.

Courtesy of LP Photography



Courtesy of The Mississauga News

- By introducing a variety of operational efficiencies and new revenue sources, as well as undertaking a detailed, systematic review of all services and cost pressures, the City continues to work toward limiting its property tax increases while maintaining service levels.
- A new City Business Planning process integrates our strategic planning and work planning processes and helps to align our work efforts and budgets to our strategic priorities, by clearly defining and measuring resource requirements, service levels, outputs and outcomes.
- Additional work is underway that will continue to define our priorities and set our targets for future service delivery in key areas, including projects such as a Public Art Policy, the Accessibility Planning and Policy Review to implement Provincial Accessibility Standards, and the Fee Assistance Program.

Strong Leadership and Staff



- The City has a history of strong leadership, and a stable political environment. Our position as a leading municipal government is a result of Council and staff working together with a joint commitment to upholding public trust, providing a high quality of life for our taxpayers, and delivering excellence in public administration and services at a reasonable cost.
- Mississauga residents agree that the City is doing a great job. Independent surveys over the last 10 years have consistently demonstrated that a range from 84% to 89% of Mississauga residents are satisfied with their municipal government – the highest rating for any municipality in the Greater Toronto Area (GTA).
- Independent surveys of City staff confirm that their consistent high satisfaction with the City and their jobs keeps them focused on delivering quality services to our residents and the community. When compared to other municipalities in the survey database our employees consistently have the highest engagement scores.

Building on Our Foundation

This process confirmed that we have a firm foundation on which to build an exciting future. In the five areas just noted, and in many other areas, we need to maintain a steady course and continue to perform.

Beyond building on our strengths, we know from the consultation process that we can also improve in other areas, and seize some key opportunities before us. That was the focus of the fourth phase of Our Future Mississauga, called **Direction**.

Where do we need to focus our resources to shape our city for the future? All of the ideas collected from the community were distilled into what was called the Drivers for Change. This is what would inform our final phase, called **Plan**.





Drivers for Change

The themes and ideas that resonated most deeply out of the Our Future Mississauga community engagement process came to be known as the Drivers for Change. These are the opportunities, internal challenges, and external forces that will affect planning for the city. The community's spirit, pride and passion for the city are captured in these 18 Drivers for Change.





1 City of Hidden Jewels

Mississauga has numerous natural and man-made assets that any municipality would envy; however, many haven't been leveraged to their full potential. These hidden jewels need to be explored, celebrated and elevated, in order to contribute fully to the overall quality of life in Mississauga, and the identity of the city. Cultural diversity is yet another "jewel," whose richness can be better reflected in the cityscape of Mississauga.

2 Tremendous Opportunities

Mississauga has built out to its urban edge. Much of the city is entering a period of second generation growth, where new development must be absorbed within the existing urban footprint. The timing is perfect – we have an opportunity, right now, to step back, assess what has occurred, prepare critical plans to ensure that future development fills in the gaps in the urban fabric, and implement a shared vision for the future.

3 An Engaged and Energized Population

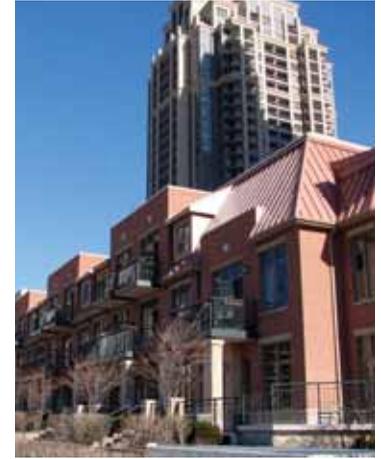
We can only realize a shared vision for the future of Mississauga with the active support of our citizens. They showed their enthusiasm during the engagement process. We need to reflect their desire, and tap into their sense of community pride and involvement, to make the new vision for the city real.

4 A New Financial Reality

The City of Mississauga has a reputation for prudent fiscal management. Yet as the city has been built out and priorities at the provincial and federal levels have shifted, we have entered a period of slower revenue growth (assessment revenue) and increasing costs (e.g. infrastructure, transit). As we plan our future, we must recognize these economic realities.

“This process of shifting mindset is really about a cultural shift...not just about built form, or the way the city looks, but about the values and aspirations, the process and mediums that are used to communicate those values and aspirations, as well as the intangible expressions of them.” **Tim Jones, Our Future Mississauga Speakers Series, October 2007**





5 Density and Pedestrian-oriented Places

Mississauga emerged as a city when the car dominated city planning. The isolation and homogeneity of land uses (vast areas with a single use) poses a challenge. Today, it's time to evolve the urban form of the city. We need to be more heterogeneous, with a "critical mass" of density, and mixed-use, pedestrian-oriented places – healthy street environments where people can more easily walk, gather and cross paths.

6 Placemaking

The city is striving to create a sense of place – a strong, positive identity for each area and the city as a whole. Neighbourhoods need their own personality, a "heart." Great places – unique, welcoming, liveable, beautiful – contribute to an improved quality of life, engage the public realm, and reinforce a sense of community.

7 Affordability

The proportion of older adults, recent immigrants and low income households is growing in Mississauga – all three cohorts are particularly sensitive to issues of affordability. We must focus on the ability to live affordably, especially with respect to the cost, availability and accessibility of housing and transportation.

8 More Living Options

Shifting demographics will demand that we create new types of places and spaces, offering more options for aging in place (friendly environments for older adults), and for attracting a younger population (vibrant business, recreation and education opportunities). Both realities demand more and better options for moving around Mississauga.



"We are creating a legacy for those people we don't even know because we want them to be part of us." **Dr. Roberta Bondar, Our Future Mississauga Speakers Series, October 2007**



9 Innovative Businesses

The city has successfully grown by attracting large corporate employers. But placemaking and wealth creation are also contingent on small-scaled and innovative businesses, creative industries, small high-tech firms, and local start-ups. Encouraging the presence of these types of businesses, and the spaces to accommodate them, will foster entrepreneurialism, more opportunities for Mississaugans, and a more diversified and sustainable economy.

10 Land Use and Mobility

Current land use patterns reinforce increasing car use; land use planning and how people move about must shift for Mississauga to become a sustainable city. The city needs to provide transportation alternatives such as great public transit, and an urban form that supports mixed uses – a myriad of daily activities in proximity – and active modes of transportation.

11 Post-Secondary Educational Opportunities

A city our size should have more than one university, and offer a broader range of post-secondary options. Too many youth feel they must leave home because of a lack of local educational opportunities. Fostering more educational options – perhaps with focused and unique areas of excellence – will draw and keep youth and talent in the city.

12 Modern Day “Port” for Immigration

As a major entry point and destination for immigration, the city has an extraordinary opportunity to celebrate the Canadian experience and help immigrants pursue their chosen professions. Such support would encourage foreign-trained workers to seek out the city and make it their home, enriching them and our community.



Courtesy of LP Photography



13 Expressions of Diversity

Immigration has been a key to Mississauga's growth. Yet this widespread cultural diversity hasn't translated into a rich urban environment, in architecture, services, or retail. Mississauga's diversity has the potential to express itself more prominently, to fundamentally change the experience of the city, and leverage our identity as a mature urban centre.

14 Unveiling the Waterfront

Mississauga has world-class assets with its 22 km Lake Ontario shoreline, the Credit River Valley, and other waterways. For many people, these are some of their favourite areas in the city. Yet not enough Mississaugans, let alone residents of the broader region, are fully aware of our great water resources. These need to be celebrated, elevated, and protected, to enhance recreational amenities and boost the identity of Mississauga.

15 Growth in the Greater Golden Horseshoe

For Mississauga to capitalize on a portion of the growth that's expected in the region, we need to provide the right infrastructure to accommodate growth, be intentional about where we direct growth, and develop the right framework to benefit from such growth.

16 Capitalizing on our Strategic Location

Mississauga is firmly placed at the centre of the Golden Horseshoe – one of the largest and most economically influential city-regions in North America. This is the moment to capitalize on this geographic opportunity. The city can position itself to be, among others, a regional cultural, recreational, entrepreneurial, and educational centre.



17 Health and the Environment

The health of people and the health of the environment are inherently linked, and are a 21st century imperative. We need to think of both when reshaping our living environments. This relates to strategies that enable healthy lifestyles and that secure a clean, sustainable environment.



18 Evolution of the Downtown

The geographic heart of the city, Mississauga's downtown, has developed rapidly as a civic, commercial and residential hub. Transformation is happening now, and needs to be shaped to achieve a desirable urban form and mix of uses, in keeping with other city-wide objectives.

Drawing on the Drivers for Change, the Mayor, Members of Council, the City Manager and Commissioners, and members of CAG and STAG moved from dreaming about our future to developing the actions to realize our vision. This group developed the Vision Statement and the five Strategic Pillars for Change.

“In this closed system, this planet Earth, every action has consequences, everything we take from the ground, everything we discard, has an impact, and that’s something we cannot just wish away anymore.” **Justin Trudeau, Our Future Mississauga Speakers Series, November 2007**



A nighttime photograph of a city skyline, likely Mississauga, Ontario. The sky is a deep blue, and the city lights are glowing. Several high-rise buildings are visible, with their windows illuminated. The lights create a bokeh effect in the foreground. The overall mood is vibrant and modern.

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.



Behind the Vision

Inspire the world – speaks to the engaged and energized population that lives, learns, works, and plays in Mississauga.

Dynamic and beautiful – reflects the hidden jewels that we have in Mississauga, and the need to elevate their presence in the province and the country. In addition, the expectation is that the already visible parts of the city will evolve to have increasingly dynamic and beautiful buildings, streets, and open spaces.

Global city – Mississauga is becoming one of the most diverse cities in the world, with 47% of our population born outside Canada. A global city is also a connected city; with Pearson International Airport in Mississauga, we're well connected to the world.

Creativity and innovation – Mississauga will become a city that values innovative and creative industries, invests in small-scale entrepreneurialism, and places an emphasis on education, arts and culture. Creativity and innovation are also expected in the City's future designs of buildings, streets, plazas, and parks.

Vibrant – speaks to the desire to create a city that expresses its diversity through community celebrations and festivals.

Safe – Mississauga is known and wants to retain its reputation as the safest big city in Canada.

Connected communities – the next few decades will be about improving connections, whether investing in public transit, a more connected street network, active modes of transportation, or fostering communities that are designed to improve social interaction.

Diversity of our cultures – Mississauga is incredibly rich in cultures and must bring that to the foreground, in the physical form of the city, and in supporting new immigrants by investing in education, accreditation, social and community infrastructure.

Historic villages – reminds us of our rich past and where we have come from.

Lake Ontario and the Credit River – Mississauga will protect and enhance the natural features we have been blessed with, and will become a leader in the “green” movement to do our part to improve and protect the planet for future generations.

A place where people choose to be – We want this choice to apply to all aspects of the city; we want people to choose to be in the city in general, as well as choose to walk down our streets, visit our attractions, locate their businesses, shop in our stores, enjoy our trails, take our public transit and socialize in our public spaces.

“You don't have to be elected to have a part to play in your community and your city. An individual has an important role to play. We just have to give them an opportunity to play that role.” **Mayor Hazel McCallion, Our Future Mississauga, Visioning Symposium, February 2008**





Strategic Pillars for Change

The Vision Statement and the Strategic Pillars for Change provide the structure for and give direction to the final phase of the Our Future Mississauga process: **the Strategic Plan**, our municipality's highest level policy document, created to shape and direct strategic decision-making for our city.

On June 24, 2008, through a Public Open House, the community was given an opportunity to see the results of their contributions to the conversation, and comment on the refined and consolidated outcomes of the conversation thus far. Following this event, the Vision into Action Workshop invited Members of Council, the City Manager and Commissioners, CAG and STAG to refine the Action Plan. The goal – to ensure the viability and implementation of the Strategic 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 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.

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.





move

developing a transit-oriented city



belong

ensuring youth, older adults and new immigrants thrive



connect

completing our neighbourhoods



prosper

cultivating creative and innovative businesses



green

living green

Strategic Pillar for Change



Developing a Transit-Oriented City



move

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.

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.

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.

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.



Developing a Transit-Oriented City

Mississauga's transit system is one of the busiest in the province. The City has set aggressive targets to increase ridership and modernize the system, to make taking transit easier, more comfortable and more convenient for all.

We're also entering an era of higher order transit. The City is about to break ground on an east/west inter-regional bus rapid transit line (BRT), to traverse the length of our city and link downtown Mississauga with the Airport Corporate Centre, Pearson International Airport, and eventually the Toronto subway. We are exploring the possibility of higher order transit on other corridors, namely Hurontario Street (Port Credit to Brampton), Dundas Street and Lakeshore Road. Metrolinx, in their integrated multi-modal transportation plan for the Greater Toronto and Hamilton area, has identified key locations in Mississauga for growth and development as part of the Regional Transportation Study. While Mississauga is heading in the right direction, we must not underestimate the challenge of transforming Mississauga into a transit-oriented city, or the importance of doing so.

In 2008, Mississauga's transit modal split (the percentage of people who take transit) is approximately 11% for transit usage. Throughout the Our Future Mississauga process, we heard how important it is to invest in public transit in order to build a multi-modal city; in fact, it is the community's number one expressed priority with almost 25% of all puzzle piece comment cards referencing this need.

Mississauga was designed for and has grown up with the private automobile. In creating a transit-oriented city, the challenge is not just introducing rapid transit to our city, but re-imagining our streets, communities and land use patterns to create a walkable city; after all, all transit trips start and end as walking trips. Furthermore, many trips that currently use motor vehicles can be replaced entirely by walking trips. Mississauga can learn a great deal about the types of investments that are required to achieve a vision of a walkable,



"I thought how could you reintroduce Rapid Transit in a way that was completely outside the box, that would also give you an iconic symbol for your community that no one else has? ...and I thought why not skytrams, why not gondolas?" **Glen Murray, Our Future Mississauga Speakers Series, October 2007**

bicycle-friendly, and transit-oriented city. Why is transit such a key focus? Consider the following implications and the critical issues facing Mississauga as we begin the 21st century:

Infrastructure costs and a healthy city. Vast areas of single land uses limit the viability of alternative mobility options such as transit and cycling, and require movement by automobile. This situation has led to unsustainable and unhealthy consequences. Costs to the municipality are higher, such as servicing roads, transit, and providing community infrastructure. Research conducted by the Ontario College of Family Physicians also indicates direct linkages between automobile-dependent places, inactive lifestyles and the growing rates of obesity and heart disease across age groups. Children, women and older adults are particularly vulnerable to the detrimental impacts of automobile-dependent development patterns.



The environment. Transportation has evolved as one of the greatest contributors to greenhouse gases, and greatest consumers of energy, mostly fossil fuels. In the Greater Toronto Area, the top 10 contributors to greenhouse gas emissions are located in the lower density suburbs, and their high emissions are largely due to private automobile use. In Mississauga, we need to re-think how people and goods move around – the mode of transportation required, the distances traveled, the energy consumed, and the land and infrastructure required. As Larry Beasley, former Planning Director for Vancouver, noted at the Our Future Mississauga Speakers Series, “The best transportation strategy is actually a land use strategy.” By bringing things closer together in Mississauga, we can mitigate many of the negative environmental, social, economic and health issues that have resulted from our policies in the last three decades.



Affordability. For many residents, a major barrier to living affordably is transportation costs – specifically automobile ownership. In many of our low-density, single-use residential neighbourhoods, automobile ownership is required. The private automobile isn’t going away, but residents also need non-automobile modes of transportation, and strategic intervention to provide choice. Sometimes, enhancing connections (a well-served transit stop, the ability to walk to school or the corner store) creates significant, positive impacts beyond affordability, such as a greater sense of community.

An aging population. Mississauga’s aging population has dramatic implications for the infrastructure of the city and service delivery. Many residential subdivisions have few, if any, amenities within walking distance, and are not well served by transit. These are particularly unfriendly environments for older adults. Without access to an automobile, they can face social isolation, or lengthy travel times for any complex trips. It’s not just older adults who need improved options for moving around Mississauga. Youth can also be disadvantaged in an automobile-dependent landscape such as Mississauga, and need transit options.

As Jane Jacobs said, “Streets and their sidewalks, the main public spaces of a city, are its most vital organs.” To devote our streets almost entirely to the private automobile robs the city of the great benefits of urban life.

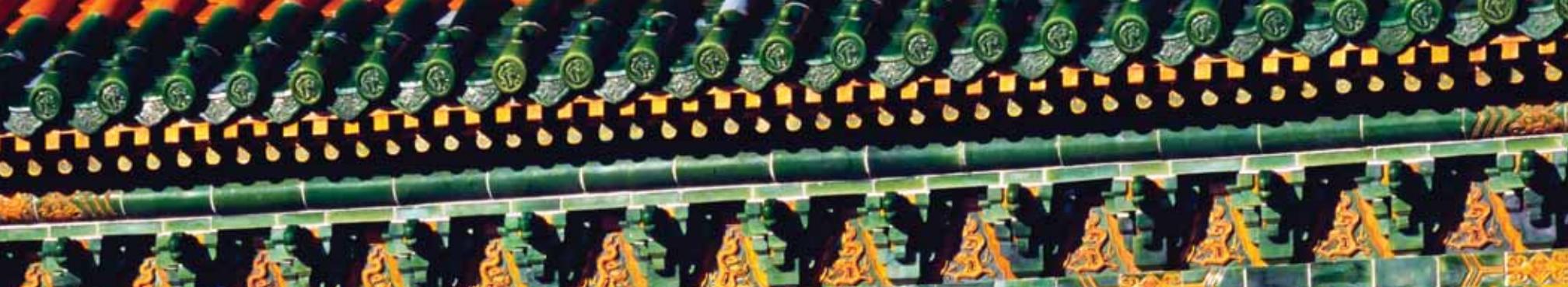
In Mississauga, current land use patterns favour automobiles – and without changes to these patterns, vehicular traffic and congestion will only increase. To alleviate the situation, the city will need to provide alternatives such as great public transit, complete streets with inclusive cross-sections and an urban form that supports walking and active modes of transportation.

The challenge over the next few decades will not be achieving density, but rather directing and shaping density into a desirable form at specific locations – and ensuring that density brings a mix of uses. Creating places where people are able to undertake a myriad of daily activities in proximity will diminish the need to travel extensively, and reduce the dependence on automobiles.

Strategic Pillar for Change



Ensuring Youth, Older Adults and New Immigrants Thrive



belong

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.

Strategic Goals

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.

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.

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.





Ensuring Youth, Older Adults and New Immigrants Thrive

The makeup of Mississauga is changing. Almost half our population, 47%, were born outside Canada; between 2001 and 2006, over 70,000 new immigrants arrived in Mississauga, and we remain a preferred location for newcomers to Canada.

Those aren't the only dramatic demographics. Over the next 20 years, it's projected that the proportion of the Mississauga population age 55 and older will rise from 20% to 38%. At the same time, all age groups 44 and younger are expected to decline, with the 20-34 year-old age group declining the most significantly. As a city, we are rapidly growing older compared to other municipalities across Ontario and Canada.

Many residents, business leaders and community groups have made it clear that the city needs a vision and strategies that welcome, celebrate and engage youth, older adults and new immigrants. We need to ensure that these groups have ample opportunities to live, learn, work and play in Mississauga. We are aware of some of the big challenges facing us. Consider the following implications and critical issues facing Mississauga as we begin the 21st century:

Changing demographics. The City's Older Adult Strategy provides an overview of the demographic shift that will occur over the next 30 years, and the way our programs, services and facilities need to evolve. For example, many of our residential subdivisions have limited amenities within walking distance for older adults.

Affordability. Young adults and new immigrants can be equally sensitive to affordability. In fact, for any household earning less than \$46,200 gross income annually in Mississauga, affordable housing is essentially unavailable. As Mississauga continues to experience change in the numbers of older adults, youth and recently arrived immigrants – and the presence of low income households – we must address issues around affordability.

Attracting young adults. The ability to attract this demographic to a city is an indicator of overall urban health. It's essential for Mississauga to embrace the desires of young adults, e.g. a vibrant night life, a strong post-secondary education presence, opportunities for creative work and entrepreneurialism, and a mix of diverse housing types located in key locations throughout the city. The right strategic actions can help retain and attract young adults, and in turn stimulate the growth of the creative industries, smaller high tech firms and the arts and culture sector – all of which are key sectors to drive Mississauga's future economy.



“Mississauga is becoming, or has already achieved a quite astonishing and exhilarating diversity...and might well evolve into the single most diverse city in the world.” **Stephen Lewis, Our Future Mississauga Speakers Series, October 2007**

Embracing diversity. Our cultural and religious diversity is a visible part of the fabric of our city, and should be recognized and celebrated on a continuous basis.

Recognizing foreign credentials. New immigrants often experience difficulty in having their foreign credentials recognized by the equivalent Canadian professional organizations, resulting in unemployment or underemployment, low income, overwork and domestic stress.

Getting involved in local government. Newcomers need to be educated on opportunities available in local government such as the ability to serve on various boards and committees.



Places of religious assembly. Places of religious assembly, which also function as cultural centres for many new immigrants, must be part of the “foreground” of Mississauga and become an integral part of our residential communities.

“We all say diversity is our strength, but how do we capitalize on that as our competitive advantage?” asked Tim Jones, President and CEO of Artscape, during the Our Future Mississauga Speakers Series.

By responding to our demographic shifts, Mississauga’s Strategic Plan can ensure that our young people, older adults and new immigrants see our city as a preferred location, and are able to contribute to our civic life and prosperity.

Strategic Pillar for Change



Completing Our Neighbourhoods



connect

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.

Strategic Goals

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.

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.

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.



Completing our Neighbourhoods

There's no question that in just 35 years, Mississauga has built an impressive legacy. The city is home to:

- A thriving community of over 700,000 people;
- Major cultural and theme festivals every year;
- Walkable villages in Port Credit, Streetsville and parts of Clarkson, Malton, Cooksville, Erindale and Meadowvale;
- Two heritage conservation districts (Old Port Credit Village and Meadowvale Village);
- Two public museums (Bradley Museum and Benares Historic House) and art galleries such as the Art Gallery of Mississauga, the Living Arts Centre Gallery and the Blackwood Gallery at the University of Toronto, Mississauga;
- 120 kilometres of trails through the city's parks, and along the shores of the Credit River and Lake Ontario;
- Almost 500 parks, representing approximately 2,720 hectares (6,721 acres);
- Strong inter- and intra-city connections through major arterial roads, highways, bus transit, rail and an international airport; and
- A major attraction in Square One shopping centre.

Mississauga is on its way to becoming a complete community. A "complete" community is one within which individuals can live, learn, work and play. It's a community where you can achieve your daily needs through easy access to active transportation, such as walking, cycling or taking the bus.

Complete communities or neighbourhoods exist in some of our original villages. But these villages operate in isolation from the balance of Mississauga; they need to be connected to each other and to the city. Mississauga also has homogenous pockets of land use, and generally relies on the private automobile for the most basic everyday functions, such as getting to school, shopping, going to work, socializing and engaging in recreation.

A truly "complete" city is connected physically, visually and emotionally. It's a city where people inspire places, and places inspire people; a city where neighbourhoods and communities are linked; where we have a balance of land uses, and strategic growth. Mississauga's vision for the future is to be a "complete" city.

That requires careful planning, as well as recognition of some of the issues and forces shaping us. Consider the following implications and the critical issues facing Mississauga as we begin the 21st century:

Being built out. In only 35 years, the city is at a point of almost being "built out" in terms of greenfield development. We need to ensure that in the next 35 years we achieve a "complete" and connected community – there will not be another chance.

Our "hidden jewels." The Lake Ontario waterfront, the Credit River and the city's historical villages are unique and unrenewable resources. We must conserve these resources for future generations, celebrate them, and make them part of our city's identity, to emotionally and physically knit together the city.





The environment. The city must take advantage now of the global awareness, and national and provincial government commitment, around environmental sustainability and mitigating the impact of climate change. Re-establishing walkable communities where the automobile is not a requirement for all daily needs is a step in the right direction.

A new financial reality. As the city and the world face a new financial reality, our fiscal management strategy has to respond accordingly. The cost of servicing low-density, single-use development is a challenge. Increasing densities, where appropriate, along with a mix of land uses creating a complete community, will provide for more sustainable infrastructure and transit servicing costs.

Seizing the moment. The city must also take advantage of the tremendous public commitment to the future of Mississauga. Residents are energized, motivated and organized. Cities are built up from the “grassroots,” and we already have great examples of public engagement. If we don’t work together now, the moment will be lost.

Directing future growth. Mississauga has a relatively high population density compared to other cities in Canada. As such, the challenge is to direct and shape our future growth into a desirable form, reduce isolation and seek opportunities to reinvent vast areas of single-purpose land uses. The public has stated that they want a “place” within their neighbourhoods, as great places contribute to an improved quality of life and sense of community.

Impact on health. In a 2005 report, the Ontario College of Family Physicians defined urban sprawl as a low-density, car-dependent development, where homes are too far away from stores, restaurants, schools and workplaces for people to walk or ride a bicycle. The report noted that increased driving in these environments, and the resulting air pollutants, has a health impact (e.g. respiratory disease, cardiovascular effects, and reproductive effects).

“True greatness has to be in the city’s DNA, and that is where the civic elements come into play,” says Larry Beasley. “These factors create communities that people can relate to, embrace, even love, because urban success is dependent on people’s individual commitments and dedication to the place.”

Now is the time to create that type of community – to “complete” our neighbourhoods and shape a healthy and sustainable future for Mississauga.



“Throughout history, we can see that contact between people is the number one city function.” **Jan Gehl, Our Future Mississauga Speakers Series, November 2007**



Strategic Pillar for Change



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.

Strategic Goals

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.

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.

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



Cultivating Creative and Innovative Businesses

Mississauga has earned a worldwide reputation for its economic strength, and is acknowledged as a leading place to start or grow a business.

Consider just some of our attributes and advantages:

- Mississauga is strategically located in the Greater Golden Horseshoe, one of the largest and most economically influential city-regions in North America.
- Mississauga is home to Pearson International Airport servicing locations around the globe.
- From Mississauga, businesses have access to a skill and talent pool of 3.1 million employees in the Greater Toronto Area. Mississauga is a net importer of labour.
- More than 57,000 businesses are located in our city, including 1,300 multinational corporations. Fifty-nine US Fortune 500 Canadian companies and 51 Global 500 companies have their head offices in Mississauga.



- Mississauga is home to the University of Toronto, Mississauga (UTM), part of Canada's largest university and one of the most highly respected research institutions in North America.
- Beyond the corporate sector, our arts and culture community is growing. More than 50 non-profit arts groups contribute over \$12 million to the local economy (in wages and supplies), and more than 200 art-specific businesses employ over 2,600 people.

All of this has positioned Mississauga well. Yet throughout the Our Future Mississauga initiative, residents and stakeholder participants expressed a vision for Mississauga that has much more to offer.

In order to create an even more vibrant and prosperous community, filled with opportunity for all, Mississauga has to ensure and improve upon a number of elements. Consider the following implications and critical issues facing Mississauga as we begin the 21st century:



Critical mass. We need a critical mass of small-scaled and innovative businesses to grow and sustain the creative sector.

Post secondary institutions. More post-secondary institutions will attract youth, and nurture a creative pool of talent that can spearhead strong, innovative businesses.

Accreditation of foreign-trained professionals. Our diverse and skilled foreign-trained professionals need accreditation so that they may more quickly participate – socially, culturally and economically – in our community.

Shifting demographics. Mississauga’s shifting demographics will demand that we create new options for daily living in “complete” communities, which will include creative work and entrepreneurialism. These communities will not only support the physical, social and cultural needs of our aging and diverse population, they will also create the vibrant environment that will attract and keep young adults in Mississauga.



“All locations in North America, relative to the world we’re competing with, can be seen as comparatively expensive. The choice of location for businesses, for individuals, for institutions, is increasingly about what qualities places offer.”
Ken Greenberg, Our Future Mississauga Speakers Series, November 2007.

Increased support for arts and culture. Although our city has a number of established arts and culture organizations, and the municipality has invested in arts and culture through infrastructure investment and grant programs, significant increased support is required to support and celebrate our residents’ diverse backgrounds and creativity.

Seizing redevelopment. Redevelopment provides opportunities to attract industries to build communities to world-leading standards of urban and green design, at enviable locations such as the waterfront and downtown. These models could further cultivate and integrate innovative businesses, vibrant cultural and entertainment destinations, and creative communities throughout Mississauga.

Some of the areas that are important to Mississauga’s future fall outside our city’s jurisdiction. We can’t do it all on our own. Mississauga must become an advocate and partner with other organizations – such as post-secondary schools, other levels of government and the local creative and corporate community – in order to bring to reality the vision of Mississauga as a city renowned for creativity and innovation.



Strategic Pillar for Change



Living Green



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

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.

Conserve, Enhance and Connect Natural Environments –

to be responsible stewards of the land by conserving, enhancing and connecting natural environments.

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.



Living Green

Mississauga is blessed with a rich environment and array of green spaces, including natural areas such as wetlands, woodlands, creeks and streams, as well as an inventory of almost 500 parks.

Environmental issues are at the forefront of our conversations these days. Climate change is the issue of our lifetime. It is believed that our actions are reflected in the environment and the quality of the environment directly impacts our health. During the public engagement process, our residents were vocal about the need to conserve and enhance our natural environment. Indeed, Mississauga's citizens are dedicated participants in environmental initiatives. In 2008, the City of Mississauga received a prestigious national award from Communities in Bloom, a program designed to foster civic pride, environmental responsibility and beautification through community participation. More needs to be done. Consider the following implications and critical issues facing Mississauga as we begin the 21st century:



Public health. The health of people and the health of the environment are inherently linked. We need to think of both when reshaping our living environments. Increasingly, we're aware of the responsibility and opportunities for cities to significantly improve the health of its citizens, through two basic strategies: enabling healthy lifestyles; and securing a clean, sustainable environment. Encouraging active lifestyles and breaking the car-dependency of Mississauga citizens will be imperative moving forward to ensure healthier residents, but also to contribute positively to a more sustainable city.

Pollution. Air and water quality, industrial pollution, greenhouse gases, and the state of our natural areas affect all aspects of our lives from personal health to enjoyment of our physical spaces. Our understanding of how different land use patterns and urban forms influence indicators such as energy consumption and greenhouse

gas emissions is changing every day. Transportation has evolved as one of the greatest contributors to greenhouse gases, and greatest consumers of energy (mostly fossil fuels). The next generation of Mississauga residents will need to significantly change how we move people and goods around, re-thinking the mode of transportation required, the distances traveled, the energy consumed and the land and infrastructure required. We will need to provide great public transit and an urban form that supports walking and active modes of transportation. Creating places where people are able to undertake a myriad of daily activities in proximity will diminish the need to travel extensively, and reduce the use of cars.

Urbanization. Climate change and environmental issues associated with urbanization are at the forefront of our conversations these days. Mississauga needs to respond with innovative solutions. From the perspective of urban form the city will focus actions and direct resources towards improving connections and completing communities with walkable, mixed-use centres as well as a range of strategies, including those for LEED-certified buildings and neighbourhoods, green roofs, reducing impermeable surfaces, reducing energy consumption, and expanding the tree canopy.



Quality of fresh water. Mississauga is fortunate to be located on the shore of Lake Ontario, part of the largest system of freshwater lakes in the world. The Great Lakes and their watersheds are home to a huge variety of fish, wildlife and plant species. Residents and businesses in Mississauga depend on Lake Ontario for a safe and reliable source of drinking water. The quality of fresh water and consequently the water coming into Lake Ontario is a major concern. Only one per cent of the water in the Great Lakes Basin is renewed annually through rainfall and snowmelt. We must all be “champions” of the Great Lakes and their watersheds by helping to conserve water use and to protect the quality of our water.

Renewable Energy. Concerns about climate change and environmental impacts along with the rising costs of non-renewable resources demand that we look at alternative forms of energy for our city. Renewable sources of energy such as solar power, wind, rain, tides and geothermal heat need to be considered in order to ensure our sustainability.

We can't do it alone. Environmental protection requires a new level of synergy between the City and other levels of government, conservation authorities, the private sector, non-profit organizations, and the community. But with smart choices, Mississauga has a chance to become one of the leading green cities.





Next Steps

Measuring Our Success

How will the Strategic Plan come alive?

We will use it to:

- Define the city's priorities, processes, and short and long-term plans;
- Prioritize budget and resource allocations;
- Direct the shape of the city such as land use, infrastructure, service and asset management, operations and planning;
- Direct the Official Plan and Sustainability Plan;
- Support the City's position at tribunals such as the Ontario Municipal Board;
- Provide context for staff reports to Council, communications and events;
- Inform the city's media, community and communications strategy; and
- Collect and evaluate performance metrics.

The overall planning for the city will take its direction from the Strategic Plan. The diagram on the following page illustrates the relationships, components and dependencies that make up Council's City Planning Framework. Council, together with all of our key stakeholders, will work to achieve the vision for the city through this framework.

On the community front, we want to build on the synergy that was created during the Our Future Mississauga initiative. The Strategic Plan will be a catalyst for, or will be reflected in, neighbourhood gatherings, community festivals, issue resolution at the local and city-wide levels, and the promotion of publicly-led initiatives. Only with an engaged population will we ensure the sustainability of the Strategic Plan.

Ultimately, the success of the Strategic Plan will be measured in its ability to activate the vision for our city. The Action Plan is an operational document that will enable us to realize the vision. Implementation will be fluid. We expect changes and updates, and will document these in a Progress Report every year for Council's and the community's review. The Progress Report will let us see where we stand on the indicators for each Strategic Pillar for Change and the individual actions related to each pillar.

The time horizon for the Strategic Plan as a whole is intended to be forty years, and it encompasses the broad vision for the city.

COMPONENT	REVIEW PERIOD	RELATED REVIEWS
Strategic Plan Vision	Every 40 years	Official Plan
Strategic Pillars for Change	Every 20 years	Official Plan
Strategic Goals	Every 10 years	Official Plan
Action Plan and Progress Report	Every year	City Business Plan, Corporate Budget





Mississauga City Council City Planning Framework

This diagram shows Council's planning framework and illustrates how Mississauga City Council's planning activities, together with all of our key stakeholders, work to achieve the Our Future Mississauga vision.



Role for the Community

Our Future Mississauga was the most extensive public engagement process ever undertaken by the City. It fully involved residents and stakeholders in developing a Strategic Plan that truly reflects our community's collective hopes.

The conversation doesn't stop here.

Our Action Plan will continue to engage the community at every opportunity in delivering our actions. Public participation will take place in many forms such as web dialogues, public meetings and workshops, as our plans progress.

As well, CAG has committed to continuing as the "community champion" for the new Strategic Plan. CAG's membership represents a broad base of the city's groups and interests. They will be an invaluable resource and partner with Council, City staff and stakeholders in identifying strategic opportunities and monitoring the effectiveness of our action plans.

Having a new Strategic Plan is the first step. Delivering on its actions and measuring our results are the essential next steps. How does our community hold the City accountable for our bold new vision?

City staff will prepare an annual "progress report" for Council and the community based on the indicators, targets, and specific actions set out in the Action Plan. The community will have an opportunity to review the action plans and provide feedback as part of our ongoing, transparent review and updating process.



Our goal is to continue the momentum established by the Our Future Mississauga process. Our citizens have given their time generously, and have expressed a desire to continue to be involved in shaping the destiny of their city. The City of Mississauga will ensure that our strategic planning process harnesses this passion.

Together, working with our community, we will realize the vision for Mississauga, and create an even greater 21st century city.

"... none of this will happen by accident. In a modern city, this kind of shift happens only through deliberate intentions, deliberate activities, (and) you must do this by design." **Larry Beasley, Our Future Mississauga Speakers Series, November 2007**





A Final Thought

The Case for Change

“It takes a lot of courage to release the familiar and seemingly secure, to embrace the new. But there is no real security in what is no longer meaningful. There is more security in the adventurous and exciting, for in movement there is life, and in change there is power.” **Alan Cohen (Author, Chicken Soup for the Soul)**

Change has challenged every generation. And in every generation people resist change. Everyone, either individually or as a member of a community, has needed to make a difficult choice – stay with the familiar that has worked well, or take on with courage the exciting new possibilities that change presents.

In this letter written in 1829, New York Governor Martin Van Buren counselled President Andrew Jackson against change:

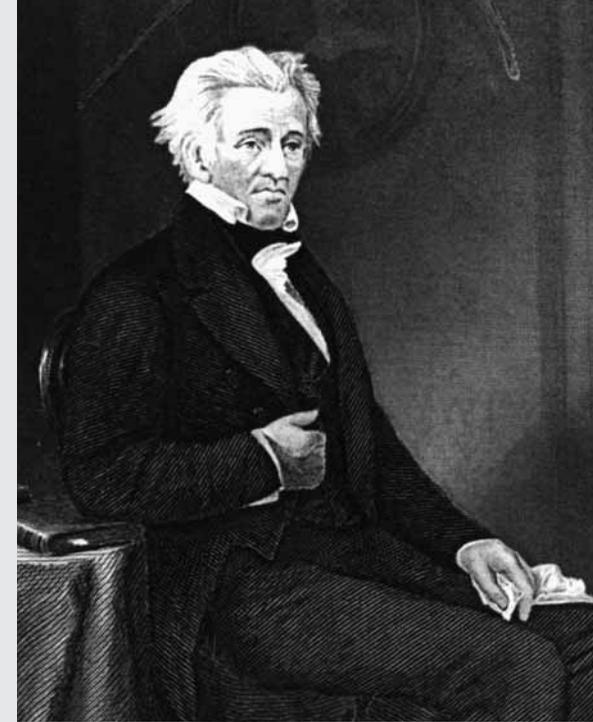
The canal system of this country is being threatened by the spread of a new form of transportation known as “railroads.” The federal government must preserve the canals for the following reasons:

1. *If canal boats are supplanted by railroads serious unemployment will result. Captains, cooks, drivers, hostlers, repairmen and lock tenders will be left without means of livelihood, not to mention the numerous farmers now employed in growing hay for horses.*
2. *Boat builders would suffer and tow-line, whip and harness makers would be left destitute.*
3. *Canal boats are absolutely essential to the defence of the United States. In the event of the expected trouble with England, the Erie Canal would be the only means by which we could ever move the supplies so vital to waging modern war.*

For the above-mentioned reasons the government should create an Interstate Commerce Commission to protect the American people from the evils of “railroads” and to preserve the canals for posterity.

As you may well know, Mr. President, “railroad” carriages are pulled at the enormous speed of 15 miles per hour by “engines” which, in addition to endangering life and limb of passengers, roar and snort their way through the countryside, setting fire to crops, scaring the livestock and frightening women and children. The Almighty certainly never intended that people should travel at such breakneck speed.

We’re so pleased that President Jackson didn’t take Governor Van Buren’s advice. Consider the change we’d face in returning to a time when 15 mph is considered fast?





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Our Future Mississauga

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