





# Mayor's Message

On behalf of my colleagues on Council, I am pleased to present the City of Mississauga's 2010 achievements in three documents: the 2010 Progress Report on our Strategic Plan, the 2010 Highlights Report and the 2010 Financial Report.

Together, they demonstrate the City's commitment to its new Strategic Plan and Action Plan, and the timely, decisive and financially responsible steps we've taken towards achieving our vision for Mississauga as a vibrant and exciting city where people choose to be.

The success of our innovative projects and leading initiatives such as "Inspiration Lakeview," our "Future Directions Master Plan" and "Cycling Master Plan" were possible through the ongoing participation of our residents and key stakeholders in our city-building process. As well, the support of our dedicated City staff helped to deliver the programs and services that contribute to the quality of life we enjoy in our community.

We encourage you to stay informed and involved in Mississauga by reading about our City's accomplishments in these documents. We look forward to even more successes in the year to come as we explore exciting new opportunities to build our "City of the 21st Century."

A stylized, handwritten signature in black ink, appearing to read 'H. McCallion'.

Hazel McCallion, C.M. LL.D.  
Mayor

# City Council



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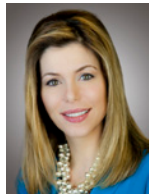
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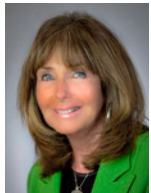
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## City Manager's Message

On behalf of the City's Leadership Team, I would like to acknowledge our City Council, community support and staff commitment in making 2010 another successful year for Mississauga.

This is the second Progress Report to present our accomplishments against the priorities set forth in the Strategic Plan. It is a companion document to the 2010 Financial Report and 2010 Highlights Report, which focuses on our corporate achievements.

We have made excellent progress in the two years since the approval of the Strategic Plan. Work is currently underway on multiple actions in all five of our Strategic Pillars for Change. Some of these, like the new "Official Plan" and "Inspiration Lakeview," will result in transformations that benefit Mississauga for decades to come. Others, like the "Youth Plan" and "Older Adult Plan," encourage the type of civic engagement necessary to continue our progress toward achieving our vision for Mississauga.

Thank you for taking the time to learn about the many exciting initiatives underway.

A handwritten signature in black ink that reads "Janice M. Baker". The signature is fluid and cursive, with the first name being more prominent.

Janice M. Baker, CA  
City Manager and CAO





## City Manager and Commissioners



**Janice. M. Baker**  
City Manager & Chief  
Administrative Officer



**Brenda R. Breault**  
Commissioner,  
Corporate Services & Treasurer



**Martin Powell**  
Commissioner,  
Transportation & Works



**Paul A. Mitcham**  
Commissioner,  
Community Services



**Edward R. Sajecki**  
Commissioner,  
Planning & Building

# Community Advisory Group's Message

“Make no little plans. They have no magic to stir men's blood and probably will not themselves be realized.” – Daniel Burnham

It is two years now since the City of Mississauga set itself on a new defined course with its Strategic Plan. In those two years, the City has taken major steps towards meeting those goals set by the Plan. In reviewing the implementation of the Strategic Goals, the Community Advisory Group\* recognizes that the Plan is well on its way; guiding decision-making, setting priorities and focusing the City's efforts on those specific areas of strategic change that will make our Vision for our future Mississauga a reality.

This year, the Strategic Plan continues to stride on the course originally envisioned. Some important, large-scale projects have come into the public eye and have gained a very encouraging amount of steam from both the public and Council.

The introduction of Mississauga's "Bus Rapid Transit" (BRT) project, accompanied by the MiWay system and the Cycling Master Plan have significantly impacted the fulfillment of Strategic Goals of the "Move" Pillar in the Plan: providing more efficient and faster alternatives to automobiles, improved ridership characteristics, as well as the increased connectedness to surrounding municipalities such as Toronto and Brampton.

The "Belong" Pillar has progressed effectively as well. The Mentorship Program, the Youth Plan, and the Older Adult Plan have made significant headway in supporting all ages in the city. As well, Mississauga was chosen by the International Indian Film Academy (IIFA), or "Bollywood" Festival this year as an IIFA Buzz Location, enhancing the multicultural festivals and events résumé of the city.

Of great importance is Inspiration Lakeview's rapid progress. It has excited the city through the participatory design of a vibrant community that will be an international landmark destination on our waterfront. The project covers a wide range of actions to fulfill the goals of the "Connect" and "Prosper" Pillars, and can act as a catalyst for the beautification of our waterfront communities. Communities across the city will benefit from our increased access to the waterfront, "the jewel in our crown." The implementation of the Downtown21 Plan, including the completion of Celebration Square, will provide the large-scale book-end to connect our communities.

The Strategic Plan heavily focuses on the recognition and exhibition of talent within Mississauga, and two major steps have been taken: the development and approval of the Public Art Program and the initiation of the Public Art Master Plan, both of which highlight and facilitate the showcasing of talent within the city.

\*For more information on the Community Advisory Group, [click here](#) or go to page 37.

The Living Green Master Plan is scheduled for a Fall 2011 completion and will act as a guide to the actions taken to reach the goals of the “Green” Pillar.

A number of smaller actions that complement each other are helping Mississauga stride towards reaching the goals of the Strategic Plan. Cyclist Cross-Ride programs and increased sidewalk creation, the use of the Infrastructure Stimulus Fund to create and improve pools within the community, the introduction of a Cycling Office, the continued implementation of Mississauga’s Culture Master Plan and the creation of the Living Wall as Mississauga’s natural alternative to concrete noise barriers, and the construction of the Garry W. Morden Training Centre.

These actions show that the Strategic Plan’s Pillars and Goals are realistic and attainable. However, there is much to be done in order to reach the full potential of what the Strategic Plan demands. The end of the first target, the three-year target for Action Plans, is a little less than a year away. It is evident that to achieve all the goals identified in this 0-3 year target, there is still much work to be done. It is crucial that the City continues to emphasize the importance of this Strategic Plan, and the assistance required of the public, and of other levels of government. As a municipality, Mississauga is quite limited in terms of its resources. It is essential that the City examine the technically and politically feasible objectives within the Strategic Plan and examine how to best allocate the resources that the City has, pushing for a continuation of the federal and provincial funding that has been so important over the last two years.

We congratulate the City for the work of our Council and Staff who continue to move the Plan forward. We also applaud those many citizens and participating groups who have shown leadership in advising and assisting in the implementation of these actions.

Frank Giannone  
Chair of the Community Advisory Group  
FRAM Building Group

Husain Aboghodieh  
University of Toronto, Graduate

Glenn Barnes  
Tetra Society of North America and  
Coalition for Persons with Disabilities

Helen 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

Saquib Mian  
Mayor’s Youth Advisory Committee,  
Past Chair

Andrew Stelmacovich  
University of Toronto

Boyd Upper  
Whiteoaks Lorne Park Community  
Association

Shelley White  
United Way of Peel

# Moving from vision to action

What does it mean for a city to move? To see its people belong and connect? To prosper? To become green? Those are the pillars that will help Mississauga to grow and succeed as a 21st century city.

It has now been three years since the City of Mississauga launched a groundbreaking public engagement project called Our Future Mississauga. The community created an exciting vision for the city and in 2009, a bold Strategic Plan and Action Plan. This is the second year that we are sharing some of the progress we're making.

We can measure our progress in several ways – in the many concrete actions that are already underway, and in the comprehensive plans that will guide continued work and decisions.

The initiatives that you'll learn more about have been developed with the community and all have their foundation in the Strategic Plan. This demonstrates our commitment to using the Strategic Plan as the guide to develop new initiatives and shift our thinking to implementing the new direction towards which the Strategic Plan will guide us.

In 2010, we took major steps forward that will truly transform the city starting with new thinking that will guide our evolution, including the Official Plan and the Economic Development Strategy. One rethinks our very planning framework, the other sets the stage for a decade of development.

As we change and grow, physically and economically, we are introducing ideas that will shape how and where we live, work, learn and play – Inspiration Lakeview, Downtown21 and a series of ambitious master plans for the library, recreation, parks and natural areas called Future Directions are just some examples.

It's fitting that in a year that was so much about going forward, we saw developments that will literally keep us moving in the right direction and help us get around, such as the BRT, MiWay, and the Cycling Master Plan.

Other endeavours will help to define Mississauga's identity, whether culturally (Public Art Program, Cultural Resource Mapping) or environmentally (Living Green Master Plan, Green Development Strategy, Credit River Parks Strategy, the City's first LEED-certified building, and a "green sound barrier").

These activities and plans will have a profound impact on all the people who visit, live, and work in Mississauga. We also saw action to engage two specific and key segments of our population, through milestones reached around our Youth Plan and Older Adult Plan.

It's notable that all of this progress is built on partnerships. The Strategic Plan makes it clear that initiatives can't be triggered by, or succeed with, the City acting alone. The contributions and collaboration between the City and other levels of government, as well as agencies such as Metrolinx and corporations such as TD Canada Trust, all contributed to the successes we saw in 2010. All parties share in the important progress made in the past year. Like our pillars, they are the strengths that will help us to continue to achieve Mississauga's goals.



A nighttime photograph of a city skyline, likely Mississauga, Ontario. The image shows several high-rise buildings with lit windows against a dark blue sky. In the foreground, a highway bridge or overpass is visible, with vibrant, multi-colored light trails (red, orange, yellow, green, blue) from moving vehicles. A concrete barrier runs along the side of the road. The overall scene conveys a sense of modern urban life and connectivity.

# 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.**



# Our Vision is supported by five Strategic Pillars for Change

**move** developing a transit-oriented city



**connect** completing our neighbourhoods



**green** living green



**prosper** cultivating creative and innovative businesses

**belong** ensuring youth, older adults and new immigrants thrive





# move

## Developing a transit-oriented city

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

Indicators of Progress	2008	2009	2010
The transit modal split (AM peak period) for Mississauga residents <sup>1</sup>	11% (2006)	Next available for 2011	Next available for 2011
The active transportation modal split for Mississauga residents <sup>2</sup>	12% (2006)	Next available for 2011	Next available for 2011
The number of short trips (under 10km) taken on MiWay <sup>3</sup>	In Progress	In Progress	In Progress
Percentage of population base within 500m of a transit stop in the growth centre/transit corridors/nodes <sup>4</sup>	-	84.5%	85.2%
Persons plus jobs in the growth centre/transit corridors/nodes <sup>5</sup>	-	774,323	778,434

\* For more information on the above progress results, click here or go to page 37.

On August 17, 2010 Mayor McCallion marks the start of construction of the BRT; an alternative to automobile travel in the city.



## Rapid Transit Growth Ahead

With the beginning of the construction phase of Mississauga's Bus Rapid Transit (BRT) project, the city has moved closer to realizing a key Strategic Plan action – to provide alternatives to the automobile along major corridors.

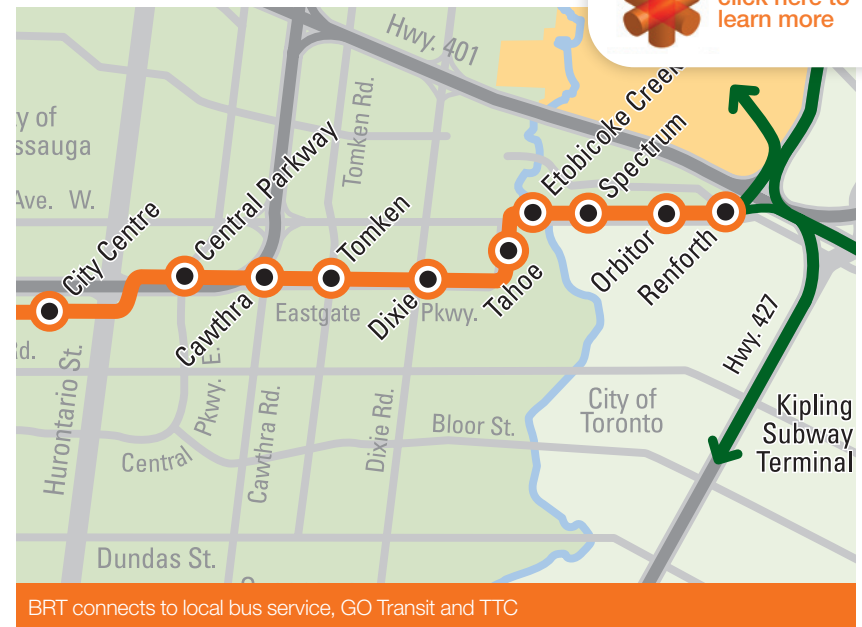
The Mississauga BRT project will see the creation of a dedicated east-west busway across the city. It will run along Highway 403, connecting the west end of the city from Winston Churchill Boulevard to Renforth Drive in the east with connections to the TTC subway at Kipling Station.

The project is a cooperative effort between the City of Mississauga, GO Transit, the Province of Ontario, and the Government of Canada.

An August 2010 announcement to mark the start of construction was attended by Prime Minister Stephen Harper along with other federal, provincial, municipal and Metrolinx leaders. A groundbreaking ceremony followed in November at the site of the Tomken BRT Station. Construction is expected to be completed in 2013.

Once operational, busway services will complement and connect with the local bus service, GO Transit and the TTC, linking high-density areas and employment centres across Mississauga. Designated stations along the BRT corridor will provide key connection points for passengers.

The creation of this higher-order transit infrastructure both responds to and encourages growth in the city, and significantly improves transit service between key points – all of which will contribute to keeping Mississauga on the move.

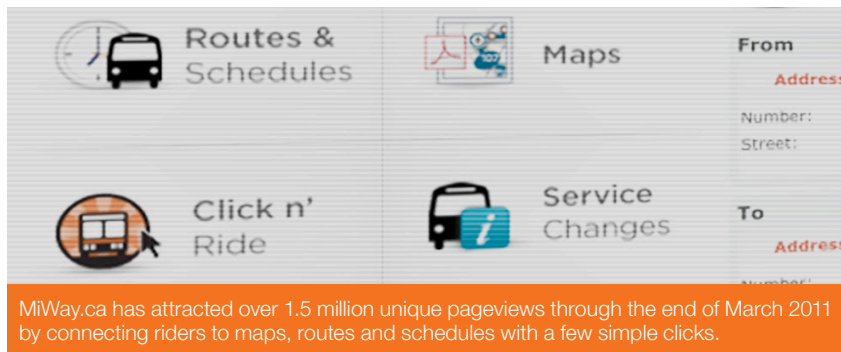


## Transit Does It MiWay

For the people who live and work in Mississauga, the transit system has a new way – MiWay. That's the fresh new brand for transit service in Mississauga.

The new brand represents a customer-focused approach to grow ridership. It's the beginning of a journey to continually enhance the value that our transit system delivers to existing customers, and to attract new riders. The name MiWay was developed through focus groups where current and future customers identified what they wanted from a new transit system. The MiWay brand was promoted through communication and education campaigns, a new website (miway.ca) and a mobile site (m.miway.ca).

The design and structure of the MiWay brand was driven by the coming Bus Rapid Transit Project service improvements. Since October, customers have had the choice of two types of MiWay service: MiExpress blue buses for express travel and MiLocal orange buses for local and school routes. When the Mississauga Bus Rapid Transitway is operational in 2013, both orange and blue MiWay buses will travel on the corridor to optimize route and system efficiencies as well as connections with other transit networks. Both new services move us closer to the strategic goal of building a reliable and convenient transit system.



MiWay provides improved service and a choice between two types of service: MiLocal orange buses for local and school routes and MiExpress blue buses for express travel.



Since the inception of MiWay, in the first full week of October 2010 to the last full week of December 2010, the revenue ridership results are 6.1 per cent above the same period in 2009 and 3.5 per cent above 2008 – the year in which the organization saw its previous highest annual ridership. This growth has resulted in a 3.1 per cent increase in revenue rides per service hour over 2009 numbers, which is a key performance indicator in the transit industry.

With reduced travel times and enhanced schedule reliability, MiWay is an integral part of supporting the development of a transit-oriented city.







## Ensuring youth, older adults and new immigrants thrive

We will attract five new post-secondary educational institutions.

Indicators of Progress	2008	2009	2010
Affordability of housing (total number of households in Mississauga that devote less than 30% of income to housing) <sup>1</sup>	146,795 (2006)	Next available for 2011	Next available for 2011
Total percentage of Older Adults (>65 years of age) in Mississauga that rely on social services <sup>2</sup>	3.4%	3.8%	2.8%
Percentage of 20-34 year olds living in Mississauga <sup>3</sup>	20.10% (2006)	Next available for 2011	Next available for 2011
Percentage of 20-34 year olds living and working in Mississauga <sup>4</sup>	37.76% (2006)	Next available for 2011	Next available for 2011
Post-secondary students per capita <sup>5</sup>	-	15 students per 1,000 residents	16.4 students per 1,000 residents
Number of new immigrants (less than five years) residing in Mississauga that rely on social services <sup>6</sup>	2,727	3,579	3,623
Percentage of places of religious assembly in Mississauga located in mixed-use and residential areas <sup>7</sup>	66%	59%	57%

\* For more information on the above progress results, click [here](#) or go to page 37.





- 263 new youth drop-in programs and events attracted 21,634 youth in community centres and libraries.
- 127 new partnerships were developed between community centres/ libraries and agencies and groups that serve youth. These partnerships have helped to attract and retain youth, and create new employment and leadership opportunities for them.

For 2011, many more exciting initiatives will come to fruition, including: a youth symposium; plans to increase participation in drop-in programs and youth events; a new youth concert at Celebration Square; additional youth events throughout the city; the launch of the Peel Youth Violence Prevention Initiative's youth strategic plan; and a re-design of the City's youth web page.

All these initiatives are working together to deliver a key priority in the Strategic Plan to attract and retain youth. "Youth appeal" is poised to be one of Mississauga's great strengths.



[click here to learn more](#)

## Getting Mississauga's Youth Engaged

Is Mississauga a place where youth feel welcome and engaged? Looking at a few key measures of participation and attendance, the answer is clearly yes. The Youth Plan, which targets youth ages 12-24, is already enjoying tremendous success based on the following progress indicators from 2010:

- 857 youth participated in 24 youth advisory groups that were established in the City's community centres and libraries (each centre now has one of these groups – Facebook groups too). These youth are creating a voice to help the City deliver youth-friendly programs and services while also becoming involved citizens.



My Mississauga's summer concert series – a popular destination for youth.



## A Strategy for Ageless Appeal

By 2031, almost 40 per cent of Mississauga residents will be age 55 or older. The Older Adult Plan is a dynamic strategy to help these residents keep thriving in Mississauga as they grow older. In 2010, several exciting initiatives advanced this goal:

- There are 35 seniors' clubs that operate in City facilities. Thousands of older adults participate in the cultural and diverse programs that they offer. The Seniors Club Executive Group is working together to provide trips, special events and programs to meet the needs of its communities.
- A Wellness Fair for the Park Royal–Clarkson community promoted healthy eating and physical activity, and generated survey results to inform future actions for a working group comprised of Sheridan Villa, Clarkson Community Centre and Hillside Senior Apartments.

- Thanks to a provincial grant, we began developing a program called Older Adults Awareness Training Support. It will give activity leaders and volunteers the knowledge, skills and resources to better serve older adults in a recreational setting.
- An older adult website was launched to provide access to information and resources about services, facilities and programs, helping this audience to be “in the know.”

These are positive signs that Mississauga is a place where people can lead purposeful and active lives at any age.



[click here to learn more](#)



For the young and young at heart, My Mississauga features programming for all ages.





## Mentorship Program Leads the Way

Mississauga wants to be known as a place where young people can start their careers, find suitable jobs and gain valuable experience. One of the best employment opportunities in Mississauga turns out to be with the City of Mississauga itself!

In June 2010, the City of Mississauga was named one of Canada's "Top Employers for Young People." The honour came through our participation in the annual "Canada's Top 100 Employers" competition, which recognizes workplaces exceptional in attracting and retaining younger employees.

Each of the 50 organizations chosen had one major initiative highlighted. Mississauga was recognized for our mentorship program. In addition, well regarded co-op programs and extensive training opportunities are offered, all of which help younger workers to develop their skills.

This award positions the City of Mississauga as an employer of choice for this important demographic – a positive message to share with youth and the community at large and an important indicator of success.

Young people can be confident that in entering the City of Mississauga workforce, they will learn from, receive support and contribute to one of the best employers, not just in the city, but in all of Canada.



[click here to learn more](#)





# connect

## Completing our neighbourhoods

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

Indicators of Progress	2008	2009	2010
Number of neighbourhoods with an active neighbourhood improvement association or some comparable grassroots organization <sup>1</sup>	-	16	16
Municipal voter turnout <sup>2</sup>	25% (2006)	Next available for 2010	34.34%
Connectivity index to measure the level of pedestrian and vehicular connections in the downtown <sup>3</sup>	-	0.48	0.48

\* For more information on the above progress results, click [here](#) or go to page 38.



# Dynamic Downtown to Energize the Heart of the City

All great cities have a dynamic downtown. They are lively and liveable, accessible and sustainable. For Mississauga, the Downtown21 Master Plan will realize one of the key goals within the Strategic Plan: Create a vibrant downtown.

Planning commenced in 2009 on the Downtown21 Master Plan, and in April 2010 the final Master Plan was presented to the public and Council.

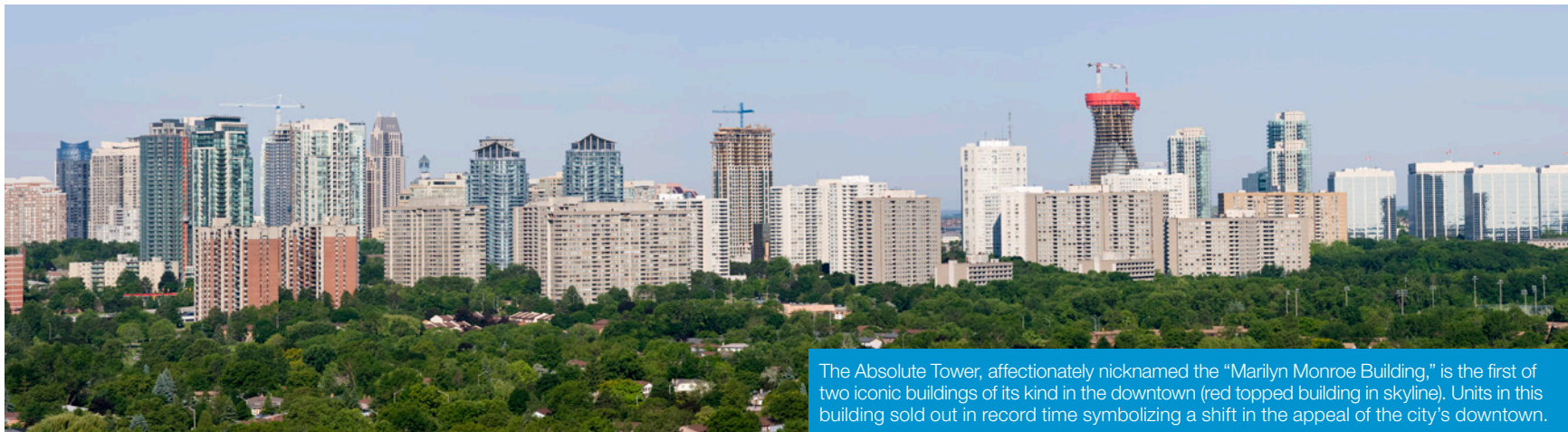
One of the first recommended actions is to create a Main Street District. This new mixed-use area close to office sites, to be developed through a partnership that includes strategic public investment, will enable downtown workers to enjoy a higher quality of life before, during and after working hours.

Development of the Main Street District is an important first step. It's a catalyst for the larger strategy and a convincing demonstration of the

City's vision for the future of downtown. It will reflect the new look of Mississauga: multicultural; something for young and old; lifestyle-oriented; with a focus on streets filled with people and lined with patios, outdoor merchandising, green-grocers and street-level merchants.

This will create a significant local destination and regional draw. Moreover, Main Street and Downtown21 will help to expand the area's employment base and move us away from a car-oriented downtown. In fact, with plans for a light rail line circling the downtown and traveling from Port Credit to Brampton, employees will have an additional alternative to driving to work every day.

Downtown Mississauga already has over 30,000 residents and 20,000 jobs within walking distance of the major centre of civic government, cultural amenities, and an established regional retail facility. Downtown21 represents a bold move to enhance the City's core and boost Mississauga's reputation as a progressive city.



The Absolute Tower, affectionately nicknamed the "Marilyn Monroe Building," is the first of two iconic buildings of its kind in the downtown (red topped building in skyline). Units in this building sold out in record time symbolizing a shift in the appeal of the city's downtown.

The new Official Plan marks a shift from suburban development to urban redevelopment, intensification and sustainability. One of the first places that shift will become evident is in the downtown with the Downtown21 plan.



## Rethinking Mississauga's Planning Approach

The development of a new Mississauga Official Plan, adopted by Council in September 2010, represents a milestone in the city's transformation.

An official plan is a legally binding policy document. All public works must conform to it and it can't be changed without a formal public process. It has two main purposes – to direct the use of land while providing a framework for evaluating development proposals; and to guide municipal decisions about infrastructure investments, such as transit and roads.

The new Mississauga Official Plan is the first major rethink of our planning framework. It represents a fundamentally different approach to municipal planning. The Official Plan aligns with the Strategic Plan (through the Strategic Pillars), incorporates other municipal studies (such as the Cycling

Master Plan) and conforms to provincial planning initiatives (such as the policies of the Growth Plan for the Greater Golden Horseshoe).

Previous official plans were prepared when Mississauga had vast areas of largely vacant, greenfield land and was regarded as a “bedroom community.” Suburban development supported by a car-dominated transportation system shaped city planning and became an underlying philosophy of previous official plans.

Today, Mississauga is striving to be a more sustainable municipality. As well, because most development will now be infill or redevelopment, a new approach to planning is required.

Mississauga now has appropriate direction for its next growth stage – redevelopment and intensification. Mississauga's new official plan positions the City to meet the challenges of building a thriving city for the 21st century.



The Official Plan calls for pedestrian-friendly, mixed-use sustainable development.





## “Future Directions” Takes a New Direction

Every five years, the Community Services Department undertakes a master planning process called Future Directions for the library, recreation, parks and natural areas. The reviews ensure that the City, through its programs, services and facilities, is responding to key issues such as population growth, intensification, changing demographics, resident needs and preferences, and environmental sustainability challenges.

This essential planning was completed again in 2010 – but this time, the process featured some significant differences. Notably, the Strategic Plan provided the framework for the plans. And the accompanying Implementation Guides had a basis in the Action Plan. The guides identify triggers for enacting each recommendation and provide cost estimates for new projects.

The project methodology was shaped largely by the Strategic Pillar, Completing our Neighbourhoods (Connect). Vibrant communities require appropriate and accessible recreation, parks and library amenities. Meanwhile, improved linkages and connections will facilitate walkable communities, while offering alternative methods of transportation.

The Future Directions Master Plans for Library, Recreation, Parks and Natural Areas also respond to other Pillars, including Move (locating future major facilities where they’re supported by transit); Belong (ensuring that community programs, services and facilities address the needs of the city’s changing population); Prosper (building capacity through technology and enhancing partnerships with the private sector and public or community agencies); and Green (supporting a culture of conservation and sustainability).

Future Directions articulates the vision and means – the right services and programs, at the right price, in the right places – to create a more connected and vital Mississauga.

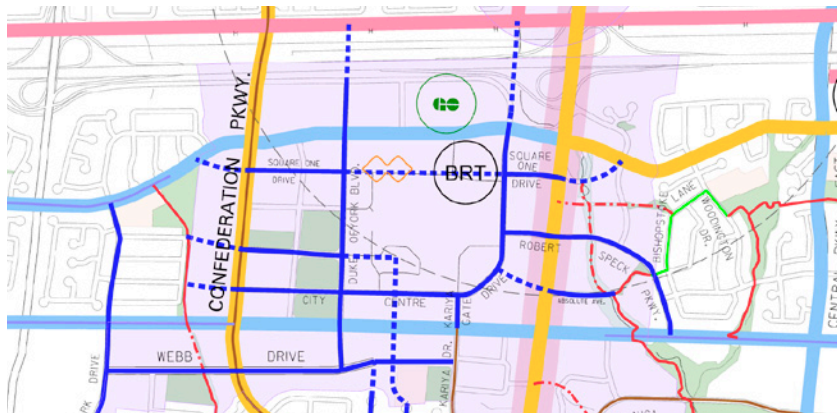


# Shifting Gears for a Healthier City

How can Mississauga create a more connected city? Provide healthy recreational opportunities? Support an important mode of transportation for all ages? And stimulate tourism and economic growth? Cycling is part of the answer to all of these questions.

Mississauga's Cycling Master Plan was approved by Council in September 2010. This ambitious plan recommends standards for designing, constructing and operating a safe, comprehensive, and cost-effective cycling network (on-road and off-road) in Mississauga. These standards will be supported by a sustainable financial, promotional and educational program. The Plan addresses the action to create more bike-friendly facilities.

To create the Cycling Master Plan, the City drew on the input of over 1,000 Mississauga citizens and stakeholders consulted with area municipalities, approval agencies and transit authorities and examined national and international best practices for cycling networks.



The Cycling Master Plan suggests 30 km of new trail be built annually resulting in an increase from 370 km to 900 km of bike lanes and multi-use trails over 20 years.

New cyclists will be encouraged to make cycling a way of life through events such as Bike to Work Day and Tour de Mississauga.



The implementation strategy to be used in conjunction with the Cycling Master Plan covers the next 20 years, and will inform annual planning exercises including the budget process.

Beyond ensuring the necessary physical infrastructure and policies, the plan aims to foster a culture where cycling is simply an everyday activity. The vision is for Mississauga to become a place where people choose to cycle for recreation, fitness and daily transportation needs, enhancing overall health and quality of life. A dedicated cycling-focused staff team has already been put in place to lead the implementation of this new vision.

Ultimately, the plan will help make Mississauga a leader in incorporating cycling into the fabric of the city – something that supports both the health of riders and the community.



[click here to learn more](#)





# prosper

## Cultivating creative and innovative businesses

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

Indicators of Progress	2008	2009	2010
Accredited foreign-trained professionals per capita <sup>1</sup>	In progress	In progress	In progress
Gross domestic expenditure on research and development <sup>2</sup>	\$1,077,472,000 (2007)	In progress	In progress
Number of patents generated through Mississauga companies <sup>3</sup>	71	77	64
Number of employees and businesses in creative industries <sup>4</sup>	12,674 employees / 519 creative businesses	-	21,971 employees / 1,608 creative businesses
Number of cultural facilities and spaces owned by the City, and the not-for-profit and private sectors <sup>5</sup>	-	728	728

\* For more information on the above progress results, click [here](#) or go to page 38.



A scale model of the Inspiration Lakeview study area was built for the engagement sessions. Participants were able to see the vision develop by adding, changing and moving elements of the model around.



## Inspiration Lakeview Poised to Revitalize Waterfront

The site of the former Lakeview Generating Station land is poised to generate a different sort of power – the power to revitalize Mississauga's eastern waterfront, attract visitors, businesses, investment and residents to an area of the waterfront that has been inaccessible to the general public for more than a generation.

In June 2006, the coal-fired Lakeview Generating Station in southeast Mississauga was demolished, sparking community interest in creating a vision for a mixed-use community. With the community's Lakeview Legacy Project, Council passed a resolution confirming their opposition to using the site for power generation in the future, and directed staff to begin planning for the transformation of those lands into a sustainable, mixed-use lakefront community.

In June 2010, work began with the community to create a compelling vision for the 200-acre site. The project is called Inspiration Lakeview.

The Province of Ontario, Ontario Power Generation and the City of Mississauga are now working together to develop a collective long-term vision for the Lakeview lands. In October and December 2010, visioning sessions drew hundreds of Mississauga residents and stakeholders.

Inspiration Lakeview addresses the visionary action to create a model sustainable creative community on the waterfront, in addition to the action to build an international landmark destination on the waterfront, and advances three Strategic Goals – develop walkable, connected neighbourhoods; build vibrant communities; and create great public spaces.

There's much work left before that becomes a reality, including a visionary concept plan that will be presented to Council in the spring of 2011, as well as future studies. But the Lakeview lands have the potential to become an exciting mixed-use community for Mississauga, one that will reconnect these lands to the rest of the community and improve accessibility to the waterfront. More than that, the project can become a model of sustainability for brownfield remediation and revitalization.



[click here to learn more](#)



Over 500 participants spent three days together at the December Lakeview sessions drawing and discussing what they saw for the future.

# Economic Plan Creates Magnet Appeal for Business

What will Mississauga's economy look like in a decade? In 2010, the City set the stage for future prosperity with the completion of a 10-year Economic Development Strategy.

This strategy builds on Mississauga's strong economic foundation. It also arrives amidst an environment of change. Provincially and regionally, we're experiencing a shift in employment. We're also facing increasing competition, from all parts of the globe, for investment and talent. This new reality dictates that Mississauga leverage its impressive cultural, economic and academic assets to enhance productivity and innovation throughout the city.

To create the new Economic Development strategy, the Economic Development Office (EDO) collaborated extensively with the business community and other stakeholders. The strategy was approved unanimously by City Council in July 2010 and was officially launched in September.

The Economic Development Strategy is organized into three high-level goals, each with a foundation in the Strategic Plan. The goals are:

- Become "A Global Business Magnet"
- Facilitate "A Culture of Innovation"
- Build "A Knowledge Economy"

These goals will help to guide the strategic initiatives and actions of the EDO.

Moving forward, the strategy will allow the EDO to both focus on Mississauga's existing strengths and seek new opportunities that will help the city's economy continue to grow. The vision includes being a global hub of creative and innovative activity, where talent and business thrive.

Sheridan College's new Hazel McCallion Campus in Mississauga will be the business education hub for international and internationally trained individuals.



Among the exciting aspects of the strategy are an enhanced program to attract global investment, plans to establish an "Innovation Centre" in the city with business and academic partners, and an International Business Development Marketing Plan.

In expanding Mississauga's value proposition, employment base, diverse business community, and global profile, the launch of the Economic Development Strategy will pay dividends for years to come.



[click here to learn more](#)



# Public Art Frames City's Identity

Consider what sort of project you would undertake if you wanted to achieve these Strategic Plan goals:

- Give areas within Mississauga a sense of place, provide a way-finding device, and create a tourist draw;
- Celebrate the city's diversity;
- Beautify existing villages in the city and improve public spaces and streetscapes.

Those are just some of the results envisioned by one initiative, the Public Art Program, which was approved by Council in June 2010.

Under the new program, artwork will be incorporated into significant public infrastructure projects, park redevelopments, and major private developments throughout Mississauga. In 2010, work began on seven public art initiatives, many of which will be realized in 2011.

Mississauga's Celebration Square will have an inspiring new memorial as part of its redesign through a project developed with representatives from ten of Mississauga's Royal Canadian Legion veterans' clubs and Heritage Mississauga staff. In spring 2011, the City will also unveil public artwork for Harold E. Kennedy Park (formerly Lions Park). Other community beautification projects include glass wall designs for the Port Credit Library renovation (the City is working with a community group on collecting local historic and natural images) and an art column in Malton's Albert McBride Park painted by local elementary school students.

A Public Art Master Plan is underway and will be completed in 2011. It will list priority sites for public art in the city and detail processes for how private developers and other partners can contribute to the program.

An art column painted by students at Corliss Public School is unveiled in Albert McBride Park for all to enjoy.



With more projects on the horizon, the Public Art Program will increasingly help to define Mississauga for residents, businesses and visitors, and result in profound benefits – cultural, social and economic.



[click here to learn more](#)

## Putting Culture on the Map

The Mississauga Cultural Resource Mapping project is, for the first time, collecting, mapping and maintaining an inventory of Mississauga's cultural resources, assets, activities and information. The outcome will be a single, dedicated source to search and display information on Mississauga culture, for use by residents, visitors, artists, cultural groups and others.

Organizations will be able to add their information to the cultural resource map on an ongoing basis, promoting better awareness and patronage of Mississauga's cultural offerings. The map will become a key planning tool to better understand the culture sector, develop policies and set performance measures.

In 2010, key data providers and partners were identified, focus groups were conducted for culture organizations and artists and the data collection phase was completed. Work in 2011 will focus on building the map and creating a data management system. The first draft of the map will be presented to culture stakeholders for feedback in September 2011 with the map expected to be made public in November 2011.

By enhancing the flow of cultural information in Mississauga, the Cultural Resource Mapping project will strengthen arts and culture in Mississauga – a key element in the quality of life and growth for the city.



[click here to learn more](#)



Once completed the Cultural Mapping project will make finding cultural resources, information, and activities, like Jane's Walk, easier to find.





# green

## Living green

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

Indicators of Progress	2008	2009	2010
Tons/percentage of carbon emissions reduction <sup>1</sup>	In progress	In progress	In progress
Percentage of energy used from renewable energy resources <sup>2</sup>	-	4.24% of total City e-kWh 6.19% of Facility e-kWh 5% of fuel	5.43% of total City e-kWh 9.02% of facility e-kWh 13.36% of fuel
Number of cubic metres of water used per capita <sup>3</sup>	93.41m <sup>3</sup>	94.78m <sup>3</sup>	96.47m <sup>3</sup>
Number of buildings achieving City-approved green development standards <sup>4</sup>	2 LEED Certified 8 Registered	In progress	In progress
Total number of trees planted <sup>5</sup>	-	25,011	26,600 (51,611 total)
Natural areas (in hectares) <sup>6</sup>	2181 ha (total) 933 ha (City-owned)	2326 ha (total) 1098 ha (City-owned)	2347 ha (total) 1041 ha (City-owned)
Number of new “green initiatives” started in the city <sup>7</sup>	160	In progress	In progress

\* For more information on the above progress results, click [here](#) or go to page 39.



## Living Wall Takes Root

Becoming greener and reducing road noise levels for residents might not seem like goals that would naturally fit together. But one solution to both challenges was just that – a natural fit, in the form of what's called a Living Wall.



The installation of the Living Wall on Rathburn Road demonstrates the commitment to leading and encouraging environmentally-responsible approaches. Photo courtesy of Mississauga News.

The Living Wall is made of fast-growing willow shoots, filled with an earthen base core that's secured by a timber framework. This green alternative to traditional concrete noise walls blends nature and engineering. A one-year pilot project to test its effectiveness was launched in May 2010, with the installation of a Living Wall along a section of Rathburn Road East (east of Tomken Road).

The “structure” complements the environment, while doubling as a noise abatement strategy and a greenhouse gas reduction strategy. The wall demonstrates the City's commitment to leading and encouraging environmentally-responsible approaches. Estimates are that every 100 metres of the Living Wall translates into one metric tonne of CO<sub>2</sub> absorption.

Mississauga is the first municipality in Ontario to purchase and install this type of “green noise wall,” as part of a City initiative. Community involvement is key to its success. St. Basil Catholic Elementary School and the local TD Canada Trust Branch are involved in the pilot project – helping to maintain the Living Wall through watering and general upkeep.

The final review and reporting for the pilot project is anticipated in the summer of 2011.

Depending on the results (i.e. how the plant material grows and how well it absorbs the noise of street traffic), the City could select additional locations for green noise walls. The Living Wall is a prime example of a creative solution that improves the quality of the environment and the quality of life in Mississauga.



[click here to learn more](#)

The groundbreaking of the Garry W. Morden Centre on May 11, 2010 marks the beginning of construction of the first City building built to LEED standards.



## Training Centre Readies to Take the LEED

The construction of the Garry W. Morden Centre, named for the City's late Fire Chief, is remarkable for two reasons: First, the facility will enhance training for Mississauga Fire and Emergency Services staff in all aspects of fire suppression and emergency response; second, it is a symbol of the City's commitment to environmental sustainability – the City's first building built to Leadership in Energy and Environmental Design (LEED) standards.

This internationally recognized certification system provides third-party verification that a building is designed and built using specific energy-efficient and environmentally-friendly strategies.

The training centre reflects sustainable thinking in every area: radiant heating in the garage bays; an energy-efficient heating, ventilation and cooling (HVAC) system; heat-recovering ventilators; low-consumption showers; low-emission solar glazing; a high-reflective roofing membrane and more. Rainwater can even be harvested and stored for use in the vehicle wash bay area and for flushing toilets.

The centre is being built through a partnership between the Federal, Regional and Municipal Governments. Construction began in spring 2010 and is expected to be completed by early 2012.

With its improved training capabilities and focus on environmental sustainability, the Garry W. Morden Centre supports the commitments of making Mississauga a safer and greener city.



[click here to learn more](#)



The new building is scheduled to open in early 2012 and will be a sought-after training site for all first response units.



The new library pavilion at Celebration Square (pictured here under construction) will feature a green roof, improving the pavilion's energy efficiency and reducing storm water run-off.



## Development Strategy Hits Green Targets

The idea of promoting sustainability through new development isn't new. Often in past years in Mississauga, developers would include green initiatives in their projects, but noticeable change was slow to come.

Now, Mississauga's first Green Development Strategy will assist the City in achieving green targets when processing new development applications, including greater support for LEED standards. In environmental performance as well as the physical characteristics of developments, the strategy will help Mississauga become a green leader. The strategy completes one of the actions in the Strategic Plan: develop a green development standard strategy that addresses resource consumption and pollution emissions.

After the endorsement of the strategy by Council in July 2010, work began to implement the recommendations. Reaction has been positive on all fronts. The development industry has responded positively to the greater urgency to incorporate green technologies, and all departments from across the City are enthusiastic about participating in this new business approach.

Implementation of green development standards is voluntary, giving the industry and staff time to adjust to a new way of conducting development business in Mississauga. The implementation team, called the Green Development Task Force, has a five-year mandate to implement 36 recommendations, and as of January 2011 had put five in place.

In everything from building design to landscaping and eventually community planning, the strategy will play a key role in making Mississauga's developments and sites, and the city as a whole, more appealing and more sustainable.



[click here to learn more](#)



AeroCentre V, a recently completed, 226,000 sq. ft. Mississauga office built to LEED standards.

A comprehensive project website for the Living Green Master Plan is regularly updated to keep current on the progress of the project.



## A Blueprint for Green Action

For the journey to do business and provide services in a more environmentally-sustainable way, the City of Mississauga requires a guide – the Living Green Master Plan (LGMP) will enable the City to achieve its environmental goals.

Development started on the LGMP in June 2010 with direction from the Environmental Advisory Committee. Public consultation is important to the development of the LGMP.

Through a series of workshops that began last summer, the City's project and consulting team has identified a desire for an environmental master plan that is innovative and bold, addresses the city's key environmental challenges, and empowers the City and its partners to influence change. The main areas of opportunity discussed for priority action were air quality, climate change, energy conservation and use, land, transportation, waste and water.

In all, the workshops gathered views from individuals representing 31 business and community-based organizations plus all City departments. Other progress in 2010 included a draft framework and draft decision tool, the launch of the LGMP website and, at the end of the year, the first interim draft of the plan.

Additional public consultation on the draft LGMP will take place in spring 2011, with the plan scheduled for completion in fall 2011.

The LGMP promises to:

- Encourage a corporate culture that considers environmental impacts of the City's decisions and actions.
- Guide decision-making and allocation of resources for environmental programs and actions.
- Support partnerships with residents, business and community-based organizations, environmental groups, other governments, agencies and municipal stakeholders to advance the City's strategic environmental progress.

Ultimately, the LGMP will provide actions for everyone to be participants in a green culture, define a new way of doing business that advances our commitment to environmental sustainability and helps Mississauga become a world-class green city.



[click here to learn more](#)





## Parkland Strategy Gets Credit

It is one of the city's most treasured resources – the more than 600 hectares (1,500-plus acres) of parkland and natural areas adjacent to the 27 kilometres of the Credit River flowing within Mississauga. How should we plan for and preserve these City-owned lands over the next 25 years?

The answer is the Credit River Parks Strategy. The Strategy will provide a master plan for the sustainable recreational use, conservation, management and growth of the lands.

Historically, the Credit River has provided a constant source of food, water and transportation that influenced the founding of Port Credit, Erindale, Streetsville and Meadowvale. Today, the river divides Mississauga east from west. It is home to thousands of animals and plants and is a natural wonder amidst our urban setting.

In November 2010, the Credit River Parks Strategy was launched with the first of a series of community and stakeholder meetings. Further meetings are anticipated in spring 2011, with the strategy planned to be in place for spring 2012.

Efforts are presently underway to understand the opportunities for the parkland in the river valley, but we know that these lands have a great potential for “green” infrastructure to strengthen the existing natural heritage system and support all-season opportunities for recreation, education and relaxation for the residents of the City of Mississauga.

The Strategy aligns with the Strategic Goal to conserve, enhance and connect natural environments. For example, some opportunities could involve strengthening Mississauga as a recreation destination, and increasing visitation and business opportunities through eco-tourism. Additionally, the Credit River Parks Strategy is also pertinent to the Connect pillar with the improvement to the general usability of the lands for existing residents and the provision for the long-term growth and protection of the parks system. In a fundamental way, such a project will aid us in both living green and completing our neighbourhoods for future generations.



[click here to learn more](#)



The 27-kilometre Credit River is a natural wonder amidst our urban setting.

# Cool Indicators

We're continuing to measure our "cool indicators," our progress towards becoming an energetic city that attracts people, jobs and opportunity. These unique indicators measure our true vibrancy and show what sets us apart from other municipalities.

The indicators show that Mississauga's "coolness" continues to increase. We've seen dramatic progress in some areas, and unfortunately decreases in others which is to be expected at times. We've also adjusted some of our numbers from last year as we continually improve our reporting process and find new discoveries.

The number of waterfront destinations has increased since last year's count, although the additional destinations aren't necessarily new, but we are now including cultural landscapes in addition to the waterfront parks previously included in the count. The number of public squares remains stable, but will continue to increase over time. The number of permanent public art installations has increased from last year, although the number of temporary installations has decreased. We discovered an additional 14 public art installations at the airport that had been previously overlooked in our count – we've adjusted our numbers to include these.

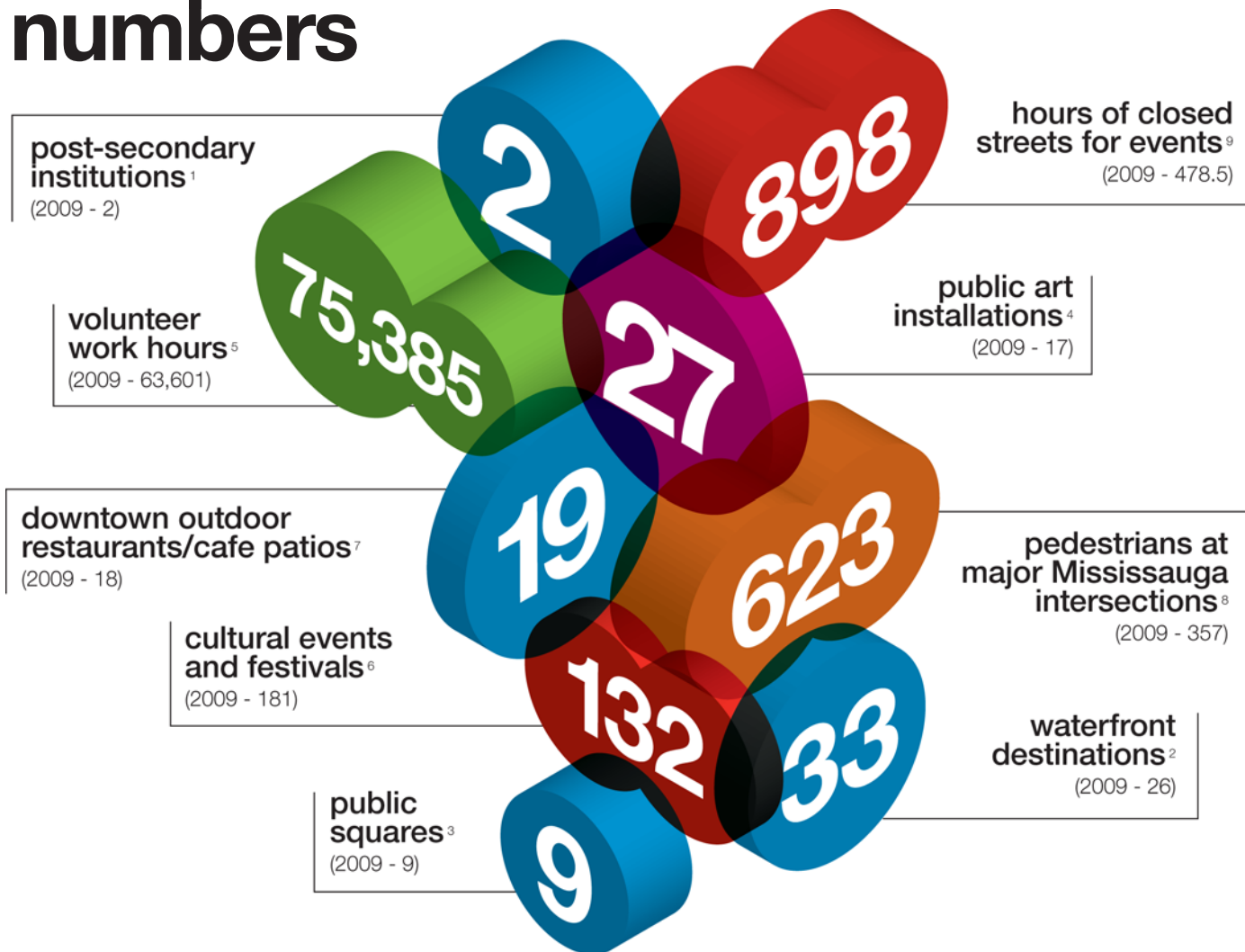
Even though 2010 saw the closure of some of our facilities for the entire year – Civic Square (now Mississauga Celebration Square), Burnhamthorpe Library, Lakeview Library, Lorne Park Library and Port Credit Library – and the closure of Frank McKechnie Library for the month of August,

our dedicated volunteers still came out in stronger force than the previous year. We have changed this indicator to reflect the total number of City volunteer hours rather than the percentage of volunteerism per capita. The closure of Civic Square also affected the number of events that happened there throughout the summer, reducing the annual number of cultural and festival events. While the total number of events may have been reduced, the total number of hours streets were closed for events almost doubled! Our celebrations will continue with the opening of Mississauga Celebration Square in our downtown in June 2011.

Our second post-secondary institution, the Hazel McCallion Campus of Sheridan College, will be opening in September 2011 bringing new students to our downtown. Downtown Mississauga is becoming more of the vibrant pedestrian-oriented core we want it to be. An additional outdoor restaurant patio has opened in 2010 and the number of pedestrians crossing the intersection at Burnhamthorpe Road and Duke of York Boulevard has increased dramatically! Although we weren't able to include the Burnhamthorpe Road and Hurontario Street intersection this year, we hope to bring it back for next year's Progress Report.



# Cool Indicators the numbers



\*For more information on the above results, click [here](#) or go to page 39.

# Actions to look for in 2011

## move

- implementation of municipal off-street paid parking in the downtown
- ongoing construction of the Bus Rapid Transit project



## belong

- opening of Sheridan Hazel McCallion Campus



## green

- completion of the Living Green Master Plan



## prosper

- endorsement of the Inspiration Lakeview vision
- public launch of Cultural Mapping
- completion of the Public Art Master Plan



## connect

- completion of the Infrastructure Stimulus Fund and Recreational Infrastructure Canada projects
- implementation of the Cycling Master Plan begins
- ongoing implementation of the Downtown21 Main Street District





# Notes

## Community Advisory Group's Message (from page 6)

[> Back to Message](#)

The Community Advisory Group was formed during the Our Future Mississauga – Be part of the conversation initiative. The group was made up of 16 community members. The members were selected based on several criteria, including: knowledge relevant to the initiative; interpersonal and communication skills; availability to attend all key events; and a balanced representation of the city's interests and regions. The objective for the group was to work with City leadership to help shape the recommendations that would lead to the City's new Strategic Plan. The group dedicated a significant amount of time to this process and were later asked by the Mayor and Members of Council to stay connected with the implementation of the Strategic Plan. They continue to do that work today.

## Move Indicators of Progress (from page 11)

[> Back to Move Section](#)

Indicators of Progress	2008	2009	2010
The transit modal split (AM peak period) for Mississauga residents <sup>1</sup>	11% (2006)	Next available for 2011	Next available for 2011
The active transportation modal split for Mississauga residents <sup>2</sup>	12% (2006)	Next available for 2011	Next available for 2011
The number of short trips (under 10km) taken on MiWay <sup>3</sup>	In Progress	In Progress	In Progress
Percentage of population base within 500m of a transit stop in the growth centre/transit corridors/nodes <sup>4</sup>	-	84.5%	85.2%
Persons plus jobs in the growth centre/transit corridors/nodes <sup>5</sup>	-	774,323	778,434

We are moving towards being a transit-oriented city. While we can't yet compare our AM peak transit period modal split or our active transportation modal split since the Transportation Tomorrow Survey is only conducted in Census years (the next one is scheduled for 2011), there has been an increase in the population base within 500m of a transit stop as well as the persons plus jobs both within the growth centre, transit corridors and nodes. Last year we simply summed the persons plus jobs within the growth centre, transit corridors and nodes which we later realized resulted in duplications. This year we've eliminated the duplications and adjusted last year's value, allowing us to accurately compare our progress moving forward.

1) Transportation Tomorrow, 2006 Transportation Tomorrow Survey Summaries by Ward – Mississauga, August 2009. 2) Transportation Tomorrow, 2006 Transportation Tomorrow Survey Summaries by Ward – Mississauga, August 2009. 3) Methodology for tracking this indicator is currently under review. 4) City of Mississauga, Mississauga Data, March 2011. 5) City of Mississauga, Mississauga Data, March 2011.

## Belong Indicators of Progress (from page 14)

[> Back to Belong Section](#)

Indicators of Progress	2008	2009	2010
Affordability of housing (total number of households in Mississauga that devote less than 30% of income to housing) <sup>1</sup>	146,795 (2006)	Next available for 2011	Next available for 2011
Total percentage of Older Adults (>65 years of age) in Mississauga that rely on social services <sup>2</sup>	3.4%	3.8%	2.8%
Percentage of 20-34 year olds living in Mississauga <sup>3</sup>	20.10% (2006)	Next available for 2011	Next available for 2011
Percentage of 20-34 year olds living and working in Mississauga <sup>4</sup>	37.76% (2006)	Next available for 2011	Next available for 2011
Post-secondary students per capita <sup>5</sup>	-	15 students per 1,000 residents	16.4 students per 1,000 residents
Number of new immigrants (less than five years) residing in Mississauga that rely on social services <sup>6</sup>	2,727	3,579	3,623
Percentage of places of religious assembly in Mississauga located in mixed-use and residential areas <sup>7</sup>	66%	59%	57%

Our youth, older adults and new immigrants continue to play an important role in our city. Data concerning affordability of housing and percentage of 20-34 year olds living and working in Mississauga is taken from the Census. However, since the Census is only conducted every five years, data for this indicator won't be updated until the 2011 Census is released. The number of older adults (>65 years of age) in Mississauga that rely on social services has decreased significantly, which may indicate an improvement in the economic climate. The number of new immigrants (less than five years) relying on social services has increased for the second year in a row – hopefully, as the economic climate continues to improve, this reliance will decline. The number of post-secondary students per capita has also increased and will continue to go up with the opening of Sheridan College in September 2011 and continued expansions on the University of Toronto Mississauga campus. Lastly, the location of places of religious assembly outside of residential and mixed-use areas continues to be a concern. It is likely the approvals for places of religious assembly constructed recently were granted prior to the adoption of the Strategic Plan. Moving forward, there will be a shift, with places of religious assembly coming back to our residential and mixed-use neighbourhoods.

1) Statistics Canada, 2006 Community Profiles – Mississauga, December 2009. 2) Human Services Region of Peel, Custom Data Request, March 2011. 3) Statistics Canada, 2006 Community Profiles – Mississauga, December 2009. 4) Statistics Canada, Custom Commuting Flow Table from the 2006 Census, December 2009. 5) This data is based on 2010 forecasted data and the University of Toronto Mississauga's 2010-2011 Fact Sheet. 6) Human Services Region of Peel, Custom Data Request, March 2011. 7) City of Mississauga, Mississauga Data, March 2011.

**Connect Indicators of Progress** (from page 18)[> Back to Connect Section](#)

Indicators of Progress	2008	2009	2010
Number of neighbourhoods with an active neighbourhood improvement association or some comparable grassroots organization <sup>1</sup>	-	16	16
Municipal voter turnout <sup>2</sup>	25% (2006)	Next available for 2010	34.34%
Connectivity index to measure the level of pedestrian and vehicular connections in the downtown <sup>3</sup>	-	0.48	0.48

Mississaugans are passionate about their city – this was well demonstrated on election day when a significantly greater portion of citizens came out to vote. While this may be largely due to the change in political climate, it demonstrates the involvement of residents in City matters, and the number of neighbourhoods with improvement associations and grassroots organizations remained stable. The connectivity index in our downtown has not yet improved, but with the construction of new roads planned or underway, improvements are coming soon.

- 1) City of Mississauga, Recreation & Parks, Community Groups Listing, January 2011.  
 2) City of Mississauga, Vote 2010, 2010 Election Results – Official, January 2011.  
 3) This data is obtained by dividing the total number of street segments in the downtown (as defined by Downtown21) by the total number of intersections.

**Prosper Indicators of Progress** (from page 23)[> Back to Prosper Section](#)

Indicators of Progress	2008	2009	2010
Accredited foreign-trained professionals per capita <sup>1</sup>	In progress	In progress	In progress
Gross domestic expenditure on research and development <sup>2</sup>	\$1,077,472,000 (2007)	In progress	In progress
Number of patents generated through Mississauga companies <sup>3</sup>	71	77	64
Number of employees and businesses in creative industries <sup>4</sup>	12,674 employees / 519 creative businesses	-	21,971 employees / 1,608 creative businesses
Number of cultural facilities and spaces owned by the City, and the not-for-profit and private sectors <sup>5</sup>	-	728	728

Mississauga's economy continues to remain strong thanks to our solid base. While the number of patents generated by Mississauga-based companies decreased, we saw an increase in the number of both creative jobs and companies in Mississauga from two years ago (rather than tracking just the increase year over year, we will be reporting the total value of each). We were unable to obtain an updated value for the gross domestic expenditure on research and development due to both data release and delivery timing (and will continue to report this as a total value rather than a percentage of GDP), but will have updated data in time for next year's Progress Report. The number of cultural facilities remained stable, but the cultural mapping project will assist us in identifying and tracking new ones moving forward. While we are currently unable to track the number of accredited foreign-trained professionals per capita, we are hoping that the Sheridan Institute of Technology and Advanced Learning's program for new Canadians will provide this data in the future.

- 1) Methodology for tracking this indicator is currently under review. 2) Statistics Canada, Custom Retrieval: Total intramural research and development expenditures for Mississauga, Research and Development in Canadian Industry (RDCI), 2007 preliminary actual year data, January 2010. 3) World Intellectual Property Organization, Patent Scope, February 2011. 4) City of Mississauga, Economic Development Office, February 2011. 5) City of Mississauga, Culture Division, February 2011.



## Green Indicators of Progress (from page 28)

> Back to Green Section

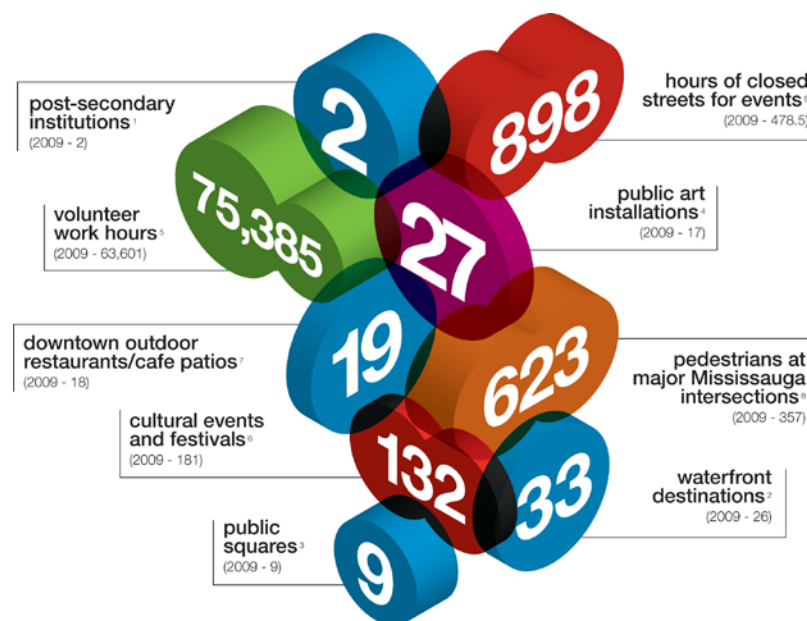
Indicators of Progress	2008	2009	2010
Tons/percentage of carbon emissions reduction <sup>1</sup>	In progress	In progress	In progress
Percentage of energy used from renewable energy resources <sup>2</sup>	-	4.24% of total City e-kWh 6.19% of Facility e-kWh 5% of fuel	5.43% of total City e-kWh 9.02% of facility e-kWh 13.36% of fuel
Number of cubic metres of water used per capita <sup>3</sup>	93.41m <sup>3</sup>	94.78m <sup>3</sup>	96.47m <sup>3</sup>
Number of buildings achieving City-approved green development standards <sup>4</sup>	2 LEED Certified 8 Registered	In progress	In progress
Total number of trees planted <sup>5</sup>	-	25,011	26,600 (51,611 total)
Natural areas (in hectares) <sup>6</sup>	2181 ha (total) 933 ha (City-owned)	2326 ha (total) 1098 ha (City-owned)	2347 ha (total) 1041 ha (City-owned)
Number of new "green initiatives" started in the city <sup>7</sup>	160	In progress	In progress

Our Living Green Master Plan is now well underway and will greatly assist us in Living Green. While we are waiting for the completion of the Living Green Master Plan and further implementation of our Green Development Strategy to address a few of our indicators (tons/percentage of carbon emissions reduction, number of new "green initiatives" started in the city, number of buildings achieving City-approved green development standards) we are making progress on the rest. Our renewable energy use continues to increase as do the number of trees planted annually. While the total number of hectares of natural areas increased, the number of City-owned hectares decreased. This may be a result of a combination of actions including the transfer of ownership to the Credit Valley Conservation Authority, a land transfer back to a developer of land that was transferred to the City for temporary development control purposes, or a correction to land ownership data. Unfortunately, the Region of Peel reports that our water use continues to rise – although we are still using less water now than in 2007.

1) Methodology for tracking this indicator is currently under review. 2) City of Mississauga, Energy Management & Transit, March 2011. 3) Region of Peel, Public Works, February 2011. 4) Methodology for tracking this indicator is currently under review. 5) City of Mississauga, Forestry, February 2011. 6) City of Mississauga, Mississauga Data, March 2011. 7) Methodology for tracking this indicator is currently under review.

## Cool Indicators Notes (from page 35)

> back to Cool Indicators



1) City of Mississauga, Strategic Community Initiatives, February 2011. 2) City of Mississauga, Community Services, March 2011. 3) City of Mississauga, Community Services, March 2011. 4) City of Mississauga, Culture Division, February 2011. 5) City of Mississauga, Recreation & Parks and Library, February 2011. 6) City of Mississauga, Community Services, February 2011. 7) City of Mississauga, Strategic Community Initiatives, February 2011. 8) City of Mississauga, Traffic Operations, April 2010. 9) City of Mississauga, Traffic Operations, February 2011.