

Strategic Plan 2011 Progress Report Document

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 are helping Mississauga grow and succeed as a 21st century city.

It has now been four 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 third year that we are sharing some of our progress. We can measure our progress in several ways – in the many concrete actions that are already underway, and in the comprehensive plans that guide continued work and decisions.

Over 80 long-term actions in the Action Plan are underway and four are complete. The City also advanced two significant additional actions in 2011 that were listed as “Actions for Future Consideration.”

An Office of the Environment was designed to fulfill the Strategic Goals for Living Green. This division will manage and/or monitor 49 initiatives included in the newly-launched Living Green Master Plan.

As well, the City was able to implement free wireless technology in Mississauga’s downtown and public gathering spaces. All City community centres and Mississauga Celebration Square now have wi-fi, with Scholars Green next on the list. This "Action for Future Consideration" is one that will help connect our communities as free wi-fi becomes more accessible in the downtown.

This year’s featured initiatives have been developed with the community and have their foundation in the Strategic Plan. We are committed to following the Strategic Plan as the guide in developing new initiatives.

In 2011, we took major steps forward that will truly transform the city. We invite you to read about some of the City’s accomplishments and see how the Strategic Plan is unfolding.

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 want to be.

Messages

Message from the Mayor

On behalf of my colleagues on Council, I am pleased to present our Strategic Plan's 2011 Progress Report. Through success stories, reports and informative data, this website demonstrates the City of Mississauga's commitment to its *Strategic Plan* and *Action Plan*.

This year in particular has seen enormous progress in areas such as maintaining our infrastructure, thanks to a funding partnership between the City, the Province and the Federal Government which enabled the City to complete 153 infrastructure projects. Other initiatives such as the approval of the Living Green Master Plan, completing our accessible transit fleet, embracing the concept of cultural nodes, and adding a post-secondary institution in downtown Mississauga keep us moving forward.

We encourage you to stay informed and get involved in your City by visiting the Our Future Mississauga website and monitoring our progress. Your comments are always welcome.

In 2012, we look forward to exploring exciting opportunities in the areas of public transit and cycling, energy conservation, affordable housing choices, building vibrant neighbourhoods on our waterfront, attracting international business and celebrating culture, as we build our future Mississauga.

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

Message from the City Manager

On behalf of the City's Leadership Team, I would like to congratulate City Council, our Mississauga communities and City employees on making 2011 an outstanding year for our city.

This is the third year that we've shared our achievements based on the priorities set forth in the Strategic Plan. But, for the first time, our progress is being documented via an informative Strategic Plan website.

We've made great progress in the three years since approval of the Strategic Plan. Dedicated City staff, who support Council to deliver the City's programs and services, have been working on multiple actions in all five of our Strategic Pillars for Change. Many of the initiatives involve public engagement – an

important component in achieving our vision for Mississauga. We are already seeing impressive results based on a vast collection of ideas.

Thank you for taking the time to visit our website and learn about the City's many initiatives. Please send us your comments and suggestions on how we can continue to contribute to quality of life in Mississauga.

Janice M. Baker, FCA
City Manager and CAO

Message from the Community Advisory Group

Having completed its third year, we can already see how the Strategic Plan is shaping Mississauga. The City clearly has its sights set on the future as it focuses on specific areas of strategic change. We are seeing enormous progress with the Action Plan in all five Strategic Pillars for Change: Move, Belong, Connect, Prosper and Green.

We are grateful to have had an opportunity to work with key decision-makers, including the Mayor, Members of Council, the Leadership Team and the Strategic Advisory Group to establish the structure and direction for the Strategic Plan. We applaud the City staff who are diligently working on the specific action items for each Pillar to propel the Plan forward.

We believe the Strategic Plan's Pillars and Goals are realistic and attainable. Some are more ambitious than others, but who would have thought that we'd already have Mississauga Celebration Square and a college campus in downtown Mississauga? Through partnerships with citizens, community groups, businesses, and other levels of government, the vision for our future Mississauga is destined to become reality.

We are looking forward to some positive changes that we have recommended to the City to help communicate the activity on our Action Plans of the Strategic Plan. Now that we are in the 3-10 year target period, we will see that timeframe split into shorter periods, in order to make the review more tangible. Additionally, we will see quarterly Action Plan updates on the website.

We hope you will be inspired as you read about some of the City's key accomplishments in advancing the Strategic Plan in 2011. The Action Plan, also included on the website, will bring you up to date with respect to key indicators, targets, actions and funding options for each Strategic Pillar for Change.

We congratulate the City for all its work in moving the Plan forward. We also thank the citizens and participating groups who assisted with the implementation of these actions. The community's spirit, pride and passion for Mississauga are shining through each step of the way.

Frank Giannone, Chair
Husain Aboghodieh
Glen Barnes
Helen Borrowes
W.J. (Bill) Checkley
Robert Freeman
Saquib Mian
Dorothy Tomiuk
Boyd Upper

Examples of Progress in 2011

MOVE

More MiWay

A record ridership of 32.8 million revenue rides and 48.9 million boardings in 2011 is evidence that public transit is becoming a more attractive transportation option for Mississauga residents. As the City increases capacity, it continues to implement improvements, making MiWay a safe, clean, reliable and accessible option for commuters.

Providing an accessible bus fleet for all its residents has been in Mississauga's sights since the project started in 1998. With the City's final purchase of low-floor accessible buses, residents with mobility challenges can now access any bus in the City's transit system.

In addition to replacing the fleet with low-floor buses, the entire transit network of 3,850 stops has been equipped with automated stop announcements, both visual and oral, via a GPS-based automated location system. Those with visual and hearing disabilities can navigate the system easier and those with mobility issues or carrying baby equipment can now board any bus. By the end of 2012, all transit stops will be accessible.

Residents are kept informed of MiWay's features through the student ambassador program, mobile site, an Apple app and new branded website.

These improvements allow residents to navigate within the transit network more economically and reach more destinations. And with construction of the Mississauga Bus Rapid Transit (BRT) well underway, public transit will become even more convenient in the coming years.

Mississauga is moving towards achieving its goal of 50 riders per capita within the next four years – ridership growth that would exceed population growth.

Click here to learn more: www.miway.ca

Shifting the Way We Move

The City is growing and we want to get from place to place efficiently, but our road systems are nearing capacity. Help is in sight: the introduction of Light Rail Transit (LRT) will relieve these pressures by addressing future travel demands.

The City is busy readying the LRT for funding and implementation. With completion of the Corridor Master Plan in June 2011 a preliminary design will first assess various risks, ensure project costs, and work to gain approval through the Transit Project Assessment Process. By late 2013, the LRT should be ready for implementation, subject to funding commitments.

The City won't be working alone. Participation by Brampton, Peel, Metrolinx and the Province is integral, and an active stakeholder engagement program in 2012 will ensure that businesses and residents are involved in the discussion.

Not only will higher-order transit infrastructure support transit growth, it will transform Mississauga and the way we move – improve rapid transit, allow for access to the waterfront, increase transit capacity, and increase transit connections. Building on the LRT vision, the City continues to develop a transit-oriented city with more attractive services.

Click here to learn more: www.hurontario-main.ca

Presto!

There's no need to line up to buy tickets or fumble for exact change when you take public transit across the GTA, thanks to the launch of Presto. Based on smart card technology, this electronic transit fare collection system simplifies travel for inter-regional travellers.

The Presto card can be used on all Greater Toronto Area and Hamilton (GTAH) systems and will eventually replace all paper transit tickets. Just reload the card through the Internet any day, any time. When a card reaches a minimum balance, Presto's automatic reload feature conveniently reloads a customer's card by making a withdrawal from a bank account linked to the card.

The City worked with a range of partners since 2002, including Metrolinx, GO Transit, TTC and all GTAH municipalities and regions, to make Presto available starting in May 2011.

This easier and faster transit fare procurement makes travel in and around Mississauga more convenient for residents, businesses and visitors. Where's Presto heading in 2012? Implementing a loyalty program and launching points of

sale at community centres will continue to move the City towards building a reliable transit system.

Click here to learn more: www.mississauga.ca/portal/miway/presto

Cycling on the Right Path

The City's Cycling Master Plan sets out to make Mississauga a leader in incorporating cycling into the fabric of the city. Ambitious? Yes. Impossible? Not according to the Mississauga Cycling Advisory Committee, which envisions cycling as an every day activity in Mississauga.

Through implementation of the Master Plan approved in 2010, Mississauga will be transformed into a city that's conducive to cycling, not only for recreation and fitness, but also for daily transportation. To foster a cycling culture, the City recognizes that there must be an integrated on-road and off-road cycling network as part of a multi-modal transportation system, and there must be a "safety-first" approach to cycling.

The Master Plan, with 17 recommendations and 79 action items, will be phased in over the next 20 years. But if 2011 is any indication, the City is off to a healthy start: a new Cycling Office was established in the Transportation and Works Department; 450 people participated in the City-hosted Bike to Work Day -- a 50 per cent increase over 2010; secure bike parking rooms were constructed at the Civic Centre and Central Library; 1,200 people participated in Tour de Mississauga -- 400 more than in 2010; and an impressive 23 kilometres of cycling infrastructure were constructed, including bike lanes, shared-lane markings, boulevard multi-use trails, and off-road trails. New wayfinding signs keep cyclists on the right path.

This Cycling Master Plan is a win-win strategy for the city: making cycling a viable method of transportation positively impacts overall health and quality of life.

Click here to learn more: www.mississauga.ca/cycling

Paid Parking: It's Worth It

The City recognizes that there is value in parking in our growing downtown. By charging customers for prime parking spots in municipal lots, garages and on selected streets, other forms of transportation less dependent on automobiles become viable options. Public transit, walking and cycling are sustainable transportation alternatives which the City encourages.

Paid parking is an effective way to manage parking by influencing parking use through cost control. Without paid parking, the available supply of parking in the

downtown would decrease and cost recovery of parking investments would not be possible. Paid parking also supports the construction and maintenance of parking infrastructure.

Paid parking began on downtown streets and on some roadways in selected neighbourhoods in 2009. As of 2011, parking fees are collected through a combination of parking machines and parking permits for users of the Civic precinct garages and the new Sheridan College campus. This includes City employees and Sheridan students and staff.

The City has taken an important step in supporting public transit by providing an incentive not to take a vehicle downtown. A higher turnover of parking in prime areas will increase parking availability and offset costs - well worth it.

Click here to learn more: www.mississauga.ca/portal/residents/paidparking

Making Public Transit a Priority

One way to encourage use of public transit is to improve the reliability of its service. To free up capacity for transit, two transit priority intersections were designed and constructed as Infrastructure Stimulus Fund (ISF) projects in 2011.

Transit priority connections in and out of downtown Mississauga will support local and express transit today and in the future when the BRT corridor is operational. In addition to bus-only lanes, the project uses innovative traffic signal technology to give buses priority over other vehicles at those intersections.

The intersection at City Centre Drive/Centre View Drive and Rathburn Road reallocates vehicular traffic from southbound Hurontario Street to Centre View Drive. This reduces the amount of east-west traffic on Rathburn Road, helping to free up capacity for transit accessing the City Centre Transit Terminal.

The intersection at Centre View Drive and Mavis Road/Hwy 403 west to north/south ramp was redesigned to provide a westbound lane for buses to jump the queue when accessing Mavis Road northbound. During the busy afternoon rush, this bus-only jump lane improves reliability of transit service.

In a hurry? You may want to consider using public transit.

Click here to learn more: www.miway.ca

MOVE Progress Indicator Chart

Transit ridership in Mississauga is on the rise! Although we have yet to receive updated data from the 2011 Transportation Tomorrow Survey, we know ridership was 5.9 per cent higher in 2011, than in 2010. By 2016, PRESTO should be able

to help us better track the way riders are using MiWay, including the number of short trips on transit. The percentage of our population base within 500 metres of a transit stop in the growth centre, transit corridors and nodes, as well as the total number of persons plus jobs in these areas both continue to rise, which indicates that growth in our city is effectively being directed where we want it to go.

Indicators	2008	2009	2010	2011
The transit modal split (AM peak period) for Mississauga residents ¹	11% (2006)	Next available for 2011	Next available for 2011	2011 data not yet available
The active transportation modal split for Mississauga residents ²	12% (2006)	Next available for 2011	Next available for 2011	2011 data not yet available
The number of short trips (under 10km) taken on MiWay ³	In Progress	In progress	In progress	In progress
Percentage of population base within 500m of a transit stop in the growth centre/transit corridors/nodes ⁴	-	84.5%	85.2%	85.3%
Persons plus jobs in the growth centre/transit corridors/nodes ⁵	-	774, 323	778,434	782,100

¹ Transportation Tomorrow, 2006 Transportation Tomorrow Survey Summaries.

² Transportation Tomorrow, 2006 Transportation Tomorrow Survey Summaries.

³ Methodology for tracking this indicator is currently under review.

⁴ City of Mississauga, Mississauga Data.

⁵ City of Mississauga, Mississauga Data.

BELONG

Healthy & Productive Workplace

The City prides itself on providing its employees with a positive work environment. Results of Mediaparc Canada Inc.'s "Canada's Top 100 Employers" nation-wide competition for 2011 ranked the City of Mississauga as a Top Employer for Young People for the second year in a row, and a Top Employer for New Canadians.

The Top Employer for Young People designation recognizes employers who offer programs and opportunities for younger workers. Employment opportunities allow young people to enter the workforce, learn and receive support from some of the best employees in their fields. Mississauga is considered a leader in attracting and retaining younger employees.

As a Top Employer for New Canadians, the City was recognized for demonstrating commitment to investing in the best talent through participation in mentoring and internship programs aimed at new Canadians. Many of the interns hired through Career Bridge, a program for internationally-qualified professionals, have gone on to permanent employment with the City.

Click here to learn more:

http://www.mississauga.ca/portal/home?paf_gear_id=9700020&itemId=112700197n&returnUrl=%2Fportal%2Fhome

http://www.mississauga.ca/portal/cityhall/pressreleases?paf_gear_id=9700020&itemId=110000139n&backUrl=%2Fportal%2Fcityhall%2Fpressreleases%3Fpaf_gear_id%3D9700020

Class is in Session

A second post-secondary educational facility has been on the City's wish list for a number of years. When Sheridan College proposed a campus for Mississauga, the City recognized it as an ideal opportunity to attract youth to the city and help create a vibrant downtown. The result? A state-of-the-art college campus in the city's downtown, along with the public infrastructure to support faculty and students.

The new Hazel McCallion Campus opened at the start of the 2011 school year and is conveniently placed close to existing and planned transit facilities, culture, retail, business and residential development.

To provide the necessary infrastructure for the college, the City designed and constructed some innovative streetscape features: Square One Drive between Duke of York Boulevard and Living Arts Drive was built as the city's first "flush street" where vehicles and pedestrians can share the space. Mississauga's first urban roundabout was designed and built downtown, and permeable asphalt and pavers were used to construct the parking lots.

Scholars' Green Park incorporates sustainable materials and green technologies in many of the features, which include a pavilion, outdoor classroom and public squares offering flexible gathering spaces. A public art piece, which has been selected for inside of the roundabout, will further enhance the area when installed in 2012.

The enthusiastic response to the first phase of the campus confirmed the growing need for higher education in Mississauga. The Province has announced that it will invest another \$60 million to expand the campus. The second phase will accommodate up to an additional 5,000 full-time students, bringing the total enrolment capacity to 8,000 when the new building opens in 2015. With a greater pedestrian presence in downtown Mississauga, a vibrant city core is well within our grasp.

Click here to learn more: www.mississauga.ca/portal/discover/sheridancampus

Bollywood Buzz

With a South Asian population of over 150,000, the City of Mississauga was an ideal location to host International Indian Film Academy (IIFA) Awards “Buzz” events when this global celebration of Indian cinema came to North America for the first time.

Partnering with the host city of Toronto and three other “Buzz” communities, Mississauga coordinated a roster of more than 50 events, culminating in a weekend of spectacular entertainment on Mississauga Celebration Square in June 2011. Performances leading up to and including the city’s IIFA “Buzz” weekend featured internationally-acclaimed singers, video artists, dancers and local residents involved in the Bollywood industry.

The IIFA celebration in Mississauga showcased diversity, pride and talent, while honouring cultural, artistic and business contributions of the South Asian community. The new Mississauga Celebration Square proved to be an exceptional host facility with the technical capability to support large-scale events and festivals with high production value. This special event placed Mississauga’s downtown and Mississauga Celebration Square in the national spotlight.

The IIFA celebration provided an opportunity for cultural exchange and fostered an awareness of the South Asian community. Celebrating our uniqueness through arts and cultural activities is one way that Mississauga takes pride in its diversity!

Click here to learn more:

www.mississauga.ca/file/COM/iifa_buzz_mcs_events.pdf

Housing Choices for All

As Mississauga’s population grows, ages and diversifies, the City is ensuring residents have choices of affordable housing in the future. To determine Mississauga’s housing needs, Housing Choices: Mississauga’s Affordable Housing Strategy and Action Plan is being developed to align with the Strategic Plan. Housing Choices looks to fulfill the needs of young adults, older adults and new immigrants.

The city’s housing needs were identified in the June 2011 report, Housing Choices: Summary of Housing Needs. One in three Mississauga households has affordability issues.

In the spring, the Province released its Long-Term Affordable Housing Strategy and Bill 140: Strong Communities Through Affordable Housing. Ontario law now requires municipalities to permit second units, also known as basement apartments or in-law suites, in homes.

Housing Choices: A Vision and Framework was also completed and six components for Housing Choices were identified, one of which was second units. The City is focusing on preserving neighbourhood character, ensuring safety and maintaining services, with respect to second units.

Council and residents are showing great interest in this Strategy. Council supported a public consultation program which began with a Stakeholder Forum in November. This Forum included representatives from all three levels of government, other municipalities, the private sector and community agencies.

A series of public consultation workshops followed in February and March 2012. As life circumstances change, the City wants to be well prepared to give residents choices in affordable housing.

Click here to learn more: www.mississauga.ca/housingchoices

BELONG Progress Indicator Chart

With the opening of the new Sheridan campus in downtown Mississauga, the City's number of post-secondary students per capita has increased. Without the detailed 2011 Census results, we are unable to report on the affordability of housing or the percentage of 20-34 year olds living and working in Mississauga. The number of older adults and new immigrants that rely on social services increased again. Our percentage of places of religious assembly in mixed-use and residential areas is on the rise for the first time since we started tracking this indicator.

Indicators	2008	2009	2010	2011
Affordability of housing (total number of households in Mississauga that devote less than 30% of income to housing) ¹	146,795 (2006)	Next available for 2011	Next available for 2011	2011 data not yet available
Total number of Older Adults (>65 years of age) in Mississauga that rely on social services ²	2,794	4,609	4,151	4,713
Percentage of 20-34 year olds living in Mississauga ³	20.10% (2006)	Next available for 2011	Next available for 2011	2011 data not yet available
Percentage of 20-34 year olds living and working in Mississauga ⁴	37.76% (2006)	Next available for 2011	Next available for 2011	2011 data not yet available
Post-secondary students per capita ⁵	-	15 students per 1000 residents	16.4 students per 1000 residents	18.9 students per 1000 residents
Number of new immigrants residing in Mississauga (less than five years) that rely on social services ⁶	2,727	3,579	3,623	3,689
Percentage of places of religious assembly in Mississauga located in mixed-use and residential areas ⁷	66%	59%	57%	62%

¹ Statistics Canada, 2006 Community Profiles – Mississauga.

² Human Services Region of Peel, Custom Data Request.

³ Statistics Canada, 2006 Community Profiles – Mississauga.

⁴ Statistics Canada, Custom Commuting Flow Table from the 2006 Census.

⁵ This data is based on Mississauga Growth Forecast, University of Toronto Mississauga's Fact Sheet and Sheridan College's Hazel McCallion Campus – Mississauga website.

⁶ Human Services Region of Peel, Custom Data Request.

⁷ City of Mississauga, Mississauga Data.

CONNECT

Building our Future Mississauga

The completion of 153 infrastructure projects under the Infrastructure Stimulus Fund Program and Recreational Infrastructure Canada programs (in addition to regularly scheduled projects) made 2011 a banner year for Mississauga renewal.

Through cost sharing with the federal and provincial governments, the City injected the equivalent of an additional full year's capital program, while continuing to deliver the existing program – on time and on budget. An allocation of \$169 million provided funding for a downtown public square, renovated libraries, new or refurbished pools, roads, sidewalks, noise walls, park pathways and lighting, stormwater management, transit priority lanes, and improvements to the Hershey Centre.

Lakeview, Port Credit, Lorne Park and Burnhamthorpe Libraries were renovated as bright, modern, newly-equipped facilities. Two new indoor pools were welcome additions in the Malton and Clarkson Community Centres. In its new location, program registrations at Clarkson Community Pool increased by 77 per cent. Six existing outdoor pools were transformed into neighbourhood oases. After these outdoor pools opened in June, more than 2,500 residents participated in registered programs, and attendance during recreational swims surpassed 100,000.

The largest and highest-profile project, Mississauga Celebration Square, turned the city's downtown into the GTA's newest state-of-the-art event destination. The new public square boasts a permanent stage, media screens, trellised open air market area, water feature, large ice rink, amphitheatre, glass pavilion and garden areas. Mississauga Celebration Square's first jam-packed summer season attracted over 416,000 residents and visitors who attended 72 eclectic events.

All infrastructure projects were designed with improved accessibility, energy efficiency, and welcoming aesthetics. Official openings of the 13 major projects

during the summer of 2011 showcased each facility's unique features, giving residents a taste of what they can now experience daily.

Click here to learn more: www.mississauga.ca/buildingourfuture

An Inspiring Vision

A hidden jewel and one of the city's greatest assets lies along the shores of Lake Ontario: Mississauga's waterfront in the Lakeview community is ripe for creative redevelopment. Turning the former power generation lands into a mixed-use, sustainable lakefront community is the vision for Inspiration Lakeview.

During the fall of 2010, over 1,000 people were consulted with a goal to create a sustainable mixed-use community for Inspiration Lakeview. This vision, which was presented to the public and Council in 2011, was unanimously accepted as a first step in developing this part of the Mississauga waterfront.

Local residents, landowners, businesses, the City, the Region, the Province, and Ontario Power Generation (OPG) will continue the multi-stage process to develop a Master Plan which will include economic modelling, an implementation and servicing strategy, detailed land use, local roads, pedestrian and cycling connections, as well as coordination with sustainability plans and design guidelines.

With the signing of a Memorandum of Understanding, the City, Province and OPG are committed to working together on a shared vision for the future of the Lakeview lands that will benefit the community for generations to come. These lands have the potential to become a regional, national and international model of sustainability for brownfield revitalization.

Residents can look forward to a higher quality of life, investment in the area, recreational opportunities and access to the waterfront. The area will become an eclectic neighbourhood with entrepreneurs driving the innovation of new business and a 'must locate' area for artists and business leaders alike.

The first steps have been taken to deliver an incredible transformation of our waterfront.

Click here to learn more:

www5.mississauga.ca/marketing/websites/lakeview/index.html

CONNECT Progress Indicator Chart

The number of neighbourhoods across the city with active improvement associations or comparable grassroots organizations has decreased marginally. The municipal voter turnout in the 2011 Ward 5 by-election wasn't as strong as

the City-wide election in 2010, but that's to be expected for a Ward election held just a few months after a City-wide municipal election. The connectivity index remains much the same (we've adjusted the way it's calculated and revised the previous values accordingly), but we have been successful in opening a new leg of Square One Drive through the new Sheridan College campus.

Indicators	2008	2009	2010	2011
Number of neighbourhoods with an active neighbourhood improvement association or some comparable grassroots organization ¹	-	16	16	13
Municipal voter turn out ²	25% (2006)	Next available for 2010	34.34%	27.01% (Ward 5 by-election)
Connectivity index to measure the level of pedestrian and vehicular connections in the downtown ³	-	1.49	1.49	1.49

¹ City of Mississauga, Recreation & Parks, Community Groups Listing.

² City of Mississauga, Election Results.

³ City of Mississauga, Strategic Community Initiatives.

PROSPER

Port Credit Cool

Port Credit is primed to be a vibrant cultural destination – not just a nice place to pass through. With the community already hosting a variety of events and festivals, it's a perfect neighbourhood for the Cultural Node Pilot Project established in 2011.

In alignment with the Culture Master Plan, the City and the Port Credit Business Improvement Area (BIA) will explore ways to support engaging, lively events and activities, and embrace diversity and creativity. Port Credit is a destination with a buzz of activity on its streets, showcasing its natural cultural features. People of all ages will want to spend more time in Port Credit. After all, it is the cool place to be.

During the pilot project, the City has introduced incentives and enhancements to support a more vibrant and creative business environment. By relaxing bylaws to temporarily permit street furniture on sidewalks for patios and retail displays, providing on-street parking for the farmers market, and incorporating innovative bicycle racks for bike parking, Port Credit provides more opportunities for residents and visitors to enjoy great parks, plazas and its beautiful environment.

Planning for accessible, affordable cultural activities and facilities will create a vibrant, inclusive and liveable community, while supporting the local economy. A unique, lakefront community like Port Credit makes an ideal cultural node.

Click here to learn more: www.mississauga.ca/portal/discover/artsmasterplan

Focus on Innovation

How can Mississauga be a centre for innovative business and talent? That's exactly what the City is determining through the Innovation Centre Feasibility Report. Funded by the City, Ontario Ministry of Research and Innovation, and our regional Research, Innovation, Commercialization (RIC) Centre, the study positions Mississauga for innovative business attraction and retention.

The Mississauga Innovation Leadership Alliance, a public/private partnership established in 2011, has been meeting to develop the people and resources required to implement the Report's action plan. Through its relationship with key stakeholders in the community, the City is a partner in innovation and commercialization.

This is a unique approach, as Mississauga is the only known municipality in Ontario to link human capital development to innovative economy. Enhancing the City's economic vitality will foster a prosperous and sustainable economy.

Click here to learn more: <http://riccentre.ca/2011/09/a-10-point-action-plan-for-innovation-in-mississauga/>

Attracting Global Business

Building on Mississauga's large international business community and strong population base, the city is looking to establish itself as Canada's global investment destination. In 2011, an International Marketing Strategy was developed to attain this ambitious goal.

The Strategy draws upon both established and innovative best practices in municipal economic planning, marketing and relationship management and identifies how economic resources and activities can contribute to Mississauga's objectives. Critical to the development of the International Marketing Strategy was ongoing consultation with the city's international business community and education and business partners.

Through implementation of the Strategy it is expected that the entrepreneurial capacity of new immigrants will expand, the international business community will grow, better business linkages will be created and Mississauga will become known as a "global business magnet."

Mississauga will develop talent and provide the infrastructure, services and opportunities in its quest to be a dynamic, urban environment -- the preferred location for innovative, creative and knowledge-based business and emerging industries.

Click here to learn more:

<http://www.mississauga.ca/portal/business/economicdevelopmentstrategy>

PROSPER Progress Indicator Chart

The number of patents generated through Mississauga companies is at the highest it's been since we started tracking this indicator! We're still working on the best way to determine the number of accredited foreign-trained professionals per capita and are waiting on a Statistics Canada data request regarding the gross domestic expenditure on research and development in Mississauga. With respect to the number of employees and businesses in creative industries, we are pausing to look at methodology and ways to effectively track this number. We will also be updating the number of cultural facilities and spaces as we move forward through the Mississauga Cultural Resource Map.

Indicators	2008	2009	2010	2011
Accredited foreign-trained professionals per capita ¹	In progress	In progress	In progress	In progress
Gross domestic expenditure on research and development ²	\$1,077,472,000 (2007)	In progress	In progress	In progress
Number of patents generated through Mississauga companies ³	71	77	64	86
Number of employees and businesses in creative industries ⁴	12,674 employees / 519 creative businesses	-	21,971 employees / 1,608 creative businesses	In progress
Number of cultural facilities and spaces owned by the City, and the not-for-profit and private sectors ⁵	-	728	728	In progress

¹ Methodology for tracking this indicator is currently under review.

² Statistics Canada, Custom Retrieval. Updated data is currently unavailable as there is a moratorium on producing custom tabulations based on postal geography.

³ World Intellectual Property Organization, Patent Scope.

⁴ City of Mississauga, Economic Development Office.

⁵ City of Mississauga, Culture Division.

GREEN

Colour us Green

Our community recognizes the need to protect, enhance and restore the city's natural heritage system, improve air quality, support water and energy conservation and make wise use of non-renewable resources. The newly-minted Living Green Master Plan (LGMP), approved by Council in January 2012, is a prioritized action plan which will help us achieve environmental sustainability in Mississauga.

Development of the LGMP was a collaborative process involving City staff, residents, businesses, institutions and community groups. The innovative plan sets out 49 action items divided into three areas – ways Mississauga can “set an example,” “encourage others,” and “compel others.”

There is something for everyone in the LGMP: in the coming years, residents will see a public education campaign, increased public transit, a healthier natural heritage system, more opportunities for naturalization, improved air and water quality, and more community gardens. Research partnerships, green development standards, eco-industrial parks and an environmental design award will engage learning and research institutions, as well as local businesses.

The Plan will monitor and report on environmental performance and integrate environmental impact into decision-making across the Corporation. The LGMP will be launched with the public awareness campaign in 2012. As the Plan is implemented over the next 10 years, Mississauga citizens will have the information they need to help them live green.

Click here to learn more: www.mississauga.ca/livinggreen

Leader in Climate Change

When Mississauga residents and businesses were asked to power down for the annual Earth Hour event in March 2011, they embraced the challenge. Based on specific climate-change indicators including greenhouse gas (GHG) emission reduction, municipal GHG reduction targets, renewable energy, green building and green transportation, Mississauga placed eighth in the World Wildlife Fund's (WWF) Top 10 Canadian cities leading action on climate change.

The City partnered with Bullfrog Power, Enersource and Partners in Project Green to promote Earth Hour to Mississauga neighbourhoods and businesses. City facilities also participated in Earth Hour with themed programming at community centres and libraries.

The results were impressive: Mississauga achieved an 8.1 per cent reduction in electricity demand during Earth Hour, well above the provincial average of 2.1 per cent reduction by participating Ontario communities. City facilities achieved an 11.7 per cent reduction in electricity demand.

By providing programs to help our community conserve energy, Mississauga is taking action on climate change --a shining example for our planet.

Click here to learn more: www.mississauga.ca/livinggreen

Creating a Zero-Carbon City

It's the City's long-term mission to become a zero-carbon city. Through the Energy Benchmarking and Retro-Commissioning Programs, the City aims to improve energy performance of facilities through efficient operations and maintenance practices. As well, an Energy Awareness Program will target facility users through a communication and training campaign.

The 2011 approval of these City-wide initiatives will accelerate the process of reducing energy consumption at City facilities. All three important components are interlinked: Energy Consumption Benchmarking will set goals for energy consumption and cost reduction over time. Retro-Commissioning will identify less than optimal performances in existing equipment, then make the necessary adjustments to save energy and costs. The Energy Awareness Campaign will promote best practices for building occupants, and operations and maintenance staff.

These programs do not rely solely on technology for energy conservation. A cultural and behavioural shift among the building users and operators is necessary to advance the City's ambitious goal. The City looks forward to the support and participation of all City leaders, employees and community members using City facilities in reducing energy use.

Click here to learn more: www.mississauga.ca/livinggreen

Hot for Renewable Energy

Initiatives at two City facilities are getting a warm reception by reducing carbon emissions and lowering operating expenses. These 2011 projects will have a favourable impact on climate change and Mississauga property taxes.

At Huron Park Community Centre, solar panels were installed on the roof to preheat water before it's fed into the boilers. City staff conceived of, designed and managed this project to reduce energy. It is estimated that this solar system will provide 25 per cent of the water's heat and save approximately 22,700 cubic metres of natural gas annually. The community centre's showers now provide green and clean water heated with the sun's rays. The estimated greenhouse gas emissions (GHG) reduction is 43 tons per year or the same as removing 13 cars from Mississauga roads.

The City's new Fire Station 116 is being heated with renewable geothermal heat, which is heat energy from the ground. Traditionally, fire stations are built with natural gas-fired heating equipment. The new fire station, along with its paramedic station, has been designated as a "high performance new construction" by Enbridge and the Ontario Power Authority. An estimated natural gas saving of 9,800 cubic metres per year will result in an 18.5 ton reduction in GHG emissions, equivalent to removing six cars from Mississauga roads.

The City is also planning to lease seven facility rooftops to developers to generate green electricity with the installation of photo-voltaic (PV) solar panels. Under the Ontario Power Authority's "Feed in Tariff" program, the developer would invest the capital, manage the project, maintain the PV system and pay the City an annual rent. The City is promoting long-term green electricity for a 20-year lease period.

As Mississauga continues toward its goal of being a zero-carbon city, these renewable energy projects exemplify the City's high standards for energy efficiency and environmental leadership.

Click here to learn more: www.mississauga.ca/livinggreen

Sussing out District Energy

Could District Energy (DE) be the way to go for Mississauga? That was one of the questions raised during the public engagement program for the City's Strategic Plan. With the evolving Downtown21 and Inspiration Lakeview initiatives, now is the time to investigate our energy options.

In 2011, the City kicked off the discussion with a workshop for staff to gain a better understanding of DE. Representatives from Canadian Urban Institute, Canadian District Energy Association and FVB Energy Inc. gave an overview of DE with presentations on system options, long-term energy plans, research, opportunities, technical characteristics, fuel options, piping, transfer stations, and key business drivers.

City staff are developing a firm understanding of DE through experts in the field and are seeing real-life examples of successful DE installations and operations in other locations.

The City is interested in pursuing alternative methods of providing energy to Mississauga's existing and planned communities. In 2012, a working team comprising representatives from Ontario Power Generation, Enersource, Region of Peel and City staff will develop a Community Strategy for District Energy, conduct preliminary feasibility investigation work and determine one or more viable economic models for long-term cost recovery.

Through research and education, the City will determine if District Energy is the right plan for Mississauga.

Click here to learn more:

http://www5.mississauga.ca/marketing/websites/livinggreen/downloads/LGMP2011_FinalDraft.pdf and <http://www.cdea.ca/>

GREEN Progress Indicator Chart

The percentage of total City e-kWh (equivalent kilowatt hours) remained fairly consistent despite a drop in our percentage of renewable fuel. We're still working out the best way to report our carbon emissions reduction and the number of new "green initiatives." We are pleased to report that 2011 was the first year we've had a decline of cubic metres of water used per capita. Tracking the number of buildings achieving City-approved green development standards is difficult due to the variety of ways in which the standards can be achieved. We're consistently adding to our million trees and are on track to have the one million planted within the 40-year time span of the Strategic Plan. Our natural areas (in hectares) continues to increase, which included the acquisition of 1.2 ha of parkland and 7.3 ha of green belt land despite the disposal of 0.8 ha of parkland through the sale of Plumtree Park to the Peel District School Board and the non-renewal of a lease with the Province at Audobon Park (1.7 ha).

Indicators	2008	2009	2010	2011
Tons/percentage of carbon emissions reduction ¹	In progress	In progress	In progress	In progress
Percentage of energy used from renewable energy resources ²	-	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	5.4% of total City e-kWh 4.76% of fuel
Number of cubic metres of water used per capita ³	93.41m ³	94.78m ³	96.47m ³	95.25m ³
Number of buildings achieving City-approved green development standards ⁴	2 LEED Certified 8 Registered	In progress	In progress	In progress
Total number of trees planted ⁵	-	25,011	26,600 (51,611 total)	26,267 (77,878 total)
Natural areas (in hectares) ⁶	2181 ha (total) 933 ha (City-owned)	2326 ha (total) 1098 ha (City-owned)	2357 ha (total) 1041 ha (City-owned)	2369 ha (total) 1064 ha (City-owned)
Number of new "green initiatives" started in the	160	In	In progress	In

city ⁷		progress		progress
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¹ Methodology for tracking this indicator is currently under review.

² City of Mississauga, Energy Management & Transit.

³ Region of Peel, Public Works.

⁴ Methodology for tracking this indicator is currently under review.

⁵ City of Mississauga, Forestry.

⁶ City of Mississauga, Mississauga Data.

⁷ This indicator is currently under review.

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 and we've seen dramatic progress in some areas. We've adjusted some of our numbers from last year to continually improve our reporting process and as we find new discoveries.

We've remained consistent with our two post-secondary institutions, although we do know that the Sheridan campus will be increasing since additional funding for expansion has already been allocated by the provincial government! The number of waterfront destinations has remained the same for now, but we're up four additional public squares.

Our number of public art installations increased again, partially through the identification of two previously unrecorded pieces, and will continue to grow as more emphasis is placed on public art.

Our dedicated volunteers continue to endlessly support our libraries, programs and events in larger numbers every year, just as our residents and visitors continue to come out in bigger numbers to our ever increasing number of events.

The number of restaurant and café patios downtown remains the same, but there are significantly more pedestrians in our downtown! The number of hours that streets were closed for events in 2011 dropped, but this can be attributed to an inflated value in 2010 while Mississauga Celebration Square was closed.

COOL Progress Indicator Chart

Indicators	2008	2009	2010	2011
Number of post-secondary institutions ¹	1	2	2	2
Number of waterfront destinations ²	26	26	33	33
Number of public squares ³	7	9	9	13

Number of public art installations ⁴	37	27	28	30
Number of City volunteer hours ⁵	-	63,601	75,384.5	78,896
Number of cultural events and festivals ⁶	187	181	132	194
Number of outdoor restaurant/café patios downtown ⁷	16	18	19	19
Number of pedestrians at: Hurontario St. and Burnhamthorpe Rd. intersection; Duke of York Blvd. and Burnhamthorpe Rd. W intersection ⁸	-	357	623	953
Number of hours streets are closed for events ⁹	200	478.5	898	645

¹ City of Mississauga, Strategic Community Initiatives.

² City of Mississauga, Community Services.

³ City of Mississauga, Community Services.

⁴ City of Mississauga, Culture Division.

⁵ City of Mississauga, Recreation & Parks and Library.

⁶ City of Mississauga, Community Services.

⁷ City of Mississauga, Strategic Community Initiatives.

⁸ City of Mississauga, Traffic Operations.

⁹ City of Mississauga, Traffic Operations.