



Strategic Goals



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





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



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



BELONG



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



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



BELONG



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

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



CONNECT



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



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





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

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




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



PROSPER



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



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





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



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

