

Final Report

City of Mississauga Economic Development Strategy “Building on Success”

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Executive Summary

The City of Mississauga has experienced rapid economic and population growth since its incorporation in 1974. As the sixth largest city in Canada and a vital component of the country's largest regional economy, Mississauga has emerged as a significant presence in the provincial, national and global economies. Mississauga's population is educated and multicultural and complements its diverse economic and industrial base, positioning the City to compete for talent and business on a global scale.

The City of Mississauga's recent economic development history has been one of great success. Since its creation, the City has grown to become an example of positive economic growth and cultural diversity and is a major contributor to a regional economy that creates one fifth of Canada's GDP and 45% of Ontario's GDP¹. The City itself is home to one of Canada's largest financial services clusters and is a key element in the growth of the Greater Toronto Area's (GTA) financial services cluster, currently the 3rd largest in North America. Mississauga has emerged as a hub for advanced manufacturing that includes both automotive and aerospace production; has a well established Information and Communications Technologies (ICT) sector that has been pivotal to the emergence of the GTA as a major industry cluster in North America; and the convergence of a number of key industries and supports for the life sciences has positioned this sector 3rd in the country behind Toronto and Montreal.

With this success comes some important challenges for the City. Mississauga's rapid growth has occurred within a regional and provincial environment that is experiencing growing levels of traffic congestion, declining employment in manufacturing, and 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.

Given these new challenges and opportunities, the City has chosen this time to collaborate with its business and stakeholder community in the creation of a new Economic Development Strategy. Under the leadership of the City's Economic Development Office, this strategy will enable the City to expand its economic development agenda to respond to the demands of the globally competitive knowledge-based economy. As a result, Mississauga will assume a more international perspective for measuring success, and enhance its value proposition for the attraction of business, employment, investment and residents to the City.

Key Objectives + Outcomes

The primary objective of the City of Mississauga's Economic Development Strategy will be to guide the activities of the Economic Development Office, in order to support a specific and more strategic role for the department that also aligns with the goals of the City's Strategic Plan. To achieve this objective, the strategy delivers on the following outcomes:

- An assessment and analysis of Mississauga's economy, assets, infrastructure and business climate

¹ Organization for Economic Cooperation and Development. Territorial Reviews: Toronto, Canada. 2009.

The OECD methodology defining functional metropolitan regions considers population size, population density and commuting flows as an indicator of whether an urban area represents a contained labour market, that is, an area in which commuting within the region is considerably higher than between it and the surrounding areas (OECD, 2006). The Toronto region, so defined, is slightly smaller than the Greater Toronto Area.

- The identification and assessment of local and global trends with respect to economies, economic development and competitive jurisdictions
- Engagement with business and community stakeholders
- A detailed assessment of Mississauga’s economic development opportunities, including the competitive position of strategic sectors and subsectors and areas of emerging potential
- The creation of an economic development strategy that incorporates and considers success criteria and specification of services to ensure corporate business plan alignment
- Demonstration of how the strategy will advance the “Prosper Pillar” of the Mississauga Strategic Plan, and support the City’s current strategic planning and policy framework overall

In achieving these outcomes, Millier Dickinson Blais has prepared a comprehensive, forward-looking economic development strategy for the City of Mississauga. The strategy is presented in two parts. Part I provides an overview of the issues and opportunities confronting the City both locally and internationally and establishes a framework for the City to achieve its economic development vision. Part II provides a more detailed understanding of the City’s recent economic performance and the opportunities to drive growth and investment in the community and its target sectors. As part of this effort, the City’s current marketing and promotion initiatives have also been reviewed against a backdrop of best practice cities to ensure that the right message is indeed reaching the right audience.

Summary of Key Findings

It is well established that the City of Mississauga has experienced rapid growth, and now operates in an environment of complex local, regional, provincial, national and global economic forces. In recognition of this context, the following provides a high-level accounting of the current demographic, industrial and investment trends impacting the City that are relevant to the development of recommendations that will advance Mississauga’s economic growth.

Growing Population Base - The City of Mississauga has experienced remarkable population growth over the last three decades, which in turn has driven significant labour force growth, as well as pronounced greenfield development. This development has been a significant driver of growth for the City but as available land in the City diminishes and new planning frameworks come into effect, development in Mississauga will be geared towards increased density and intensification of existing areas of the City, such as the downtown.

As the City’s population is projected to reach 812,000 by 2031², investment in the physical and social infrastructure becomes essential to accommodate the increased pressures this growth will place on the City’s physical and built environment. A focused emphasis on the efficient movement of people within Mississauga and throughout the surrounding region will be required, building upon committed investment to rapid transit in the City.

Community Diversity - Mississauga is one of the most diverse cities in the country; over half of its population was born outside of Canada. This diversity creates significant opportunities for the City. Citizens from all over the world develop and demand diverse cultural amenities, and create the potential for enhanced access to global markets and businesses. With the City’s success in attracting educated

² Projected growth for 2031 is consistent with the City of Mississauga’s Draft Official Plan, Chapter 4.

workers from all over the world, there is a unique opportunity to demonstrate leadership in advocating for the recognition of foreign credentials and providing the education and training infrastructure and mentoring opportunities that will cultivate a truly welcoming, multicultural image.

Mississauga's success in attracting such a diverse citizenry has occurred in the absence of a targeted marketing program. Given the City's location within a larger metropolitan region, the contribution of its economy and its emergence as a multi-cultural community, a broadened effort to distinguish Mississauga internationally with a strong and singular message will create increasing returns in visitation, investment and growth.

Aging Population – While Mississauga is seen to have a young population relative to Ontario, trends indicate that much like the rest of North America, Mississauga's population is aging. Over 40% of the population is expected to be over the age of 55 by the year 2031³. While this will have repercussions over time on the delivery of social services, accessible transit, recreation and health care in the community, it also raises concerns about labour force replacement, and the potential for skill shortages as a significant portion of the population moves into retirement age. As immigration is expected to drive net labour force growth to an even greater degree on the coming years, reinforcing the importance of programs to promote effective economic and employment integration becomes essential.

Talented Labour Force - Mississauga's talented resident labour force is a key strength of the local economy. It has a more highly educated population than either the Toronto region or the Province. Over two-thirds of the population holds some form of post-secondary education, higher than the provincial average, and over 40% hold a university certificate, degree or diploma⁴. Among these degree-holders, particular concentrations exist in areas such as business, management and technology, which support current and emerging industrial concentrations in the City.

Mississauga's overall labour force growth and unemployment rate has been consistent with that of the Toronto region and the Province, with labour force growth accelerating since 2006. This growth has been most pronounced in professional and technical services-oriented industries such as finance and insurance and health care.

With the extensive popular interest in the importance of the 'creative economy' to urban economies, Mississauga has shown only modest growth in creative, knowledge-based employment and occupations in the last decade, concentrated as they are in technical, management and finance occupations. While there are knowledge-based industry concentrations in design-based services such as engineering and computer systems, high-level occupational trends suggest that the economic base of the City is broad and highly distributed. As such service-based and even manufacturing occupations have grown at a higher rate since 2001 than creative occupations.

Higher Incomes - Mississauga's average household income is on par with that of the surrounding region, but there are a higher proportion of high-earning households. These elevated incomes have the potential to drive local consumption and retail trade. However, trends suggest that total incomes in the City are increasingly concentrated within higher income brackets, and caution must be exercised to avoid the economic inequality that is a common challenge of a large and diverse society. The future success of the City is directly tied to its ability to provide economic opportunity to all of its citizens.

³ City of Mississauga. Sustainable Living: A Growth Management Strategy for the City of Mississauga. 2008.

⁴ Statistics Canada. Census of Population. 2006.

Technology-Driven Economy - Mississauga is largely a technology-driven economy. The City's strengths in ICT permeate throughout other key sectors, creating points of overlap and synergy with financial services, advanced manufacturing, life sciences and logistics industries. It is at these points of overlap, where new innovations can take place and drive increased wealth for the City. However, true success comes with the ability to effectively commercialize these new technologies and processes.

Regional Employment Centre - Far more than a bedroom community, Mississauga is a thriving employment centre in the region, providing 56,240 more jobs than there are workers in the City⁵. At the same time, the City is a net exporter of jobs in certain professional industries, such as health care and finance and insurance, which can be explained in large part by the significant concentration of major activity in these sectors in the City of Toronto and the clustering effect this has created in the region. However, these two sectors also have a significant business and employment concentration in Mississauga and are projected to experience further growth and expansion in the future.

Expanding Post-Secondary Education and Research Programs - Mississauga has a burgeoning post-secondary education and research infrastructure. The University of Toronto, Mississauga (UTM) enrolls close to 12,000 students and is expanding program delivery, most significantly with the development of an Academy of Medicine. The introduction of a Mississauga Sheridan College campus will further enhance the educational infrastructure of the City, and drive development in the City Centre area. However, there is an identified need for Mississauga to strengthen its educational and R&D infrastructure to better align with its targeted sector strengths. The delivery of more technology-based computer science, mathematics and engineering programs could greatly enhance and support the companies engaged in advanced manufacturing technologies, ICT, finance and logistics activity.

Multi-Modal Logistics Infrastructure - The City of Mississauga enjoys a strategic market advantage based solely on its central location within Southern Ontario, bestowing easy access to major centres of population and economic activity and providing a foundation for regional and international transportation. The City's location is complemented by access to a strong network of multi-modal transportation assets, including Toronto Pearson International Airport, the 400-series highway system, and the CN Rail intermodal terminal. These assets have naturally positioned Mississauga as a leader in logistics, transportation, distribution and trade. In addition, these sectors not only import the most jobs to Mississauga, they have the highest relative concentrations of jobs *and* labour force in the City, making them a key competitive advantage. These strengths in turn, continue to make the City an attractive location for major trade, production and manufacturing activities.

Extensive Cultural Assets - As described in the City's Culture Master Plan, Mississauga has an extensive range of cultural assets, including theatres, heritage sites, the Living Arts Centre, an extensive library system, and demonstrated recent success in attracting and developing marquis events and festivals. Building upon the strategy developed in the Plan, these assets are beginning to be recognized as an integral element of the City's quality of place, essential to the City's vibrancy and attractiveness to potential businesses, workers and visitors.

Small Business and Entrepreneurs Make a Strong Contribution to Local Economy - While total employment in the City remains dominated by manufacturing, trade and transportation industries, business pattern trends in the City reveal strong growth in health care, education, and information and cultural industries. Recognizing and supporting these emergent industries will strengthen the City's position in the realm of service delivery and quality of place.

⁵ City of Mississauga Planning and Building Department. [2009 Employment Profile](#). Data based upon the 2009 Employment Survey.

Though it has a significant number of major employers, the majority of business activity in Mississauga is driven by small enterprises. Over 70% of the City's business establishments employ fewer than 10 people with business activity concentrated in professional services, retail and wholesale trade, and construction. The continued success of these businesses and the City's ability to foster future entrepreneurial growth has important implications for economic development delivery as there is an identified need to build a stronger business support network, catalyzed by successful local businesses.

Strength in Advanced Manufacturing Technologies Sector - Though it has not been immune from the broader economic downturn, Mississauga's advanced manufacturing sector will continue to be a local strength. Despite employment losses, the City has over 12,000 more jobs than local workers in the sector⁶, and is a magnet for manufacturing employment. The local transportation and logistics infrastructure, together with a network of Multi National Enterprise (MNE) operations and regional offices, contribute to a diverse base of manufacturing activity that has been somewhat sheltered from the broader provincial trends. It has a much higher employment concentration in household equipment, pharmaceutical, and aerospace manufacturing than in the more adversely affected sectors related to automotive manufacturing or fabrication.

Based on these strengths, there are significant opportunities in emerging areas of investment and innovation related to aerospace, clean technologies and printing, driven by major companies such as Siemens, AECL, Samsung, GE, Filamax, Electrovaya and Xerox. However, the lack of local incubation facilities that would foster the development and deployment of new technologies is seen as a prime deterrent to the development of this sector.

Evolving Health and Life Sciences Sector – As with many technology-based industry sectors the health and life sciences sector continues to evolve. The sector has been impacted by the global financial crisis over the previous three years as available credit and capital investment tightened from the banking and lending institutions. Mississauga's sector is directly exposed to these global trends and challenges as a result of the significant number of multi-national enterprises (MNEs) and small and medium sized enterprises (SMEs) in the City.

In biotechnology and pharmaceuticals however, there is a good company mix throughout the value chain, which provides opportunities for sector synergies and collaboration. Mississauga has diagnostics laboratories and leading MNEs that include Agilent Technologies and Abbott Labs; generic pharmaceutical manufacturers with Ratiopharm as well as a range of companies involved in drug development and R&D including Biovail, Amorfix and Microbix. In addition to this first tier of life science companies, the City also benefits from the presence of a range of companies that provide business support services including: compliance services and specialist logistics services.

Diverse Finance and Insurance Sector - The global finance services industry has gone through turbulent times in recent years. In the U.S., the global financial crisis and downturn in the global economy contributed to the elimination of some banking and financial institutions and a federal government bailout of others. Canada has not been immune to the economic recession that has affected the national finance and insurance industry. However, the World Economic Forum has rated Canada the world's soundest banking system and a model for risk management and capital adequacy practices. With this new attention directed towards Canada's finance services industries, the Ontario government wants to make the Toronto region one of the top ten global financial services centre.

⁶ Statistics Canada. Census of Population: REDDI Tabulations. 2006.

Mississauga's banking/finance industry serves key back office functions for national institutions and global companies, including TD Canada Trust, Symcor, and First Data and outsourcing providers such as Broadridge Financial Solutions. There are also major North American consumer and business finance institutions in the City including GE Capital and CitiFinancial. The City also benefits from a strong foreign bank branch presence reflecting the diversity of needs within the community. These banks include HSBC, Bank of East Asia and Korea Exchange Bank.

ICT and Design Services Sector Changing Constantly – The ICT and the Design Services sector is in a constant state of change as new technologies continue to be developed.

The key technologies with the greatest amount of consumer and business interest include semantic web technologies, quantum computing, IT enabled social networks, online media, online storage and processing and cloud computing.

The City's greatest strength in this sector is the large number of MNE and SME companies present in the community. The City has a higher proportion of MNE IT companies than any other city in Canada including Toronto, with the most notable being Microsoft. The City also benefits from a strong wireless sub-sector that includes Redknee, a global wireless company, UCIT Online, Opalix Software, Esprida Corporation and LComm Wireless.

Consolidation in the Multi-Modal Logistics Sector - The multi-modal logistics sector is experiencing structural shifts by global supply chain organizations. The sector is driven by cost pressures and access to new markets. Logistics companies are improving their processes and consolidating to drive down costs. China and India are major target countries for this sector to develop into, while Eastern Europe is becoming a more open market for trade.

Mississauga has MNE and SME global logistics companies throughout the value chain. A significant contributing factor to the current depth of the multi-modal logistics companies is the immediate access to Lester B. Pearson International Airport, CN Rail Terminal and 400 series highway network. Fourth party logistics (4PL) and fifth party logistics (5PL) providers are present in the City and major global supply chain companies include Accenture, Ceva, Exel, YRC Logistics. Smaller niche players providing integrated services include Nulogx and Sherway Group.

Strategy Development Process

Under the leadership of the City of Mississauga's Economic Development Office and Economic Development Advisory Committee, this strategy has undertaken a thorough analysis of economic and demographic data, the City's current policy environment, local and global economic trends, and best practices in economic development activities to ensure that the recommendations provided are well-informed and position the City to be competitive on a global scale.

Consideration has been given to a wide range of municipally led initiatives and plans that have a direct bearing on the crafting and implementation of this strategy and the overall economic development of the City in the coming years. Particular consideration has been given to the City's recently completed Strategic Plan which sets out a 40-year guiding framework aimed at ensuring the long term health, attractiveness and prosperity of the City of Mississauga. The central vision for the plan incorporates a global perspective and emphasizes creativity, innovation and diversity as the driving forces behind an enriched quality of life and attractiveness for the city. The Economic Development Strategy builds on the goals that have been articulated in the Strategic Plan by providing more focus to the activities and efforts required to drive economic growth and prosperity across all quarters of the City.

A broad based consultation process was also undertaken. Through a combination of key stakeholder interviews, focus groups, an online survey, and an Economic Development Workshop, over 150 individuals and organizations provided input to the strategy development process between January and April of 2010. Six major themes emerged from the consultation process that, taken together, provided a strong framework for the creation of the City's Economic Development Strategy. These are:

- Better capitalize on our local assets
- Foster innovation, creativity and culture
- Enable business success
- Improve our access to global markets
- Strengthen our partnerships
- Show leadership in the development of the green economy

Recommendations

The Economic Development Strategy will represent the overall vision and desired outcomes from the strategic planning process and present a view of the type of community that Mississauga could become – where the development and attraction of talent is central to success, where the City is recognized for its innovation and leadership in an emerging economy, and where the City itself is promoted nationally and internationally for its capabilities and success.

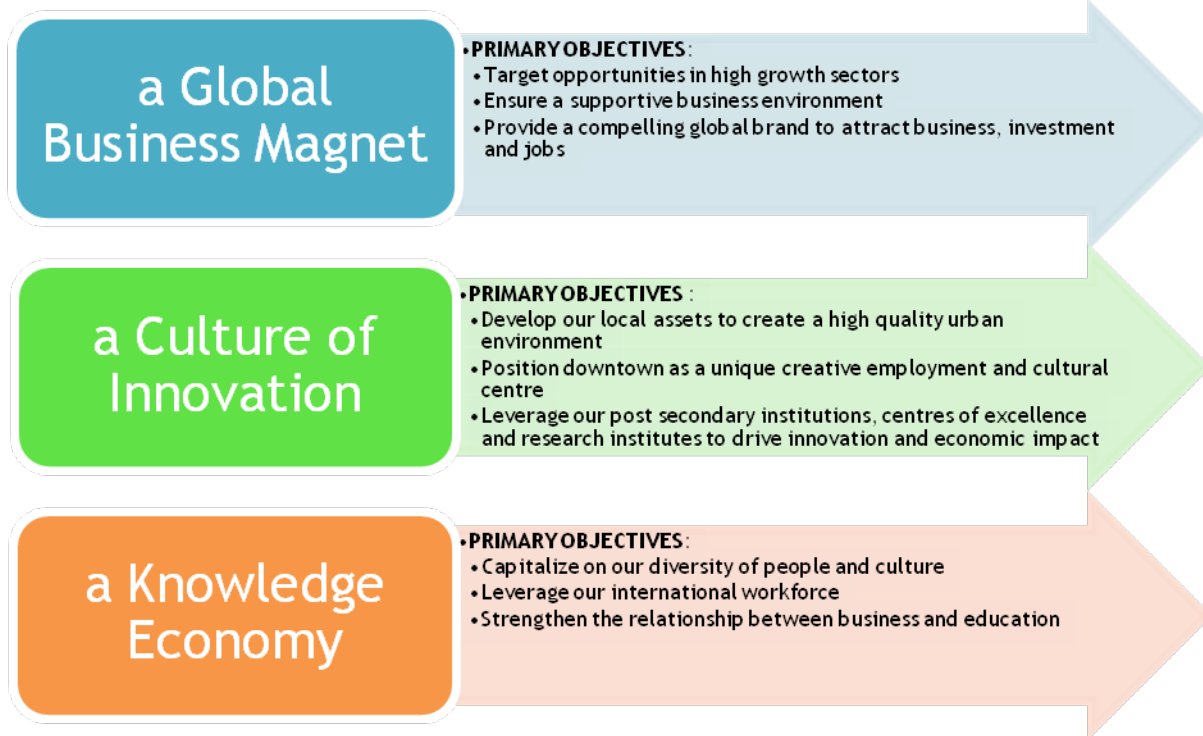
To achieve these outcomes, the Economic Development Strategy builds upon the **VISION** established in the City of Mississauga's Strategic Plan as the premise for the development of actions and initiatives that will support the City's commitment to growth and prosperity.

Guided by this vision, the **GOALS, OBJECTIVES** and associated **ACTIONS** that follow are built around the City's desire to drive future economic growth and enhance its competitive position within the Toronto region economy. These goals should seek to build on local strengths, mitigate the weaknesses and convey the desired outcomes of the strategic planning process. Objectives will define what is to be accomplished while the actions outline how this is to be accomplished.

The Vision

*“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 Credit River valley. **A place where people choose to live.**”*

The Goals and Objectives



A more detailed discussion of the actions that support these goals and objectives is provided in Section 3 in Part I of this report. These actions are prioritized to reflect a logical sequence of activities, with each action in the strategy contributing to a greater level of success as it relates to economic development and investment in the community. The City of Mississauga business planning process will address the budget, resources and detailed timing associated with the implementation of these recommendations.

1. Introduction



1 INTRODUCTION

1.1 A New Direction for Economic Development

With the service and knowledge-based economy becoming a major driver of economic growth, the roles of cities and regions in a shifting global economy are being reshaped and redefined. Cities and regions are emerging as concentrated command points in the international economy, key locations for finance, and major centres for production and innovation as well as research and development.

The changing nature of local economies, coupled with the impact of technological advancement and the increasing importance of innovation and entrepreneurship as a platform for growth, means a heightened level of national and international competition to attract financial capital, workforce talent and business investment. Compounding this is the rising importance of emerging market economies – Brazil, Russia, India and China in particular – and the growing impact they are having on the world economy. Each of these countries has a large and growing population with a consumer base that has already begun to reshape global commerce, with the potential to change it even more so into the future.

The implications of this shifting landscape have challenged the old models of economic development and the tactics deployed by municipalities to attract and sustain business investment. Where historically economic development was driven by the availability of land, buildings and an educated workforce, today's successful cities are looking beyond the traditional approaches to investment attraction and retention and developing strategies that are:

- investing in and improving the skills of the city's workforce, and therefore their chances for economic prosperity;
- enhancing productivity and innovation within its business community by focusing on the formation of networks between small and medium sized businesses and academic institutions;
- leveraging cultural diversity to maximize productivity and innovation; and
- creating urban environments that provide a high quality of life experience and quality of place for residents, as a way to ensure that a city can attract the best and the brightest to its workforce.

“The process of building a great city is never finished and neither is the process to create strategic change. In order to realize our vision, we need to continuously plan for change.”

City of Mississauga Strategic Plan, 2009

The City of Mississauga's recent economic development history has been one of great success. Since its creation in 1974, the City has grown to become an example of positive economic growth and cultural diversity and a major contributor to a regional economy that creates one fifth of Canada's GDP and 45% of Ontario's GDP⁷. The City itself is home to one of Canada's largest financial services clusters and is a key element in the growth of the Greater Toronto Area's (GTA) financial services cluster, currently the 3rd largest in North America. It has emerged as a hub for advanced manufacturing that includes both automotive and aerospace production; has a well established Information and Communications Technologies (ICT) sector that has been pivotal to the emergence of the GTA as a major industry cluster

⁷ Organization for Economic Cooperation and Development. *Territorial Reviews: Toronto, Canada*. 2009.

The OECD methodology defining functional metropolitan regions considers population size, population density and commuting flows as an indicator of whether an urban area represents a contained labour market, that is, an area in which commuting within the region is considerably higher than between it and the surrounding areas (OECD, 2006). The Toronto region, so defined, is slightly smaller than the Greater Toronto Area.

in North America; and the convergence of a number of key industries and supports for the life sciences has positioned this sector 3rd in the country behind Toronto and Montreal.

But past success is no longer an indicator of future performance. With a highly integrated regional economy, growing levels of traffic congestion, the national decline of manufacturing employment and the need to boost productivity and innovation across all sectors of our economy, the City and the Toronto region are at a crossroads.

This new context, however, provides the City with a timely opportunity to renew its competitive efforts in collaboration with its business and stakeholder community. The City's Economic Development Office in particular has an important role to play in advancing the City's economic prosperity by providing leadership on key issues that will affect the City's success locally and regionally; by assuming a more international and global perspective for measuring success; and by enhancing the value proposition for the attraction of business, investment and residents to the City.

1.2 Objectives + Outcomes

The goal of any economic development strategy is to improve the livability and quality of life of a community through sustained economic growth. This results in the creation of high quality jobs, as well as wealth and investment.

To achieve this, many cities are taking on new roles and responsibilities in recognition of their increasingly important economic position within the national and global economies. Cities are extending their reach from traditional programs such as business attraction and retention, by developing new programs that foster skills development, entrepreneurship, mentorship, risk financing, technology transfer, product commercialization, international workforce attraction, and the use of information and communications technology for economic development and city-building.

The main objective for the development of a comprehensive economic development strategy for the City of Mississauga will be to guide the activities of the Economic Development Office, in order to support a specific and more strategic role for the department that also aligns with the goals of the City's Strategic Plan.

The primary outcomes for this project include;

- An assessment and analysis of Mississauga's economy, assets, infrastructure and business climate
- The identification and assessment of local and global trends with respect to economies, economic development and competitive jurisdictions
- Engagement with business and community stakeholders
- A detailed assessment of Mississauga's economic development opportunities including the potential for new/emerging sectors and subsectors
- The creation of an economic development strategy that incorporates and considers success criteria and specification of services to ensure corporate business plan alignment
- Demonstration of how the strategy will advance the City's "Prosper Pillar" and its influence and support of the Mississauga Strategic Plan overall.

1.3 Approach

A critical component to the development of an economic development strategy must be a solid understanding of a community's performance against a range of economic indicators combined with an analysis of current and emerging business and industrial investment trends.

This document is comprised of two major components – Part I provides an overview of the issues and opportunities confronting the City both locally and internationally and sets out a framework for the City to achieve its economic development vision. Part II provides a more detailed understanding of the City's recent economic performance and the opportunities to drive growth and investment in the community and its target sectors. As part of this effort the City's current marketing and promotion initiatives have also been reviewed against a backdrop of best practice cities to ensure that the right message is indeed reaching the right audience.

The approach employed in the completion of this work involved the following steps:

1. An environmental scan and literature review of available data, reports, studies, and economic development strategies considered relevant to the completion of this study.
2. An assessment of local and global trends affecting economic development and jurisdictional competitiveness.
3. The development of an economic profile that highlights key patterns of change in relation to a variety of demographic and innovative indicators.
4. A thorough overview of the current state of each target sector in Mississauga and its competitive position at a regional, national and international level.
5. Stakeholder interviews with key business and community leaders, as well as municipal officials, who were able to provide further insight into trends related to the City's ongoing strategic planning efforts; land use and policy framework; and how these issues have affected the City's historic and current economic development initiatives.

While this strategy has been prepared for the City of Mississauga it also takes into account the unique position of the City as part of a larger regional economy and the impact that this can have on the efforts of individual municipalities to drive an economic development agenda. By necessity, many of the opportunities that could transform the local and regional economy require the collaboration and support of multiple partners and senior levels of government.

1.3.1 Notes on the Data

It should be noted that this report uses a wide variety of data to support an economic base and target industry assessment of Mississauga. Every effort has been made to ensure consistent time series, and that the most recent data has been used where available. However, due to the nature of metropolitan and regional level data, some data is only available on Census years (i.e., 2001, 2006).

2. Overview



2 OVERVIEW

Changes in the global economy have always had a direct impact on the growth and life of cities. In a report released in November 2006 entitled *Competitive Cities in the Global Economy*, the Organization for Economic Cooperation and Development (OECD) emphasized that successful cities that attract talented young and highly skilled workers, are centres of innovation and entrepreneurship and are competitive locations for global and regional headquarters.⁸

2.1 Global Forces Shaping Cities

The impact of national and global economic trends is evident across the Toronto region in the form of a dynamic, diverse and growing economy. This in turn has provided residents of the region with a higher standard of living and a greater level of prosperity than many other city-regions around the world.

But these economic trends have also created significant challenges: the impact on the built environment as the region grows, the increased need for services and infrastructure for a growing multi-cultural citizenry, the need for broader citizen involvement in governance and community development, competition for talent and capital investment, and the potential for outsourcing of high value business functions to low cost alternatives such as East Asia and India as these economies develop.

An economic development strategy for the City of Mississauga must reflect and respond to shifts in the global economy in order to ensure the City's long-term competitiveness. Based on a review of several recently published reports, coupled with the insight and input derived throughout the strategy development process, the following long-term global trends are seen as having the most direct bearing on the City of Mississauga.

2.1.1 Multiculturalism and Diversity

A city should be understood as a cultural mosaic. Economic opportunities and cultural amenities are drawing people from all over the world to urban areas, in growing numbers; by 2031, almost one-half (46%) of Canadians over fifteen will be first or second-generation immigrants⁹, and they will be overwhelmingly concentrated in metropolitan areas. The multiculturalism of cities can generate a rich social fabric, leading to the growth of diverse cultural, retail and entertainment experiences. The fact of diversity is important to cities only insofar as they can successfully integrate a citizenry of different social and cultural backgrounds, thus enabling economic opportunity and social cohesion for all residents.

The 2006 report on global city competitiveness from the OECD demonstrated clearly that a diverse and *cohesive* community with shared norms and values can improve business performance. Additional research has shown that cities that are open to immigration, diversity and difference are also more attractive as places to live, work and do business. A city that is cohesive and integrated promotes collaboration and engagement in the urban economy; conversely, a city that is diverse but remains homogenous creates physical and cultural barriers that inhibit interaction, learning and growth. However, this desired cohesion cannot be imposed from a singular or simplistic perspective. Cities must make conscious efforts to consult with citizens of different cultural backgrounds to understand how they want to *engage* with, and contribute to, their urban environment.

The multiculturalism and diversity of the local labour force also creates significant economic opportunity for cities. Global cities must be able to capitalize on the growing levels of education among new

⁸ Organization for Economic Cooperation and Development. *Competitive Cities in the Global Economy*. 2006.

⁹ Statistics Canada, *The Daily*, March 2010

immigrants by working to remove barriers to economic and social integration, such as facilitating the accreditation of internationally-trained workers. Strong relationships with professional organizations, educational institutions and social service providers are a necessary element of this process. Cities can also capitalize on their diversity to gain a greater degree of connection and understanding with international markets, and aggressively pursue the opportunities that they hold. The ability to facilitate a globalization of local industry, and look beyond the local environment for ideas, skills and people is what distinguishes a truly innovative and cutting-edge city.

In the 2009 OECD Territorial Review for the Toronto region the authors point out that the constant flow of immigration to the region since World War II has greatly contributed to its economic success and made it one of the most ethnically diverse urban centres in the world. It also points out that unlike immigrants in many other large cities around the world, most immigrants in the Toronto region are skilled. This provides the region and by extension the City of Mississauga with greater “potential to be innovative and creative, develop international trade relations, provide cultural amenities and sustain a cosmopolitan character that enhances the quality of urban life across the region.”¹⁰

2.1.2 The Drive for Talent

A critical factor that determines whether a city will enjoy sustainable, long-term success is its ability to attract talented workers. It is well-documented that cities with high levels of human capital – typically measured in terms of the educational attainment of the population – experience higher levels of per capita income, productivity and economic growth. Much like the drive for investment, competition for skilled labour is increasingly global. Young, highly educated workers, driven by job opportunities and local amenities, are highly flexible and mobile. As a result, strategies to attract and develop a deep, talented labour pool are becoming as prevalent in regional economic development practice as the use of incentives and programs to attract business and industry. For as much as mobile talent is willing to move in pursuit of job opportunities, the reverse is also increasingly the norm; businesses are choosing to locate in cities based on its level of human capital.

“If Canada’s largest cities are to become world-class centres of design, architecture and culture, and attract young, talented, creative people, they will have to do more than invest in physical infrastructure. They will have to sustain vibrant cultures and become centres of excellence in education so that they can take advantage of the global networks that power great cities and drive Canada’s economy forward.”

Janice Gross Stein,
Conference Board of
Canada

Attracting this talent – particularly *international* talent – is becoming a fundamental component of urban competitiveness. Cities must recognize that in an international marketplace, the ability to build on linkages between highly skilled immigrants and their countries of origin can create pipelines of global knowledge and trade, and further stimulate increased flows of skilled labour. Where success in this area was once a specialized strength of select entrepreneurial economies like New York and Silicon Valley, it is now a necessity. Canadian cities like Calgary have recognized the importance of drawing international talent to their city and have already launched international workforce attraction efforts.

The aging of the population in developed economies will also create a persistent and worrying shortage of skilled workers, as an increased proportion of the labour force moves into retirement. Statistics Canada has projected that net immigration could account for virtually all labour force growth as early as 2011¹¹;

¹⁰ Organization for Economic Cooperation and Development. Territorial Reviews: Toronto, Canada. 2009.

¹¹ Statistics Canada, The Daily, September 10 2007.

the concentrated diversity of urban areas suggests that, in major cities, this is already a reality. The ability of cities to attract and integrate this new workforce and leverage their skills, connections and entrepreneurial activities is crucial.

The high level of mobility among highly skilled workers also makes it imperative for cities to provide the amenities and consumer opportunities that these individuals prefer. It is now well known that, when faced with a location decision, people sort themselves by qualities of place according to their economic, cultural, social and political preferences. As cities are becoming increasingly diverse, having attracted labour from all over the world, these preferences become more diverse. While the City of Mississauga cannot hope to be everything to everybody, greater consideration of those elements that contribute to a high quality urban experience, such as the continued development of the downtown, enhancement of the waterfront area and a broader range of cultural and recreational amenities will create greater interest in the City and better enable it to attract and retain a talented workforce.

2.1.3 The Emergence of a Knowledge-Based Economy

The global economy is experiencing a broad structural upheaval. Academic research, popular commentary and economic data support the fact that developed economies are undergoing a transformation to a knowledge-based economy. Intelligence, knowledge and creativity have become the primary inputs of this new economic paradigm, which has a distinctly urban expression. Cities – with their high densities, concentration of command and control functions, and diverse economic, educational and demographic compositions – are the foundations of this new knowledge-based economy. This shift has been popularly understood as a rise in the importance of ‘creative’ work, which emphasizes high productivity, as well as enhanced cognitive and analytical skills.

This reality generates new challenges and opportunities for cities. Knowledge-based work requires higher degrees of educational attainment – including among the immigrant population – and thus, cities are in increased competition for highly skilled labour. The jobs that they occupy are also increasingly valuable; those jobs defined as ‘creative class’ occupations account for only 29% of total employment in Canada, but 42% of total employment income¹². In short, there is a wage premium for knowledge-based work. In addition, because knowledge-based industries trade on the skills and expertise of their labour, they produce more expensive goods and services that generate greater marginal output for the cities in which they are housed. Cities that fully embrace this knowledge-based paradigm are the ones that will be best positioned for future growth and prosperity as these trends continue. A prime consideration for the City of Mississauga in this regard, is the continued investment and expansion of its high value target industries, and further partnerships in post-secondary educational opportunities.

2.1.4 A Shifting Global Economic Landscape

Economic globalization is the new normal. Traditionally, globalization raised concerns about the off-shoring of blue-collar jobs to locations where labour can be provided at a much lower cost. Today, as the educational, economic and technological resources of these ‘developing’ countries expand and grow, the competition is no longer based solely on costs; countries are now in global competition for white-collar knowledge-based and new economy jobs as well. In addition, the value chain for production, from the extraction of natural resources, to the provision of service on finished products, to the innovation and design of new ones, is increasingly dispersed across the globe. In short, cities now face global competition at all points on the economic spectrum.

¹² Martin Prosperity Institute analysis, November 2009; Statistics Canada 2006.

The sources of that competition have changed, as well; over the past two decades, the global economic landscape has undergone profound and fundamental shifts. Reduced costs of transportation, information and inputs to production are producing a global levelling effect. Traditional economic powers like the United States, Japan and Western Europe are being joined – and, in some cases, supplanted – by emerging economies as key nodes of international trade and investment. Having invested significantly in education, research and development and innovation, the BRIC countries (Brazil, Russia, India, and China) are the most immediate examples of this global shift. In China alone, a shift towards a market-based economy has generated three decades of consistent double-digit GDP growth.

This competition is increasing, and the growth of national economies in Southeast Asia, South America and Eastern Europe attests to the fact that it is increasingly dispersed and multi-lateral. Urban economies will have to be flexible, productive and focused on providing innovative, value-added goods and services to continue to compete and succeed. For cities however, the evolution of global economic activity is not just a question of responding to increased competition. The growth of these economies has opened significant markets for increased international trade and investment. Cities that can identify and capitalize on the new opportunities that are presented will recognize clear competitive advantages in the international marketplace. This starts with better capitalizing on the international relationships within the local business community.

2.1.5 Innovation and Commercialization

The ability to innovate is a primary determinant of success for businesses. Naturally, cities that can create a culture of innovation are best positioned to attract those businesses and generate success themselves. Creativity and innovation is the fundamental platform for growth in cities, but this is only the start. To succeed, cities need the talent and capital to be able to commercialize that innovation, bringing research and development in specific sectors together with industry and investment. A city that is trying to compete on a global stage based on the products and processes of 10 years ago is already being left behind. The processes of innovation and commercialization are accelerating, and there is increased pressure to bring products to market faster.

Successful innovative urban economies are known to be risk-taking, dynamic, flexible, and digital. Perhaps most importantly, they are collaborative. Cities require a wide range of educational, financial, administrative and cultural resources to contribute to an urban ‘framework’ of innovation. Most cities have these resources. In great cities, they work together to generate new ideas, and commercialize new products. Indeed, partnerships between businesses, entrepreneurs, government and universities are increasingly the norm, as the refinement and transfer of scientific research converts smart ideas into valuable goods and services, which in turn generate significant returns to the local economy.

Furthermore, as structural economic changes have been accelerated by the economic recession, economic diversification is of critical importance for cities. Much like the factory towns of years past and present, cities that rely too heavily on a single industry are most susceptible to decline as a result of market fluctuations and downturns. The most successful cities in the new economy will not only be able to develop cutting-edge products and services; they will work to capture the additional economic opportunity that arises from this local innovation. This will require support networks that enable a high degree of collaboration and systems that will nurture entrepreneurialism. New products and technologies generate opportunities for local manufacturing, processing, and delivery of services that can spread economic opportunity and employment throughout a community.

2.1.6 Sustainable Growth and Development

The state of the global environment occupies a growing space in the public consciousness; according to a 2009 Canadian Press poll, 67% of Canadians believe that the environment should be as much of a priority as addressing the impacts of the economic recession¹³. With the impacts of the economic downturn still being acutely felt across the country, these issues are in fact inseparable. To ensure long-term growth and prosperity, it is imperative that major cities consider the sustainability of their urban economies and their built environment. Investments need to be made now in the infrastructure that will move increased flows of people, goods and ideas more efficiently and cleanly in the years to come.

Indeed, the shift towards a low-carbon economy is having direct and tangible impacts on the way cities manage for growth. The principles of smart growth and sustainable economic development suggest that economic, social, cultural and environmental concerns are interdependent. The ability to plan responsibly for increased growth is becoming a competitive reality for cities across the world. For example, the high level of density that cities provide allows for a smaller environmental footprint, a shorter commute, increased productivity and quality of life, and reduced energy usage and greenhouse gas (GHG) emissions. Facilitating increased densification requires cities to invest in efficient public transportation to enhance the flow of people and goods, and to provide usable public spaces, parks and walkable communities.

Finally, pursuing an agenda of sustainability and environmental responsibility is increasingly synonymous with economic opportunity for cities. Clean technologies that improve energy efficiency, conserve resources, and improve existing industrial processes are emerging as engines of innovation and wealth creation for regional economies. Senior levels of government are also supporting – and financing – environmental initiatives, through financial and legislative tools such as the Province of Ontario's Green Energy and Green Economy Act. The implementation of these technologies within cities, in terms of sustainable construction, use of resources, and waste disposal practices are also becoming a growing imperative. Cities that can differentiate on the basis of these principles can also attract workers and business investment, which increasingly cite effective environmental stewardship as a core consideration for their business.

2.2 Our Current State

2.2.1 Regional Economic Performance

While it is clear that these global issues have significant bearing on international cities, challenges and opportunities emerge from these findings that have particular impact on the broader regional economy. The City of Mississauga exists within a regional conurbation of over five million people, which has significant social and economic impact on the province and the country. The Toronto region generates 45% of Ontario's and 20% of Canada's GDP¹⁴. This context must inform the City's economic development, as regional economic conditions will often have a direct impact on Mississauga's prospects for economic growth.

As such, there are a number of regional considerations that have a direct bearing on the City of Mississauga's economic competitiveness. As a magnet for new immigrants, the Toronto region accesses a global talent pool, and has developed distinct cultural assets and advantages that will continue to direct

¹³ Canadian Press, August 24, 2009.

¹⁴ Organization for Economic Cooperation and Development. [Territorial Reviews: Toronto, Canada](#). 2009. See footnote 1 for description of 'Toronto region' definition.

or attract skilled immigrants to the region; the Conference Board of Canada forecasts international migration will increase to over 120,000 per year by 2014¹⁵. In the face of an aging workforce, these trends need to be made sustainable by emphasizing effective cultural, social and economic integration of these newcomers to the region.

This is especially salient considering the performance of the regional economy in recent years, and the distinct evidence suggesting that global shifts in industrial and economic structures have taken root in the Toronto region. Despite evidence of a turnaround in the last two quarters of 2009, manufacturing output and employment in the region has declined every year since 2004. Knowledge-based sectors such as financial services, life sciences, ICT and media are emerging drivers of the regional economy, with key sub-sector and labour force strengths in each of these industries dispersed throughout the Toronto region. Coupled with significant public and private investment in infrastructure and education, these prevailing economic shifts are expected to drive significant growth through to 2014, where Toronto is expected to lag only Calgary and Edmonton in annual GDP growth among major Canadian census metropolitan areas (CMAs)¹⁶.

This predicted industrial rebound could be diminished if the province and municipalities in the region are complacent in pursuing an agenda of sustainable competitiveness, based on an ability to capitalize on a diverse workforce, large educated population, and innovative institutions and businesses. In the context of increased international competition, the region needs to enhance the conversion of its human capital, SMEs (small and medium sized enterprises) and research infrastructure assets into value-added innovative and *commercialized* output in its priority sectors. Furthermore, delays in the funding and implementation of an integrated public transportation network are creating a competitiveness deficit for the region, contributing to rising congestion, limited labour flexibility, and increased costs for transport-intensive industries.

Improved inter-regional collaboration to address these challenges and opportunities will allow the region and each of its constituent municipalities to achieve continued economic prosperity on a national and global scale.

2.2.2 Attributes of Mississauga's Economy

Having considered the global, national and regional factors that are impacting the economic development environment in Mississauga, a thorough understanding of the City's current economic performance is also essential. An accounting of the current demographic, industrial and investment trends impacting the City will ensure a strong foundation for the development of recommendations that will advance the economic growth of the City. The following section provides a review of these trends and conditions.

Growing Population Base - The City of Mississauga has experienced remarkable population growth over the last three decades, which in turn has driven significant labour force growth, as well as pronounced greenfield development. This development has been a significant driver of growth for the City but as available land in the City diminishes and new planning frameworks come into effect, development in Mississauga will be geared towards increased density and intensification of existing areas of the City, such as the downtown.

As the City's population is projected to reach 812,000 by 2031¹⁷, investment in the physical and social infrastructure becomes essential to accommodate the increased pressures this growth will place on the

¹⁵ The Conference Board of Canada. Metropolitan Outlook 1, Spring 2010: Toronto. 2010.

¹⁶ Ibid.

¹⁷ Projected growth for 2031 is consistent with the City of Mississauga's Draft Official Plan, Chapter 4.

City's physical and built environment. A focused emphasis on the efficient movement of people within Mississauga and throughout the surrounding region will be required, building upon committed investment to light rapid transit in the City.

Community Diversity - Mississauga is one of the most diverse cities in the country; over half of its population was born outside of Canada. This diversity creates significant opportunities for the City. Citizens from all over the world both develop and demand diverse cultural amenities, and create the potential for enhanced access to global markets and businesses. With the City's success in attracting educated workers from all over the world, there is a unique opportunity to demonstrate leadership in advocating for the recognition of foreign credentials and providing the education and training infrastructure and mentoring opportunities that will cultivate a truly welcoming, multicultural image.

Mississauga's success in attracting such a diverse citizenry has occurred in the absence of a cohesive City identity and brand. Given the City's location within a larger metropolitan region, the contribution of its economy and its emergence as a multi-cultural community, a broadened effort to distinguish Mississauga internationally with a strong and singular message will create increasing returns in visitation, investment and growth.

Aging Population – While Mississauga is seen to have a young population relative to Ontario, trends indicate that much like the rest of North America, Mississauga's population is aging. Over 40% of the population is expected to be over the age of 55 by the year 2031¹⁸. While this will have repercussions over time on the delivery of social services, accessible transit, recreation and health care in the community, it also raises concerns about labour force replacement, and the potential for skill shortages as a significant portion of the population moves into retirement age. As immigration is expected to drive net labour force growth to an even greater degree on the coming years, reinforcing the importance of programs to promote effective economic and employment integration becomes essential.

Talented Labour Force - Mississauga's talented resident labour force is a key strength of the local economy. It has a more highly educated population than either the Toronto region or Ontario. Over two-thirds of the population holds some form of post-secondary education, higher than the provincial average, and over 40% hold a university certificate, degree or diploma¹⁹. Among these degree-holders, particular concentrations exist in areas such as business, management and technology, which support current and emerging industrial concentrations in the City.

Mississauga's overall labour force growth and unemployment rate has been consistent with that of the Toronto region and the province, with labour force growth accelerating since 2006. This growth has been most pronounced in professional and technical services-oriented industries such as finance and insurance and health care.

With the extensive popular interest in the importance of the 'creative class' to urban economies, Mississauga has shown only modest growth in creative, knowledge-based employment and occupations in the last decade, concentrated as they are in technical, management and finance occupations. While there are knowledge-based industry concentrations in design-based services such as engineering and computer systems, high-level occupational trends suggest that the economic base of the City is broad and highly distributed. As such service-based and even manufacturing occupations have grown at a higher rate since 2001 than creative occupations.

¹⁸ City of Mississauga. Sustainable Living: A Growth Management Strategy for Mississauga. 2008.

¹⁹ Statistics Canada. Census of Population. 2006.

Higher Incomes - Mississauga's average household income is on par with that of the surrounding region, but there are a higher proportion of high-earning households. These elevated incomes have the potential to drive local consumption and retail trade. However, trends suggest that total incomes in the City are increasingly concentrated within higher income brackets, and caution must be exercised to avoid the economic inequality that is a common challenge of a large and diverse society. The future success of the City is directly tied to its ability to provide economic opportunity to all of its citizens.

Technology-Driven Economy - Mississauga is largely a technology-driven economy. The City's strengths in ICT permeate throughout other key sectors, creating points of overlap and synergy with financial services, advanced manufacturing, life sciences and logistics industries. It is at these points of overlap where new innovations can take place and drive increased wealth for the City. However, true success comes with the ability to effectively commercialize these new technologies and processes.

Regional Employment Centre - Far more than a bedroom community, Mississauga is a thriving employment centre in the region, providing 56,240 more jobs than there are workers in the City²⁰. At the same time, the City is a net exporter of jobs in certain professional industries, such as health care and finance and insurance, which can be explained in large part by the significant concentration of major activity in these sectors in the City of Toronto and the clustering effect this has created in the region. However, these two sectors also have a significant business and employment concentration in Mississauga and are projected to experience further growth and expansion in the future.

Expanding Post-Secondary Education and Research Programs - Mississauga has a burgeoning post-secondary education and research infrastructure. The University of Toronto, Mississauga (UTM) enrolls close to 12,000 students and is expanding program delivery, most significantly with the development of an Academy of Medicine. The introduction of a Mississauga Sheridan College campus will further enhance the educational infrastructure of the City, and drive development in the City Centre area. However, there is an identified need for Mississauga to strengthen its educational and R&D infrastructure to better align with its targeted sector strengths. The delivery of more technology-based computer science, mathematics and engineering programs could greatly enhance and support the companies engaged in advanced manufacturing technologies, ICT, finance and logistics activity.

Multi-Modal Logistics Infrastructure - The City of Mississauga enjoys a strategic market advantage based solely on its central location within Southern Ontario, bestowing easy access to major centres of population and economic activity and providing a foundation for regional and international transportation. The City's location is complemented by access to a strong network of multi-modal transportation assets, including Toronto Pearson International Airport, the 400-series highway system, and the CN Rail intermodal terminal. These assets have naturally positioned Mississauga as a leader in logistics, transportation, distribution and trade. In addition, these sectors not only import the most jobs to Mississauga, they have the highest relative concentrations of jobs *and* labour force in the City, making them a key competitive advantage. These strengths in turn continue to make the City an attractive location for major trade, production and manufacturing activities.

Extensive Cultural Assets - As described in the City's Culture Master Plan, Mississauga has an extensive range of cultural assets, including theatres, heritage sites, the Living Arts Centre, an extensive library system, and demonstrated recent success in attracting and developing marquis events and festivals. Building upon the strategy developed in the Plan, these assets are beginning to be recognized

²⁰ City of Mississauga Planning and Building Department. 2009 Employment Profile. Data based upon the 2009 Employment Survey.

as an integral element of the City's quality of place, essential to the City's vibrancy and attractiveness to potential businesses, workers and visitors.

Small Business and Entrepreneurs Make a Strong Contribution to Local Economy - While total employment in the City remains dominated by manufacturing, trade and transportation industries, business pattern trends in the City reveal strong growth in health care, education, and information and cultural industries. Recognizing and supporting these emergent industries will strengthen the City's position in the realm of service delivery and quality of place.

Though it has a significant number of major employers, the majority of business activity in Mississauga is driven by small enterprises. Over 70% of the City's business establishments employ fewer than 10 people with business activity concentrated in professional services, retail and wholesale trade, and construction²¹. The continued success of these businesses and the City's ability to foster future entrepreneurial growth has important implications for economic development delivery as there is an identified need to build a stronger business support network, catalyzed by successful local businesses.

Strength in Advanced Manufacturing Technologies Sector - Though it has not been immune from the broader economic downturn, Mississauga's advanced manufacturing sector will continue to be a local strength. Despite employment losses, the City has over 12,000 more jobs than local workers in the sector²², and is a magnet for manufacturing employment. The local transportation and logistics infrastructure, together with a network of Multi National Enterprise (MNE) operations and regional offices, contribute to a diverse base of manufacturing activity that has been somewhat sheltered from the broader provincial trends. It has a much higher employment concentration in household equipment, pharmaceutical, and aerospace manufacturing than in the more adversely affected sectors related to automotive manufacturing or fabrication.

Based on these strengths, there are significant opportunities in emerging areas of investment and innovation related to aerospace, clean technologies, and printing, driven by major companies such as Siemens, AECL, Samsung, GE, Filamax, ElectroVaya and Xerox. However, the lack of local incubation facilities that would foster the development and deployment of new technologies is seen as a prime deterrent to the development of this sector.

Evolving Health and Life Sciences Sector – As with many technology-based industry sectors the health and life sciences sector continues to evolve. The sector has been impacted by the global financial crisis over the previous three years as available credit and capital investment tightened from the banking and lending institutions. Mississauga's sector is directly exposed to these global trends and challenges as a result of the significant number of MNEs and SMEs in the City.

In biotechnology and pharmaceuticals however, there is a good company mix throughout the value chain, which provides opportunities for sector synergies and collaboration. Mississauga has diagnostics laboratories and leading MNEs that include Agilent Technologies and Abbott Labs; generic pharmaceutical manufacturers with Ratiopharm as well as a range of companies involved in drug development and R&D including Biovail, Amorfix and Microbix. In addition to this first tier or life science companies the City also benefits from the presence of a range of companies that provide business support services including: compliance services and specialist logistics services.

²¹ Statistics Canada. Canadian Business Patterns Data. 2009.

²² Statistics Canada. Census of Population: REDDI Tabulations. 2006.

Diverse Finance and Insurance Sector - The global finance services industry has gone through turbulent times in recent years. In the U.S., the global financial crisis and downturn in the global economy contributed to the elimination of some banking and financial institutions and a federal government bailout of others. Canada has not been immune to the economic recession that has affected the national finance and insurance industry. However, the World Economic Forum has rated Canada the world's soundest banking system and a model for risk management and capital adequacy practices. With this new attention directed towards Canada's finance services industries, the Ontario government wants to make the Toronto region one of the top ten global financial services centres.

Mississauga's banking/finance industry serves key back office functions for national institutions and global companies, including TD Canada Trust, Symcor, and First Data and outsourcing providers such as Broadridge Financial Solutions. There are also major North American consumer and business finance institutions in the City including GE Capital and CitiFinancial. The City also benefits from a strong foreign bank branch presence reflecting the diversity of needs within the community. These banks include HSBC, Bank of East Asia and Korea Exchange Bank.

ICT and Design Services Sector Changing Constantly – The ICT and the Design Services sector is in a constant state of change as new technologies continue to be developed.

The key technologies with the greatest amount of consumer and business interest include semantic web technologies, quantum computing, IT enabled social networks, online media, online storage and processing and cloud computing.

The City's greatest strength in this sector is the large number of MNE and SME companies present in the community. The City has a higher proportion of MNE IT companies than any other city in Canada including Toronto, with the most notable being Microsoft. The City also benefits from a strong wireless sub-sector that includes Redknee, a global wireless company, UCIT Online, Opalix Software, Esprida Corporation and LComm Wireless.

Consolidation in the Multi-Modal Logistics Sector - The multi-modal logistics sector is experiencing structural shifts by global supply chain organizations. The sector is driven by cost pressures and access to new markets. Logistics companies are improving their processes and consolidating to drive down costs. China and India are major target countries for this sector to develop into, while Eastern Europe is becoming a more open market for trade.

Mississauga has MNE and SME global logistics companies throughout the value chain. A significant contributing factor to the current depth of the multi-modal logistics companies is the immediate access to Lester B. Pearson International Airport, CN Rail Terminal and 400 series highway network. Fourth party logistics (4PL) and fifth party logistics (5PL) providers are present in the City, and major global supply chain companies include Accenture, Ceva, Exel, YRC Logistics. Smaller niche players providing integrated services include Nulogx and Sherway Group.

2.2.3 Current Policy Environment

In developing a new economic development strategy for the City of Mississauga, consideration must also be given to a range of other municipally-led initiatives and plans that will have a direct bearing on the implementation of the strategy and the overall development of the City in the coming years. A focused review of key documents was conducted to ensure effective alignment between Mississauga's existing framework for growth, and the direction provided in this economic development strategy. Specific attention was given to the following plans:

- Our Future Mississauga: Strategic Plan, 2009
- Downtown 21 Master Plan: Creating an Urban Place in the Heart of Mississauga, 2009
- Bus Rapid Transit Strategy, 2007
- Mississauga Culture Master Plan, 2009
- Mississauga Waterfront Parks Strategy, 2008
- Mississauga Office Strategy Study, 2008

Our Future Mississauga: Strategic Plan, 2009

The 2009 Strategic Plan is a 40-year guiding framework aimed at ensuring the long-term health, attractiveness and prosperity of the City of Mississauga. The central vision of the plan incorporates a global perspective, emphasizing creativity, innovation and diversity as the driving forces behind an enriched quality of life and attractiveness for the City.

The Vision Statement is as follows:

*“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 Credit River valley. **A place where people choose to live.**”*

The strategic plan is guided by five Strategic Pillars for Change, each of which is supported by a series of strategic goals:

- **Move**, emphasizing the development of a transit-oriented city;
- **Belong**, focused on providing access, integration and opportunity for all of Mississauga’s citizens;
- **Connect**, aims to ensure that the City’s neighbourhoods and downtown are safe and welcoming for all;
- **Prosper**, outlines the importance of strengthening and leveraging Mississauga’s education, innovation, diversity and business assets within a competitive global economic environment; and
- **Green**, emphasizes the practice of environmental responsibility throughout the City,

The plan is more broad-based in nature than the economic development strategy, with a greater emphasis on built form and social development. To be sure, elements of these priorities necessarily inform economic development in the City; for example, the targeted focus on increased transit connectivity and connection between neighbourhoods will naturally improve economic outcomes by facilitating easier movement of people throughout the City. In addition, both plans place similar emphasis on community involvement in consultation and implementation of the City’s agenda for growth.

The economic development strategy builds upon, and in some cases further refines, these strategic goals in providing targeted themes and recommendations that focus more exclusively on the drivers of economic growth and prosperity for Mississauga. This being the case, the areas of greatest alignment between *Our Future Mississauga* Strategic Plan and Mississauga’s Economic Development Strategy are associated with the fourth strategic pillar, ‘Prosper’. The Direction and Principle supporting this pillar are:

- *Direction* – Our Future Mississauga is a global hub of creative and innovative activity where talent and business thrive.
- *Principle* – Mississauga is a city that values a strong global business future, fostering a prosperous and sustainable economy that attracts and grows talent.

More specifically, there is mutual emphasis between the Prosper pillar and the economic development strategy's goals on:

- Leveraging Mississauga's diversity to enhance global business connectivity;
- Developing world-class talent through strengthened post-secondary education and workforce attraction;
- Creating an attractive business climate and support network that meets the needs of local enterprise;
- Emphasizing a local innovation culture, developing partnerships between government, business and education communities;
- Focusing on qualities of place, and those arts and cultural amenities that draw people and business into the city.

Downtown 21 Master Plan: Creating an Urban Place in the Heart of Mississauga, 2009

As an outcome of the City's Strategic Plan, the creation of a vibrant downtown was identified as a key strategic objective for the City to pursue. The Downtown 21 Master Plan is the guiding document for that vision, and is designed to "promote the continued evolution of a liveable, compact, sustainable downtown centre for the entire city which will enhance Mississauga's competitive advantage".

The impetus for a downtown master plan rests upon a series of immediate challenges and priorities for the City. The issues common to those that inform the economic development strategy include:

- The need to develop a mix of uses and amenities that will attract a greater urban concentration of businesses and workers;
- The need to increase the diversity of businesses, retail locations and food establishments to better reflect the demographic and cultural diversity of the City's population;
- The need to provide multi-modal transit options – including the creation of walkable, accessible spaces – to enhance the movement of people and goods through the City.
- The need to facilitate increased innovation through the co-location of government services, educational institutions, a range of businesses and industries.
- The need to establish clear themes that nevertheless remain flexible and able to respond to inevitable changes in external conditions.

The catalyst for the development of the downtown will be the expansion of key infrastructure, including the introduction of post-secondary institutions (Sheridan College), the creation of a new 'Main Street' to focus development, and enhanced light-rail public transit. The plan also emphasizes the ideas that a successful downtown can model a new identity for the City based upon environmental stewardship, a commitment to multiculturalism, and accessibility – principles that are also embraced in this strategy.

Bus Rapid Transit Study, 2007

In response to the challenges borne by climate change, sprawl, and disjointed regional connectivity, the City of Mississauga and GO Transit initiated an Inter-Regional Bus Rapid Transit (BRT) Strategy in 2007. The plan was developed in the context of limited public transit infrastructure outside of the City of Toronto, which has placed undue pressures on the highway system. Increasing the modal share of rapid transit was identified as a necessary priority to accommodate continued growth and urbanization in Mississauga, and travel outside of Toronto's downtown core.

When the Bus Rapid Transit project is completed, a dedicated right of way will be constructed along the major corridors of Highway 403, Eastgate Parkway and Eglinton Avenue, with 12 stations between Winston Churchill Boulevard and Renforth Drive. The plan supports and enhances the goals of the Strategic Plan and Downtown 21 Master Plan by facilitating increased transit options for Mississauga residents and providing more efficient access to the downtown City centre and major regional transit systems and hubs, including Toronto Pearson International Airport.

While transportation is not an explicit element of the economic development strategy in terms of the recommendations provided, it is recognized as a critical factor that underlies its successful implementation. The implementation of the BRT strategy, with expected completion in 2012, together with a broader focus on expanding inter-modal connectivity throughout Mississauga is a central area of alignment between these two documents.

Mississauga Culture Master Plan, 2009

The *Culture Master Plan* and the economic development strategy are aligned in their recognition of creativity, culture and diversity as driving factors to Mississauga's future success. These factors directly impact the success and health of neighbourhoods, the need to foster partnerships and collaboration within and across the City's different communities, the ability to attract and retain talent and foster innovative and creative business, and the overall quality of place experience for both residents and visitors to the City.

The *Culture Master Plan* supports and provides a cultural lens to the five pillars of the Strategic Plan. It notes that Mississauga has extensive cultural assets – over 1,000 cultural facilities and sites, 270 designated heritage properties, and a range of successful events and festivals. However, the plan also identifies a key challenge; there is no sustainable long-term vision or rationale for properly integrating these facilities and resources, communicating their availability to the broader community, or maximizing their impact on the social and economic prosperity of the City.

In recognition of this challenge, the *Culture Master Plan* provides the following strategic directions:

- Strengthen arts, culture and heritage organizations
- Encourage community celebrations and festivals
- Strengthen cultural infrastructure
- Build partnerships and increase collaboration
- Strengthen the flow of information
- Identify cultural nodes and create an artful public realm
- Attract and support creative individuals

These strategic objectives are supported, in detail, by 25 initiatives and over 40 specific recommendations for the City of Mississauga and its Culture Division to pursue in the coming years. Overall the key message of the Culture Master Plan, and one that is endorsed by the economic development strategy, is that a thriving creative and cultural sector is important to enhance Mississauga's quality of place, provide opportunities for participation and engagement for its entire population, and build a cohesive cultural identity that assist in distinguishing the City on a global scale.

Mississauga Waterfront Parks Strategy, 2008

The City of Mississauga’s *Waterfront Parks Strategy* was completed in 2008 with the purpose of guiding the management, land-use, future expansion and development of the City’s natural waterfront areas through the next 25 years. Though it goes further than the economic development strategy in its prescription of specific uses, facilities and activities across five ‘Priority Parks’, it shares a number of guiding principles that apply to both the waterfront parks system and the vision of the City as a whole. Most notably, the *Waterfront Parks Strategy* explicitly states as part of its vision the need to “connect the physical, natural, cultural and emotional elements of the parks to the community, the environment and to the passage of time.” This emphasis on connectivity and long-term strategic thinking are the cornerstone of effective growth planning and resource management. In addition, the strategy makes specific mention of:

- The need to effectively recognize and utilize its local assets, including its rich natural amenities;
- The principles of connectivity, sustainability, transportation and accessibility, and mixed use;
- The incorporation of green technologies, conservation principles, and sustainable community and landscape design; and
- The preservation of natural assets for the responsible use and enjoyment of current and future generations.

Overall, the *Waterfront Parks Strategy* provides an effective framework to understand the City’s approach to sustainability and effectively managing its local assets.

Mississauga Office Strategy Study, 2008

The City of Mississauga commissioned an Office Strategy Study in 2008 to develop strategies to attract and retain office uses in the City, in accordance with the Province’s Growth Plan designation of the area as an Urban Growth Centre (UGC). This high-level strategic objective is common to the City’s subsequent Strategic Plan and Downtown 21 Master Plan, as well as the recommendations provided in this strategy.

The study found that, though the City is a major player in corporate office presence and investment attraction in the region, shifting office development trends coupled with issues of high congestion, limited supply of available space, and stagnation in new office development in the City Centre are together putting the City’s competitive position at risk.

As a result, the study provided the following strategic recommendations:

- Adopt a new office designation hierarchy to direct prestige office development to desired locations in the City Centre and Hurontario Corridor; this will discourage, but not restrict, development of isolated, stand-alone office buildings elsewhere in the City.
- Invest in new financial and policy strategies, such as tax-increment financing, to kickstart office development in the City Centre
- Addressing urban design and quality of place issues by focusing on pedestrian access and ‘going green’ in the City Centre.
- Intensify the Hurontario Corridor and create attractive office sites that will be served by higher-order transit; improve transit modal share to existing office development sites.

These recommendations are consistent with other planning documents in effect in the City and are reinforced by this strategy's emphasis on investment attraction and the creation of a vibrant urban centre that incorporates a mix of office, retail and educational uses.

2.3 Strategy Development Process

2.3.1 The Process

With the launch of the City's new strategic plan "Our Mississauga" in May 2009, the City has articulated a progressive and innovative vision of the future of the community based on input received from tens of thousands of local stakeholders including residents, senior staff and elected officials. The outcome from this process was the creation of five strategic pillars that are intended to shape and direct strategic thinking and decision making for the City in the future. One of these pillars – '*Cultivating Creative and Innovative Business*' was the impetus for the development of a new economic development strategy for the City of Mississauga.

Like every forward-thinking municipality, the City of Mississauga has a reputation for confronting the challenges and embracing the opportunities that will allow it to prosper and grow. In creating an economic development strategy for the City, consideration has been given to a range of information related to the City's economic development strengths, weaknesses, opportunities and threats. This has been accomplished, in part through an analysis of economic data that illustrates Mississauga's competitive position in the investment marketplace, and in consideration of those strategic sectors and economic drivers that the City needs to focus on to ensure that it remains nationally and internationally competitive. Consideration has also been given to the approach to economic development programming that is being undertaken in a select number of best practice cities, particularly as it relates to targeted industry growth and marketing.

Overall guidance and direction for the creation of the Mississauga Economic Development Strategy was provided by the Economic Development Office with input from the City's Economic Development Advisory Committee, members of the City's extended leadership team, as well as the Mayor and Council. As noted previously, consideration has also been given to a number of other initiatives determined to have a direct impact on the overall direction for the economic development strategy. These include the City's Strategic Plan, the Downtown 21 Master Plan, the Bus Rapid Transit Study, the Mississauga Culture Master Plan, the Waterfront Parks Strategy, and the Office Strategy Study.

A broad based consultation process was also undertaken. Beginning in January 2010, more than 40 interviews were completed with community and business leaders, economic development stakeholders and senior levels of government. In addition, the City hosted four focus groups where more than 60 people provided their input on the direction and focus for the City's economic development strategy. An online survey was also used to collect further input from the City's business community. At each point participants were asked to comment on the challenges that Mississauga faces in advancing economic growth and the priorities and opportunities that should be reflected in the direction and development of a new economic development strategy for the City.

Building on the 6 major themes that emerged from the consultation process, an Economic Development Workshop was held in April 2010 with more than 70 invited stakeholders, many of whom had participated in the earlier focus group sessions. Over the course of the half-day event, preliminary findings were presented and discussed and participants were asked to recommend specific actions that could more effectively position the City for greater success in the future. The results of the workshop have been compiled and are provided in the appendix to the main report.

This approach to the consultation has allowed the strategy to be informed by a broad range of perspectives, experiences and ideas and has assisted in informing the challenges and opportunities that

will confront the City in the coming years and the actions required to ensure lasting and sustainable economic growth.

2.3.2 Key Themes

Most stakeholders agreed that the City has a diverse and growing local economy and is widely recognized as a premier location for business and investment in Ontario. However, with success comes challenges, and there were a number of issues identified during the project's consultation phase that were seen to impact the long term competitiveness of the GTA. These include:

- the impact of growth on the region's transportation network;
- the competition to attract and retain a skilled workforce; and
- the need for greater levels of innovation and commercialization on the part of private sector enterprises and the province's educational institutions

While the resolution of these issues may not be within power of the Economic Development Office to resolve, there was strong consensus that the City of Mississauga, has a role to play in ensuring that there is ongoing dialogue and resolution of these issues in the near term.

In addition to these broad based concerns, 6 key themes emerged from the stakeholder consultation process that provide a strong framework for the creation of the City's new economic development strategy. These themes are discussed below:

...Better capitalize on our local assets

Place matters! Conventional wisdom would argue that if the jobs are available, the workers will follow, but the new economy doesn't often follow these rules. While today's economy requires a skilled, educated and dynamic workforce, the availability of high paying jobs will no longer be sufficient to attract these workers. With an aging population and a globally competitive economy that is progressively more complex, the ability to attract and retain workers will increasingly separate great cities from the rest of the pack.

The rise of knowledge-based industries and a new creative class of workers has heightened the importance quality of place and depth of culture to local economies. To attract – or even retain – the vital workforce that will drive economic development opportunities, Mississauga must focus on creating a community with a heightened sense of place that better capitalizes on the range of quality assets already in place.

To do this requires a downtown that is a vibrant workplace environment, as well as 'hip' and liveable for its residents. It means designing and promoting the diversity of local neighbourhoods in a way that will appeal to all ages and lifestyles; providing creative and engaging community amenities that reflect the City's growing cultural diversity; and expanding the City's post-secondary education opportunities to reflect the changing needs of local business and industry, and the strength of the City's position as the 6th largest community in Canada. It will also require a strategy for creating an inviting waterfront that will support and encourage investment by the private sector. Based on the input received from the City's key stakeholders, creating this "sense of place" was perhaps nowhere more important and more visible than in the City's downtown and its waterfront, where the first impression – and often, lasting impression – of a community are formed.

...Foster innovation, creativity and culture

More than ever, what separates great cities from good cities is their ability to foster and capitalize on creativity and innovation through its entrepreneurs, enterprises and cultural institutions.

While the Toronto region benefits from the presence of several renowned educational and research institutions, its ability to drive heightened levels of innovation and commercialization has been mixed, suggesting a need to facilitate greater levels of collaboration between the region's industry and institutions of higher learning. The continued transformation of Mississauga's economy will require a broad application of knowledge and innovation that includes investment in universities and colleges, the attraction of research and development activities, creative partnerships between government, business and local educational institutions and the advancement of a workforce with expertise in entrepreneurship, managing innovation and commercialization that will bring creative ideas to the marketplace.

Culture too was seen as an invitation for people of different cultural backgrounds, ethnic groups, and lifestyles to contribute to the creativity of the City. This is manifested in a myriad of venues and venues located throughout the City. Educational institutions, architecture, galleries, performing arts venues, festivals, restaurants, public art, and the media collectively must be reflected in the evolving face of the City to a national and international marketplace.

...Enable business success

"Open for Business" is a phrase coined by many communities in an effort to demonstrate their support for business investment. This can't just be a slogan; it must be an attitude that is an inherent part of a city's ethos. It means that communities support not only their largest business partners, but also small organizations that have the greatest potential for growth and innovation.

For the City of Mississauga, this means that businesses across all sectors have the necessary resources that enable them to thrive and contribute to the local economy, and that investment attraction is balanced with the need for business retention and expansion opportunities. This requires a stronger network of collaboration between business, educational institutions and government that encourages the growth of target industries while advancing a transportation and communications infrastructure that allows for the fast and efficient movement of goods, people and ideas throughout the City and between economic regions.

...Improve our access to global markets

With its location in the Greater Toronto Area, the reputation and profile of its business community and the growing importance of the region's post secondary institutions, Mississauga already enjoys a small share of the national and global spotlight. With the world economy expanding at a rapid rate however, global competition for capital, talent and investment threatens to overshadow the City's past accomplishments.

While Mississauga has had considerable success in attracting exceptional talent and innovative companies to the City, it has not done as well at capitalizing on the diversity of cultures and peoples that live in the community; or in leveraging the range of nationally and globally recognized firms that call Mississauga home. In an effort to draw greater interest and investment to the City, more must be done to link local knowledge and abilities with the economic opportunities afforded to the City in an international market place.

...Strengthen our partnerships

Economic development must be a joint public-private sector effort to ensure a strong local economy. But partnership building must also extend to a range of individuals and organizations across all elements of the community – business, education, not-for-profits and neighbourhoods each have a role to play in a City's economic future. A critical component of Mississauga's economic development strategy must be to cultivate stronger, deeper relationships with the City's business and stakeholder community and identify a broad team of civic stewards that are able to work collaboratively to advance the potential of the City.

Given the City's role in the broader regional economy it is also essential to identify opportunities to develop strong relationships and partnerships with other communities and organizations in the GTA, as well as other international jurisdictions that could help to accelerate business partnerships, trade and inward investment. This is particularly relevant in light of the significant number of local businesses with business interests and operations in jurisdictions around the world.

...Show leadership in the development of the green economy

Over the last 30 years the City of Mississauga has transformed itself from a community of greenfield developments to a globally recognized city with a strong and diverse business centre that includes more than 60 U.S. and 50 global Fortune 500 Canadian head offices²³. It has one of the best fibre optic and communications infrastructures in North America and a growing cluster of economic activity that is centered on Automotive and Aerospace, Finance and Insurance, ICT and the Life Sciences.

In addition, the City is well positioned through its economic base and skilled workforce to capitalize on the opportunities that lie in the emergence of the green economy, and the increasing importance of the use and development of 'clean technologies' and their implications for sustainable growth. These opportunities will advance the City's economic future, both in terms of environmental stewardship and in its support for the incubation and production of new green technologies and services.

²³ Source: www.fortune.com and the City of Mississauga Employment Database.

Note: The 'over 60' U.S. Fortune 500 companies are those that have a Canadian head office or major divisional head office in Mississauga, and is based on revenues from 2009.

3. Recommendations



3 RECOMMENDATIONS

By definition, the goals of the strategy represents the overall vision and desired outcomes from the strategic planning process and presents a view of the type of community that Mississauga could become – where the development and attraction of talent is central to success, where the City is recognized for its innovation and leadership in an emerging economy, and where the City itself is promoted nationally and internationally for its capabilities and success.

The result will be a community that will attract expertise and investment from across the country and around the world, an economy built around innovation and centres of excellence, a community with an international profile and reputation – a global centre for business and people. To achieve this vision, however, requires a strategy that is seen not as a series of component parts to be acted on but as a pathway of interconnected steps, each with a key role to play in shaping the future of the City.

3.1 Vision Statement

Vision statements present an image of future success, based on what is attainable in reality – it should be built on the strengths, opportunity and capacity of a community.

The City of Mississauga’s Strategic Plan incorporates a vision for the City that reflects the possibilities and enthusiasm for the future felt by the community. In preparing the City of Mississauga Economic Development Strategy we have incorporated this **VISION** as the premise for the development of actions and initiatives that will support this commitment to growth and prosperity.

the vision

*“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 Credit River valley. **A place where people choose to live.**”*

3.2 Goals, Objectives, Actions

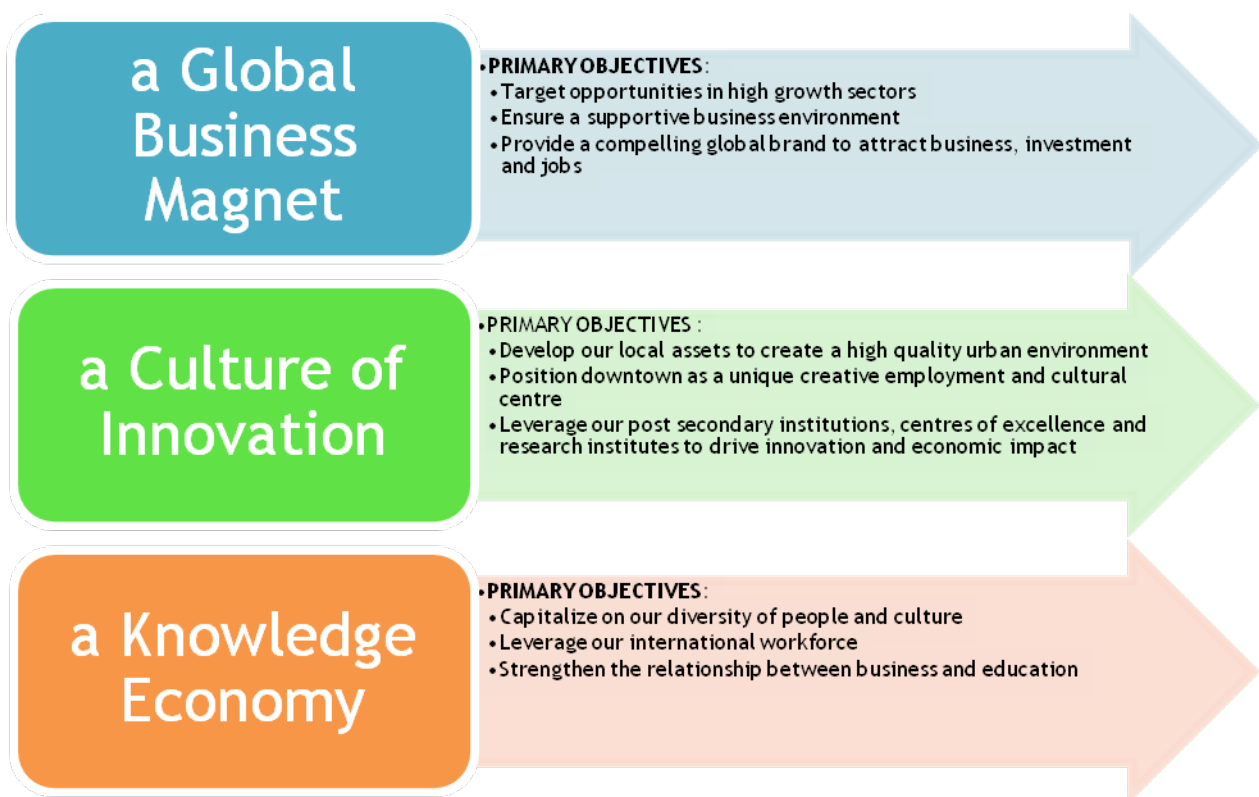
By definition, economic development goals should seek to build on local strengths, mitigate the weaknesses and convey the desired outcomes of the strategic planning process. Objectives will define what is to be accomplished while the actions outline how this is to be accomplished.

The **GOALS, OBJECTIVES** and associated **ACTIONS** that follow are built around the City’s desire to assume a greater leadership role with respect to future economic growth and its competitive position within the Toronto region economy.

the goal statements

The City of Mississauga’s Economic Development Strategy is underpinned by three high level goals, intended to anchor and qualify all strategic initiatives or ensuing actions on the part of the City’s Economic Development Office. These goals also support the overall vision for the City as stated in the Strategic Plan, as well as the outcomes of the economic development planning process.

While these goals are aspirational in nature, the corresponding list of actions should be viewed as a starting point based on community input and research at a point in time. It is by no means an exhaustive or comprehensive list of all activities that could and will engage the Economic Development Office. New actions will emerge throughout the 10 year lifespan of this Strategy and partnerships will change. It will be critical for effective implementation to continually assess how these new actions contribute to the overall success of the strategy.



The associated actions that serve to implement the economic development vision, goals and objectives are provided and prioritized as SHORT TERM (1-3 years), MEDIUM TERM (4-6 years) and LONG TERM (7-10 years).

It should be noted that prioritization of these recommendations is intended to reflect a logical sequence of activities, with each action in the strategy contributing to a greater level of success as it relates to economic development and investment in the community. A more detailed implementation plan will be required to address the budget, resources and detailed timing of each action.

taking action

GOAL 1: A GLOBAL BUSINESS MAGNET

Objective 1: Target Opportunities in High Growth Sectors			
Required Actions	Potential Partners	EDO Role	Timing
<p>1. Develop a Cleantech Sector Initiative that capitalizes on the Province of Ontario's Green Energy Act and Feed in Tariff (FIT) program.</p> <p>a. Map Mississauga companies with the capacity to provide specific support to key cleantech sub-sectors, specifically; semi-conductor, photovoltaic equipment, and wind energy equipment manufacturing.</p> <p>b. Encourage traditional local manufacturers to diversify operations into cleantech sectors, building upon Mississauga Living Green city initiatives. The City will leverage external support programs such as the Canadian Manufacturers and Exporters – SMART program to develop competencies arising from existing strengths, including:</p> <ul style="list-style-type: none"> i. Green manufacturing ii. Smart grid technologies (local lighting manufacturers) iii. Electric car supply chain initiatives iv. Waste to energy (food processing industry). 	<p>Local businesses, Ministry of Economic Development and Trade (MEDT), Ministry of Research and Innovation (MRI), Canadian Manufacturers and Exporters – SMART program, Enersource, Partners in Project Green</p>	<p>Lead</p>	<p>Short Term</p>
<p>2. Capitalize on the growth potential in bioinformatics by leveraging sector convergence with leading-edge ICT and life science companies and technologies present in Mississauga.</p> <p>a. Leverage and build upon the eHealth initiative through the REACH (Rapid Electronic Access to Clinical Health information) portal in hospital sites throughout Peel and Halton Regions.</p> <p>b. Undertake specific investment attraction initiatives for gains in growth technology areas in bioinformatics and medical devices through targeted lead generation activities that identify companies and trade shows involved in semantic technologies and smart medical devices.</p>	<p>Local businesses, Peel Region, Province of Ontario</p>	<p>Lead and partner</p>	<p>Short Term</p>

<p>3. Capitalize on the ongoing efforts of The Biotechnology Initiative and Research, Innovation and Commercialization (RIC) Centre to sustain an ongoing dialogue among leaders in academia, industry, and healthcare organizations and build a cohesive life science community in the City. The result should be a vigorous and effective trade association focused on health and bio-technologies, medical devices, and pharmaceuticals.</p> <p>a. Engage representatives of The Biotechnology Initiative on specific programs, including the role of Mississauga in Ontario’s \$161 million Life Sciences Commercialization Strategy.</p>	<p>MRI, The Biotechnology Initiative (TBI), RIC Centre, local life science community</p>	<p>Partner</p>	<p>Short Term</p>
<p>4. Develop a long-term Advanced Manufacturing Technology Strategy that focuses on new and emerging technologies, materials and processes that complement existing and potential industry strengths. Particular emphasis will be placed on:</p> <p>a. The development of a selective investment attraction campaign geared to smaller scale niche companies that can fill existing technology gaps.</p> <p>b. Confirming Mississauga’s role in national and provincial advanced manufacturing technology plans.</p>	<p>MEDT, MRI, local business community</p>	<p>Lead</p>	<p>Medium Term</p>
<p>5. Position Mississauga’s Information and Communications Technologies (ICT) sector as pivotal to the future growth and development of other target sectors in the local economy.</p> <p>a. Build partnerships with local ICT companies involved in the development of key technologies as a means to attract further investment to Mississauga.</p> <p>b. Investigate partnership opportunities with the Ontario Media Development Corporation and the Canadian Digital Media Network.</p> <p>c. Pursue digital media initiatives that converge with current local capacities in advanced manufacturing and information technology.</p> <p>d. Encourage Sheridan College to deliver additional programming in digital media and entrepreneurship in key areas of opportunity e.g. printing, media and broadcast wireless.</p>	<p>Province of Ontario, Canadian Digital Media Network, local businesses, Sheridan College</p>	<p>Lead and partner</p>	<p>Medium Term</p>
<p>6. Initiate discussions with regional and provincial organizations to determine complimentary financial services sector development strategies, and capitalize on ongoing efforts to make the Toronto Region a top ten global centre in the financial services sector.</p>	<p>Toronto Financial Services Alliance (TFSA), MEDT</p>	<p>Partner</p>	<p>Medium Term</p>
<p>7. Leverage existing ICT strengths to drive investment and growth in financial services by undertaking selective investment attraction initiatives involved in marketing and lead generation, targeting smaller technology companies involved in e-commerce and mobile payment technologies.</p>	<p>TFSA, MEDT</p>	<p>Lead</p>	<p>Medium Term</p>

<p>8. Develop a Multimodal Logistics sector strategy that positions Mississauga as a strategic inland port logistics location in the global, national and regional supply chain.</p> <p>a. Establish Mississauga as a location for key regional, national and international strategic events e.g. HUB International Multimodal Conference and Supply Chain Logistics Canada annual conferences.</p> <p>b. Engage with the Canadian Supply Chain Sector Council, Supply Chain Logistics Canada (SCL), and provincial government to position Mississauga as a strategic national logistics hub.</p> <p>c. Establish links to key global supply chain and trade initiatives, such as the Quebec-North America Super Corridor Coalition and Industry Canada’s Trade Corridors Initiative</p>	<p>Canadian Supply Chain Sector Council, Supply Chain Logistics Canada, Industry Canada, Greater Toronto Airports Authority (GTAA), Metrolinx, Region of Peel (Goods Movement Task Force)</p>	<p>Lead and partner</p>	<p>Long Term</p>
<p>Objective 2: Ensure a Supportive Business Environment</p>			
<p>Required Actions</p>	<p>Potential Partners</p>	<p>EDO Role</p>	<p>Timing</p>
<p>1. Support the development of industry advisory committees or sector councils to provide information to the economic development office about sector-wide and individual business needs, including local talent gaps and research and commercialization infrastructure.</p>	<p>Local and regional business networks, RIC Centre, Mississauga Board of Trade (MBOT)</p>	<p>Partner</p>	<p>Short Term</p>
<p>2. Partner with local business support organizations to promote available services, programs and seminars for small businesses and entrepreneurs.</p> <p>a. Information pertaining to training, counselling, market research, marketing, and business services should be accessible through the City’s economic development website.</p>	<p>RIC Centre, MEDT, local small business support organizations, MBOT</p>	<p>MBEC - Lead and partner</p>	<p>Short Term</p>
<p>3. Work with existing technology-based businesses to capture the manufacturing that results from local innovation and develop a business case to expand production in Mississauga.</p>	<p>RIC Centre, MEDT</p>	<p>MBEC - Facilitate</p>	<p>Short Term</p>
<p>4. Support opportunities to create a Toronto Region CEO Advisory Council, as a forum for business and industry to generate policy-focused ideas and dialogue dedicated to creating urban and regional prosperity and sustainable local economies.</p>	<p>Toronto City Summit Alliance, Boards of Trade, University of Toronto, Greater Toronto Marketing Alliance (GTMA), Mississauga Summit</p>	<p>Facilitate and partner</p>	<p>Medium Term</p>

Objective 3: Provide a Compelling Global Brand to Attract Business, Investment and Jobs			
Required Actions	Potential Partners	EDO Role	Timing
1. Ensure a consistency of message and brand in all future economic development marketing materials with an emphasis on the City's attractive local assets, quality of place, and the strengths of its business community and support infrastructure.	City departments	Lead	Short Term
2. Develop and implement an international marketing strategy to recruit entrepreneurial companies involved in emerging areas of innovation such as clean technologies, renewable energies, bioinformatics and medical devices to Mississauga.	Multi-national enterprises (MNEs) with a significant local presence and strong international relationships, GTMA, Toronto Region Research Alliance (TRRA), GTAA	Lead	Short Term
3. Explore opportunities to co-market the City of Mississauga and Mississauga-based companies whose own brands and profile will resonate with an international audience.	MNEs with a significant local presence and strong international relationships, GTMA, TRRA, GTAA	Partner	Short Term

GOAL 2: A CULTURE OF INNOVATION

Objective 1: Develop Our Local Assets to Create a High Quality Urban Environment			
Required Actions	Potential Partners	EDO Role	Timing
1. Make Mississauga a centre for public dialogue and interaction by delivering creative civic programming, including a speaker series that invites provocative luminaries to discuss innovative and controversial ideas.	Culture Division, University of Toronto, Mississauga (UTM), Sheridan College, Martin Prosperity Institute, MBOT, Economic Development Advisory Committee (EDAC)	Partner	Short Term
2. Investigate the opportunities to attract additional post-secondary institutions to the City as part of a broader campus-style development	City departments	Partner	Short Term
3. Continue to promote an agenda of regional collaboration in support of sustainable growth and development initiatives, including an integrated transportation and transit infrastructure.	Metrolinx, GO Transit, Province of Ontario, municipalities, City departments, GTAA	Partner	Short Term
4. Enable the creation of a vibrant urban environment by encouraging partnerships between young professional networking organizations, local businesses and the arts & culture community to support and sponsor events, programming and other creative economy initiatives.	City departments, MBOT, arts and cultural organizations, Culture Division	MBEC - Partner	Medium Term
5. Promote and enhance the unique and distinctive places and events that define Mississauga’s character and contribute to its quality of place, including parks, trail networks, heritage village centres and the waterfront.	City departments, Culture Division, MBOT, Toronto Tourism West	MBEC - Partner	Medium Term
6. Improve the overall market position of the Sheridan Research Park to ensure the continued success of Canada’s first technology park. <ul style="list-style-type: none"> a. Give consideration to improving the overall physical character of the park and surrounding area by preparing a height and density bonus strategy utilizing Section 37 of the Planning Act to generate funding commitment for enhanced public realm improvements and/or other public benefits; and/or, b. Consider a Community Improvement Plan under Section 28 of the Planning Act to refine the “vision” for the area and to put financial incentive programs into place for the benefit of existing building owners to improve their property standards and landscape. c. Work in conjunction with property owners to market and promote the park. 	City departments, Sheridan Research Park business community, Planning and Building, Policy Division (Community Plan)	Partner	Medium Term

Objective 2: Position Downtown as a Unique Creative Employment and Cultural Centre			
Required Actions	Potential Partners	EDO Role	Timing
1. Continue to implement the strategies and recommendations in the Downtown 21 Master Plan and Culture Master Plan to create a vibrant employment and cultural hub for the city.	City departments, Sheridan College, Living Arts Centre, Culture Division, downtown land owners	Partner	Short Term
2. Give consideration to the creation of a Downtown Development Corporation as a way to facilitate public and private investment in the city’s downtown, with emphasis on the attraction of office development.	City departments, private sector, downtown land owners	Partner	Short Term
3. Explore the development of live-work space for small digital media, ICT and artisanal workers in the downtown area. This could be explored in conjunction with the expansion of student housing for Sheridan College and UTM to create a ‘bohemian’ district of arts, technology and education in the City Centre.	Planning and Building department, Culture Division, Downtown landowners, Sheridan College, University of Toronto – Mississauga (UTM)	Partner	Medium Term
4. Give focus to retaining and recruiting professional and creative services firms which are well-suited to an office environment, and whose employees are inclined to work in the City Centre.	Local businesses, professional associations, downtown land owners	Lead and partner	Long Term
Objective 3: Leverage our Post-secondary Institutions, Centres of Excellence and Research Institutes to Drive Innovation and Economic Impact			
Required Actions	Potential Partners	EDO Role	Timing
1. Support funding initiatives for small businesses and entrepreneurs in the City’s advanced technology-based sectors. <ul style="list-style-type: none"> a. Strengthen the capacity of the RIC Centre as part of the Ontario Research and Innovation Network (RIN) to deliver resources to entrepreneurs and SMEs related to technology commercialization activities. b. Continue to promote the RIC Centre’s partnership with venture capital networks, and provision of company funding programs information to small businesses. c. Explore and advertise other funding schemes and sources, including loan arrangements and small business grants through financial services organizations. 	RIC Centre, MEDT – SME Division, MRI – Ontario Venture Capital Fund, local financial institutions	MBEC - Lead and partner	Short Term

<p>2. Assess the feasibility of an incubation centre to support the development and commercialization of emerging technologies. Consider Sheridan Park as a potential site for this initiative.</p> <p>a. Establish a mentoring and support system for start-ups and SMEs in sector sub-groups, partnering for delivery with key 'role-model' companies in the City's priority sectors.</p>	<p>Local companies and research centres, MRI, UTM, Sheridan College</p>	<p>Lead and partner</p>	<p>Medium Term</p>
<p>3. Encourage and support advanced research initiatives that promote cooperation and collaboration between innovators and investors including:</p> <p>a. Ontario Centres of Excellence in advanced technologies and logistics.</p> <p>b. Canada Research Chairs to be housed at the University of Toronto – Mississauga.</p> <p>c. Private sector research and technology centres.</p>	<p>Local companies and research centres, MRI, UTM, Sheridan College</p>	<p>Lead and partner</p>	<p>Long Term</p>

GOAL 3: A KNOWLEDGE ECONOMY

Objective 1: Capitalize on Our Diversity of People and Cultures			
Required Actions	Potential Partners	EDO Role	Timing
<p>1. Engage civic leaders and local businesses with global operations that reflect the cultural diversity of the City. Leverage their networks to create new opportunities for business investment, talent attraction, and access to capital.</p> <p>a. Build an inventory or global connections matrix of the City’s international businesses and assets to inform the City’s foreign direct investment attraction efforts and better leverage the City’s diverse population and business community.</p>	Boards of Trade, cultural organizations, business community, Newcomers Centre of Peel (NCP)	Lead	Short Term
<p>2. Develop a Young Professionals’ Network that engages Mississauga’s young workforce across industries and cultures. Use social media tools (Facebook, Twitter, LinkedIn) to facilitate interaction and coordination of meetings and events.</p>	Boards of Trade, professional networks and organizations, Queen’s Executive MBA, Sheridan College, UTM	MBEC - Partner	Short Term
<p>3. Develop a local network of ‘global talent’ by building a relationship with the newly announced University of Toronto Munk School of Global Affairs to deliver programming, including an international speaker series, at University of Toronto – Mississauga (UTM).</p>	University of Toronto / UTM	Partner	Medium Term
Objective 2: Leverage Our International Workforce			
Required Actions	Potential Partners	EDO Role	Timing
<p>1. Encourage local businesses to incorporate immigrant peer-mentoring programs as a way to ensure effective integration of new Canadians into the City’s business environment.</p>	Canada to Asia Business Network, other professional networks and associations, MBOT, Peel Mentoring Partnerships	Facilitate	Short Term
<p>2. Provide continued support to the accreditation of foreign-trained professionals and recognition of foreign credentials, in order to maximize the integration and productivity of Mississauga’s immigrant workforce.</p>	Toronto Region Immigrant Employment Council, BioBridge, Pathways to Education, professional associations, Sheridan College, UTM	Facilitate	Short Term

<p>3. Continue to promote the availability of existing local and regional support and settlement services, language and training programs, and online immigration portals to enhance labour market integration in the City and promote this diverse workforce at the City of Mississauga.</p>	<p>Region of Peel & Immigration Peel, Ontario Ministry of Citizenship and Immigration, Citizenship and Immigration Canada, MBOT, NCP, Centre for Education and Training (CET), City departments (Human Resources)</p>	<p>Facilitate</p>	<p>Short Term</p>
<p>Objective 3: Strengthen the Relationship Between Business and Education</p>			
<p>Required Actions</p>	<p>Potential Partners</p>	<p>EDO Role</p>	<p>Timing</p>
<p>1. Work with local post-secondary administrations to address educational gaps in emerging disciplines that support knowledge-economy industries, including: clean technology, bio-informatics and bio-engineering, logistics and supply chain management, and advanced manufacturing.</p> <p>a. Encourage local secondary schools to take active roles in developing and enhancing programming related to STEM (science, technology, engineering and manufacturing) and business disciplines.</p> <p>b. Encourage external non-profit learning programs in STEM and business areas, such as Let's Talk Science and Junior Achievement, into current school programming.</p>	<p>Peel District School Board, Ontario Ministry of Education, UTM, Sheridan College, Ontario Ministry of Training, Colleges and Universities</p>	<p>Partner</p>	<p>Short Term</p>
<p>2. Encourage local student employment by promoting the creation of more high-value co-op placement and internship opportunities between local businesses and Mississauga's post-secondary institutions.</p>	<p>UTM, Sheridan College, local businesses, MBOT</p>	<p>MBEC - Partner</p>	<p>Short Term</p>

3.3 Implementation

The findings from the background review and analysis together with the results of the consultation process have formed the basis for the development of the goals, objectives and actions contained in the economic development strategy. The effect is to have the City of Mississauga assume a more prominent role as a key driver of the GTA and provincial economies and extend its reach and influence in a way that will garner both international attention and economic prosperity for its residents and businesses.

With the completion and adoption of the Economic Development Strategy the City's Economic Development Office will begin the business plan process that incorporates the short-term priorities and recommendations set out in the strategy and articulates the resources required to move forward with the strategy implementation.

As part of that effort, the Economic Development Office will also give consideration to the most effective means for tracking the performance and progress of the strategy over time.

In addition to serving as a guide for the City's Economic Development Office, it is hoped that the strategy will provide an opportunity to more effectively engage with other economic development partners, senior levels of government as well as the private sector, with the result being a greater alignment of priorities and local activities that will ensure the successful and effective implementation of the strategy.