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# 2014 Report on the Strategic Plan

# Moving from Vision to Action

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

Just seven years ago the City of Mississauga launched a groundbreaking public engagement project called Our Future Mississauga. The community created a vision for the City and in 2009, Council approved a bold Strategic Plan and Action Plan.

Each year, we share our progress of how we are moving forward and transforming our city. Our progress is measured by the actions underway and by the positive impact they make on our community. Not only can we see transformation happening, but we can hear it and feel it. From the opening of the first phase of the Mississauga Transitway to growing the City's public art collection, each action brings us closer to achieving our vision – a city where people choose to be.

There are 100 actions currently underway from the Action Plan and 10 are complete. Each action's foundation is rooted in the Strategic Plan, which we are committed to following for the next 40 years.

In 2014, we continued to move forward on creating a dynamic, beautiful and global city. We invite you to read about the City's accomplishments and how we are bringing the Strategic Plan to life.



## A Vision for our City's Future

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

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## Our Vision for the Future

**Mississauga will inspire the world as a dynamic and beautiful city for creativity and innovation, with vibrant, safe and connected communities; where we celebrate the rich diversity of our cultures, our historic villages, Lake Ontario and the Credit River valley. A place where people choose to be.**

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# Strategic Pillars for Change



Each of these Strategic Pillars for Change has its own unique direction statement and principle, along with specific strategic goals to ensure that this Vision is achieved. The Plan provides a sound framework for action and vision to move our city forward for the next 40 years.

## Achieving the Plan

Within the Strategic Plan, each Strategic Pillar for Change is connected to specific action items which will drive the Plan forward. These key action items are outlined in the Action Plan – a complementary document that includes key indicators, targets, actions and funding options for each Strategic Pillar for Change. The Strategic Plan comes alive through the work that is created through these actions.

## Measuring Success

Success will be measured by the level of transformation and energy that we will be able to see, feel and hear all around our city. We can measure our progress in several ways – in the many concrete actions that are already underway, and in the comprehensive plans that guide our work and decisions.

Our annual Report on the Strategic Plan is delivered to Council and the community to help monitor progress and to keep the Plan on track. Reports are an important part of our pledge to continue working closely with our community partners to ensure their voices are heard and we stay grounded in the key actions that support our goals.

When our Strategic Plan is achieved we will be known as a location of destinations; a city with a variety of events and festivals supported by a vibrant downtown and a spectacular waterfront. It will be a location of choice for people who want to live, learn, work, play and visit. It will be a city where people choose to be.

# 5 Year Update – Impact of the Strategic Plan

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## Move

- Between 2009 and 2014 MiWay added over 137,000 new annual service hours.
- The City invested an additional \$29M in the past 5 years to support increased service. Another \$375M was invested to construct the Central Parkway Campus Expansion and Transitway construction. As a result residents can now move more quickly around the city.
- Since the formation of the Mississauga Active Transportation office in 2010, approximately 90 kms of on-road cycling lanes as well as off-road and boulevard Multi-use Trails were constructed.
- Mississauga received a Bicycle Friendly Community Award – Bronze Designation from the Share the Road Cycling Coalition.



## Belong

- Library programs for older adults increased from 212 in 2011 to 714 in 2014.
- Youth programs at the library increased over 50% from 539 in 2009 to 1,148 in 2014.
- Participation in library youth programs grew from 5,274 in 2009 to 10,140 in 2014.
- 12,394 eBooks and eAudiobooks were downloaded in 2010. In 2014 there were 415,535 downloads.
- Since 2009, the City has rehabilitated 7 outdoor pools.
- The Older Adult Plan and Youth Plan were approved by City Council in 2009.
- From 2009 to 2011, Mississauga was named one of Canada's Top Employers for Young People.
- Sheridan College, Phase 1 was opened.
- Mississauga received the Gold Youth Friendly Community designation in 2013.



- Grants to arts and cultural organizations grew from \$2.55 per capita to \$3.00 per capita over the past 5 years.
- City's public art collection has grown by 30% over the past 5 years.
- Attendance at cultural events has increased from 545,763 in 2009 to 1,278,843 in 2014 – a 134% increase.
- Creative cultural workers are increasingly attracted to Mississauga with this group almost doubling from 11,800 in 2009 to 22,520 in 2014.
- Mississauga Fire and Emergency Services visited 16,126 residences in 2009 to promote fire safety. This program has grown to 31,280 visits in 2014.
- Over the past 5 years the City has added 3 therapeutic pools to its facilities, with an average increase in use of 16% per year.
- Master plans for Recreation, Parks, Libraries and Natural Areas were approved in 2010.
- The Cycling Master Plan was approved by Council in 2010.
- The Communications Master Plan was approved by Council in 2012.



- Between 2010 and 2014, Mississauga Business Enterprise Centre supported the development of 100 new small and youth businesses resulting in over 600 jobs created.
- The Culture Master Plan was approved by City Council in 2009.
- The 10 year Economic Development Strategy was approved by City Council in 2010.
- In 2014, Mississauga was named “City of the Future” by Foreign Direct Investment.
- In 2014, City Council approved an updated City brand.



- 66 hectares of natural areas have been added to the City since 2009.
- 121,333 trees have been planted since the launch of the One Million Trees campaign in 2012.
- Over 30,000 LED streetlights have been installed, resulting in over 8 million kWh or \$1.3M savings.
- Greenhouse gas emissions have been reduced by 5,351 tonnes since 2009 – the equivalent of taking 1,049 cars off the road.
- The Living Green Master Plan was approved by Council in 2011.

# How we moved the Strategic Plan forward in 2014



## Move

**Wheels on demand in downtown Mississauga:** It's never been easier to go car-free. The AutoShare service is open to City employees, residents and businesses and gives people the option to leave their car at home by booking an AutoShare vehicle.

**No traffic delays on the Mississauga Transitway:** The Mississauga Transitway will offer faster and easier transit service allowing riders to avoid congested roads for a more reliable commute. MiWay service started at Central Parkway, Cawthra, Tomken, and Dixie on November 17, 2014 when phase one opened.

**Mississauga's streets are made for walking:** Mississauga is a great place to live, work and walk. In December 2014, the City of Mississauga was awarded a Silver WALK Friendly Community designation from the Walk Friendly Ontario Program of Green Communities Canada.



## Belong

**Breaking ground on Sheridan College Phase II:** Phase II of Sheridan College Hazel McCallion Campus is underway and is set to be completed for September 2016. The new campus, which will accommodate an additional 3,200 students, will grow Mississauga's emerging talent base and help create a vibrant downtown core.

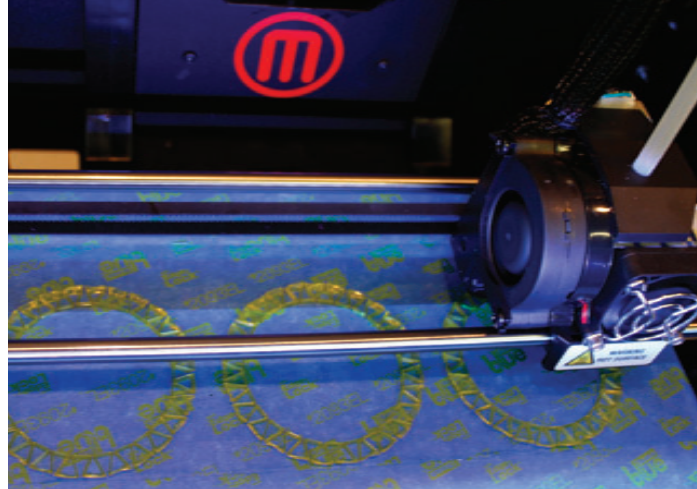
**Improving life for Mississauga's older adults:** The City of Mississauga created the Older Adult Advisory Panel in 2014; the panel enables older adults to exchange information and share advice with City staff to develop and improve older adult services.

**Home sweet home in Mississauga:** Affordable housing is a growing concern and the City is working hard to make housing affordable for its residents. In 2014, the City of Mississauga started licensing second units (also called basement apartments, in-law suites or secondary suites) to provide a safe, affordable and legal option for housing.



**A new take on a community hub:** Main Street is the centre of the action in Streetsville and in 2014, the newly redeveloped Main Street Square was opened. The new design provides a high quality, vibrant space that can be used day-to-day or closed off for local events throughout the year.

**Celebrating heritage in Meadowvale Village:** Meadowvale Village is a community filled with history and cultural significance. Updating Meadowvale's Heritage Conservation District Plan will allow the City to preserve and protect the rich heritage of Meadowvale Village for generations to come.



**Promoting Mississauga's story to the world:** On March 5, 2014 Council approved a new brand story and logo for the City of Mississauga. It is an authentic and compelling story of a modern, open and prosperous city on the cusp of something big.

**Ideas come to life at the library:** Through the Maker Mississauga program at Mississauga libraries, residents can build their skills in science, technology, engineering, art and mathematics by exploring the world of 3D design. Since June 2014, over 700 3D prints have been produced.

**Shaping the Mississauga public art scene:** Mississauga gained two new pieces of public art in 2014. The sculptures titled *Contemplating Child* by artist Ferruccio Sardella and *The Messenger Project* by artist Ernest Daetwyler will strengthen Mississauga's connection to the arts community and enrich the cultural landscape of the city.



**Tomken Arena shines bright:** In 2014, new LED lights and controls were installed for the first time ever in a Mississauga ice rink. The Tomken Arena ice rink received an upgrade to LED lighting, reducing its energy consumption by 50 per cent and reducing greenhouse gas emissions by the equivalent of 100 homes.

**Protecting Mississauga's green spaces:** On February 12, 2014, Mississauga City Council approved the Natural Heritage and Urban Forest Strategy to protect and enhance the city's natural environment. It features 26 strategies to protect our natural heritage and 30 actions to support the urban forest.

**Living green, working green:** The City of Mississauga was named one of Canada's Top 100 Greenest Employers for 2014. This special designation recognizes employers that lead the nation in creating a culture of environmental awareness.

**Mississauga City Hall among most energy efficient in Canada:** In 2014, the Toronto Region and Conservation Authority (TRCA) announced that the Mississauga Civic Centre is now among the most energy efficient city halls in Canada, reaching the gold standard target.

**And the Clean & Green award goes to...:** The City of Mississauga was given the Mississauga Board of Trade Clean & Green Award for its environmental efforts. In 2014, the City made great strides in LED street lighting, storm water retention and green building standards.



## For more information:

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