

The City of Mississauga is on the cusp of significant change.

There is broad recognition that approaches that worked so well in the past will not be sustainable into the future.

There is excitement about what change might bring - how people, places and experiences might grow and evolve in a manner that builds on the city's exceptional assets.

Our Future Mississauga has been a Conversation like no other, a Conversation designed to capture the experiences, hopes, dreams and aspirations of thousands upon thousands of people who live here. One participant in the Conversation has lived here for just four weeks. And many participants have lived here for nearly a lifetime. The Conversation has also been enriched by many who work in Mississauga - people who have chosen to support the city, to nurture its growth and to give back their energy, ideas and ideals.

This Conversation has been designed to set the stage for the creation of a new vision for the city. It has exceeded the expectations of those involved, in every way, and has resulted in the identification of directions for moving forward. It has by far been the most comprehensive engagement exercise in the City of Mississauga's history.

And it signals the boldness of what is to come.

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Background data is available through the website at www.conversation21.ca or upon request.



Visiting Symposium - Conversation Starters, Living Arts Centre, February 2008

1 Introduction

“There are possibilities in this city that are given to very few others.”

That’s what Stephen Lewis declared during the Speaker Series that was part of the conversation about Our Future Mississauga.

The challenge for us as a city is how to capitalize on all of our possibilities. How can our people, places and experiences grow and evolve in a manner that builds on Mississauga’s exceptional assets?

Any city is constantly changing. But change doesn’t just happen. It is the product of careful and visionary planning.

Our Future Mississauga will contribute to such planning.

Mississauga’s City Council initiated Our Future Mississauga as an exercise to gather feedback on the city’s future. The result is this report – a look at where we’re going. The next stage will be the development of the city’s new strategic plan – details on how to get there.

The ideas and comments that are synthesized in these pages, culminating in 18 “drivers for change”, come

from the most comprehensive consultation exercise in Mississauga’s history. In turn, these were distilled into 5 strategic “pillars” for change.

Our Future Mississauga was a conversation – a conversation designed to capture the experiences, dreams and aspirations of the people who live and work here.

Through community meetings and stakeholder interviews, a Big Ideas workshop, a Visioning Symposium, and a Making it Real Workshop, guest speakers and suggestions from residents, a website and a TV production, we heard from thousands of individuals.

Students, recent arrivals to the city, residents who have lived here a lifetime, businesses, community groups, city agencies and institutions, staff, elected officials – all were represented in the Our Future Mississauga conversation.

This conversation captured the passion, energy and enthusiasm that people have for this city. It has been an invaluable opportunity for a diverse array of people to voice their hopes for Our Future Mississauga. This report is a record of these hopes.



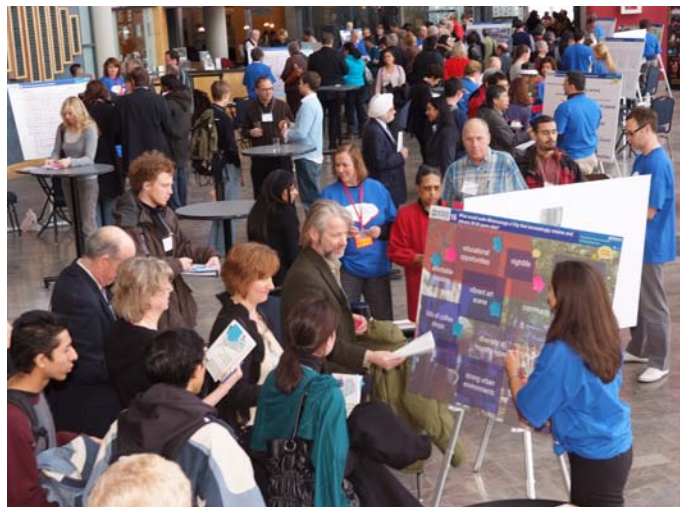
Mayor and Members of Council



Strategic Advisory Group



Community Advisory Group



The community - Visioning Symposium, Living Arts Centre



City of Mississauga staff, Visioning Symposium facilitators



City of Mississauga, City Manager and Commissioners



The Living Arts Centre, Mississauga



Rogers television

2 Acknowledgements

Our Future Mississauga was a truly collaborative effort. We are grateful for the participation of everyone who was involved in this journey.

- Mayor Hazel McCallion and Members of City Council who initiated this exercise:

Ward 1 - Carmen Corbasson

Ward 2 - Patricia Mullin

Ward 3 - Maja Prentice

Ward 4 - Frank Dale

Ward 5 - Eve Adams

Ward 6 - Carolyn Parrish

Ward 7 - Nando Iannicca

Ward 8 - Katie Mahoney

Ward 9 - Pat Saito

Ward 10 - Sue McFadden

Ward 11 - George Carlson

Your leadership and dedication will keep Mississauga moving forward.

- The thousands of people from the community, schools, businesses, agencies and institutions who offered their time and ideas, and demonstrated their love for and commitment to our city.
- Members of the Community Advisory Group: Husain Aboghodieh, Sarah Balkisson, Glenn Barnes, Helene Burrowes, W.J. (Bill) Checkley, Audrey Chaing, Robert Freeman, Frank Giannone, Kathy Hay, Nance MacDonald, Suzanne Robinson, Mike Puddister, Sameer Mian, Kees Schipper, Boyd Upper, and Shelley White.
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- City Directors who comprised the Strategic Advisory Group: Wendy Alexander, Marilyn Ball, Mary Ellen Bench, Susan Burt, Ivana Di Millo, John Calvert, Bruce Carr, Eric Draycott, Gary Kent, John Lohuis, Geoff Marinoff, Ken Owen, Larry Petovello, Joe Pitushka, Rob Rossini, and Zainub Verjee.

- The Building the City for the 21st Century Team (BC21 Team), a staff team that developed and lead Our Future Mississauga.
- City staff who contributed in a variety of ways at workshops and events, as participants, volunteers and facilitators. Their knowledge and enthusiasm serves the city well.
- The Living Arts Centre and their staff. Hosting the various consultation events in such a landmark building was a wonderful experience.
- The dynamic ensemble of community artists who provided engaging and inspirational entertainment for these events.
- The community groups, agencies and City departments that provided such diverse and interesting displays at our events.
- The media, whose coverage throughout aided in the motivation and inspiration of participants, and provided a history of these seminal events.
- Rogers Television for creating and airing numerous shows to document and promote the project.

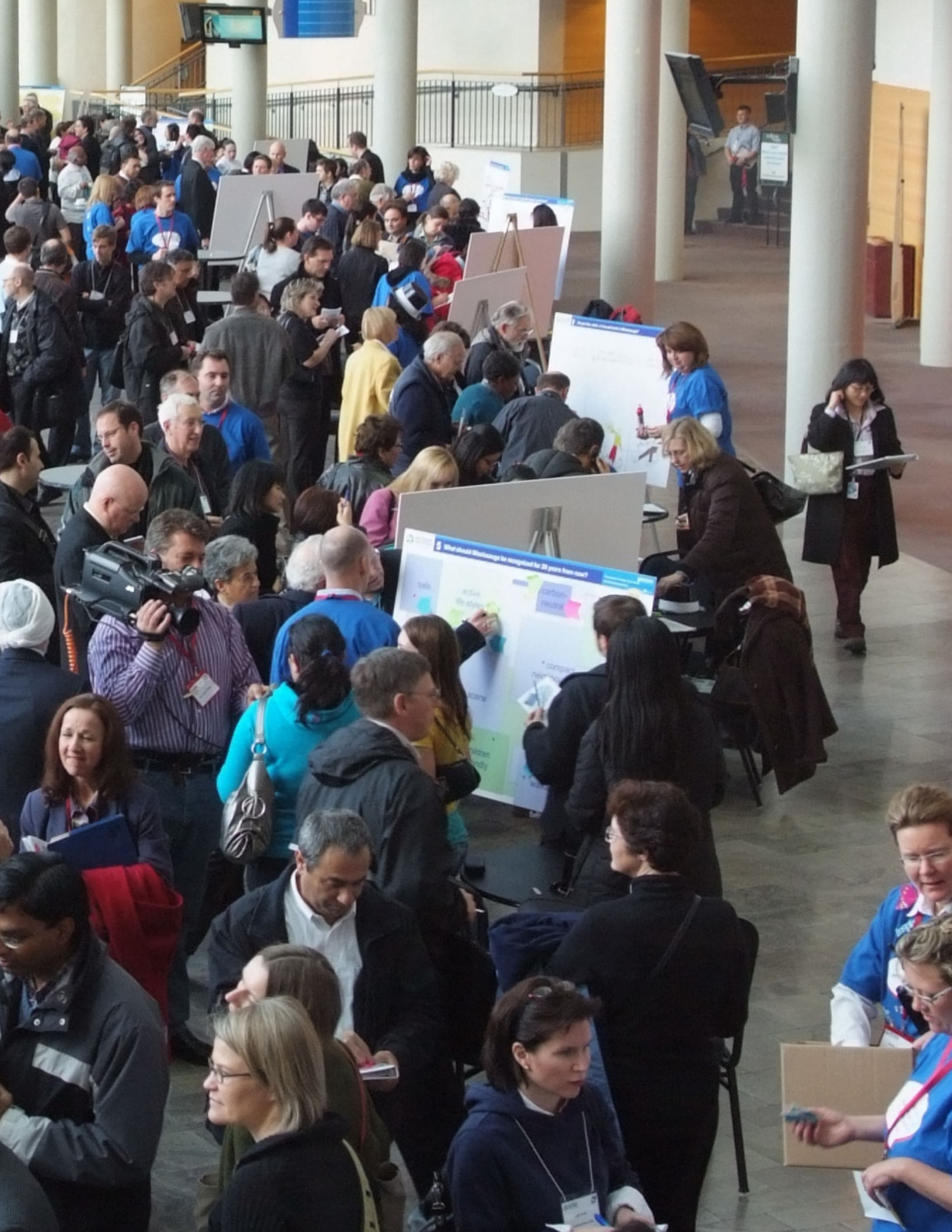
Thank you all for your contributions.



Larry Beasley
Artscape
MSAi
The MMM Group
City Formation Inc.
Halsall & Associates



Visioning Symposium - Conversation Starters, Living Arts Centre, February 2008





3 Executive Overview

In its people, places and passion, Mississauga is a great city. So how do we position ourselves to become a truly exceptional city in the 21st century?

The City of Mississauga needs to confront the challenges, embrace the opportunities, and capitalize on the assets that will allow us to continually grow, in every respect – socially, culturally, economically, physically, recreationally, and environmentally.

Every municipality is constantly evolving, and requires strong direction from its civic leaders. The City of Mississauga has had a strategic plan in place since 1992. Its most recent update was approved by Council a decade ago, in 1999. This has been the foundation on which policies and decisions have been made as the city has continued to develop. Now, it's time for another update. It's time to think about and shape Our Future Mississauga.

A Community Conversation

Our Future Mississauga – that's the name of the project initiated by City Council in June 2007. This is a project about community engagement, and developing directions to inform the next strategic plan. In essence, Our Future Mississauga aims to be a civic conversation, involving every segment of the community – the most comprehensive conversation ever held in the city.

It's a conversation that has allowed thousands of individuals – from residents to businesses, community groups to city institutions – to share their hopes and dreams for the city. Although City staff and leadership contributed greatly to the process, this is not a City Hall report; it reflects the ideas and vision of the people who live and work in Mississauga.

The conversation has been divided into five phases, each building on and informing the next.

The first three – Reconnaissance, Inspiration and Vision – captured the initiatives and innovative thinking already

underway in Mississauga, and gathered literally thousands more ideas. This was an extensive, exhilarating process, which has led to phase four, Direction. Here, we distilled the common themes heard during the outreach and consultations into 18 Drivers for Change. To keep moving forward, these Drivers for Change then formed the basis for five Strategic Pillars for Change – key principles and visions for Our Future Mississauga. These will prove invaluable when we turn to phase five, Plan: updating the city's strategic plan.

The efforts and best thinking that went into each phase are outlined in the body of the report and the detailed appendices. They signal the boldness of what's to come.

Context for Review

What was the impetus for Our Future Mississauga? And how did we arrive at insight and ideas that are described throughout this document?

The first 33 years of Mississauga's development has been shaped by a clear strategy of suburban growth, strong service delivery, and prudent municipal fiscal management. In this short period, Mississauga has grown from a collection of cherished villages to Ontario's third largest city, and the sixth largest in Canada.

Like any maturing city, however, Mississauga faces challenges. To stimulate thinking and solicit a broad range of ideas about the city, Our Future Mississauga started by framing the conversation around eight themes:

- **Getting Around Mississauga** (a balanced approach to mobility).
- **Going "Green" in 905** (grasp the opportunity to become environmentally friendly and sustainable).
- **Creating Wealth in our Community** (become a competitive global city by seeking new business opportunities and providing business friendly conditions).
- **Embracing our Social Diversity** (celebrate and capitalize



Visioning Symposium Facilitators Consolidating Workshop Outcomes, Living Arts Centre, February 2008

on our incredible diversity).

- **Positively Influence our Quality of Life** (through positive feelings about the environment and citizens' physical/mental/social well-being).
- **Investing in Creativity and Knowledge** (as any city of the 21st century must do to attract and retain the best and the brightest).
- **Creating a Vibrant Downtown** (make the City Centre the civic, cultural, social, retail, economic, residential, transportation and employment hub for the city).
- **Realizing the opportunities of being a part of the Golden Horseshoe** (understand our inter-connectedness and strengthen our role within the greater region).

Extensive and Inclusive Process

These themes simply started the process – what became a true dialogue among all stakeholders. New thinking and ideas continually emerged throughout the highly interactive process, from Mississaugans representing a broad cross-section of all interests, ages, geographic areas, socio-economic groups, cultural backgrounds, and the range of experiences with the city.

Throughout each phase, the Our Future Mississauga consultant and BC21 team employed numerous methods to engage the community. Among them:

- **Phase One: Reconnaissance:** interviews with community members and City leadership; a review of City reports and initiatives; an analysis of current conditions; circulation of “puzzle pieces” throughout the city to solicit public input; 110 community meetings; presentations to students and other youth outreach; city tours; a website; and the creation of a Community Advisory Group (community representatives) and a Strategic Advisory Group (City of Mississauga Directors).
- **Phase Two: Inspiration:** a Speaker Series featuring urban experts and other leading thinkers, which

attracted over 3,000 attendees; a Big Ideas Workshop for the advisory groups, Mayor, Members of Council, City Manager and Commissioners; a three-part Rogers Television series about the issues facing Mississauga.

- **Phase Three: Vision:** a two-day public Visioning Symposium, which attracted over 550 people, who together took part in 23 “interactive” panel conversations, listened to presentations on city building, attended and participated in day long workshops, and generated over 5,000 ideas.

In all, almost 100,000 people took part in some aspect of the process. Ideas were constantly developed through the phases – elaborated upon, debated, refined, consolidated, tested, substantiated through research and analysis, and discussed to see if they are achievable and worth pursuing. Certain themes emerged over and over. Great ideas kept rising to the top.

Drivers for Change

These ideas were captured in **Phase Four, Direction**. The energy-filled events, the enthusiasm of participants, the conversations that took place in community centres, halls, classrooms, offices, homes, and the neighbourhoods of Mississauga – are reflected in the Drivers for Change. Here is a summary of these drivers, the themes and ideas that resonated most deeply.

- 1 **A City of Hidden Jewels.** Mississauga has numerous natural and man-made assets that any municipality would envy; however, many haven't been leveraged to their full potential. These hidden jewels need to be explored, celebrated and elevated, in order to contribute fully to 1) the overall quality of life in Mississauga, and 2) the identity of the city. Cultural diversity is yet another “jewel”, whose richness can be better reflected in the cityscape of Mississauga.
- 2 **Tremendous Opportunities.** Mississauga has built out

to its urban edge. Much of the city is entering a period of second generation growth, where new development must be absorbed within the existing urban footprint. The timing is perfect – we have an opportunity, right now, to step back, assess what has occurred, prepare critical plans to ensure that future development fills in the gaps in the urban fabric, and implement a shared vision for the future.

3 An Engaged and Energized Population. We can only realize a shared vision for the future of Mississauga with the active support of our citizens. They showed their enthusiasm during this engagement process. We need to reflect their desire, and tap into their sense of community pride and involvement, to make the new vision for the city real.

4 A New Financial Reality. The City of Mississauga has a reputation for prudent fiscal management. Yet as the city has been built out and provincial priorities have shifted, we have entered a period of slower revenue growth (assessment revenue) and increasing costs (e.g. ageing infrastructure, cost of fuel for transit). As we plan our future, we must recognize some economic realities.

5 Density and Pedestrian-oriented Places. Mississauga emerged as a city when the car dominated city planning. The isolation and homogeneity of land uses (vast areas with a single-use) poses a challenge. Today, it's time to evolve the urban form of the city. We need to be more heterogeneous, with a "critical mass" of density, and mixed-use, pedestrian-oriented places – healthy street environments where people can more easily walk, gather and cross paths.

6 Place-making. The city is striving to create a sense of place – a strong, positive identity for each area and the city as a whole. Neighbourhoods need their own personality, a "heart". Great places – unique, welcoming, liveable, beautiful – contribute to an

improved quality of life, engage the public realm, and reinforce a sense of community.

7 Affordability. The proportions of older adults, recent immigrants and low income households are growing in Mississauga – all three cohorts are particularly sensitive to issues of affordability. We must focus on the ability to live affordably (especially with regard to the cost, availability and accessibility of housing and transportation), in light of Mississauga's socioeconomic, ethnic and demographic changes.

8 More Living Options. Shifting demographics will demand that we create new types of places and spaces, offering more options for aging in place (friendly environments for older adults), and for attracting a younger population (vibrant business, employment, recreation and education opportunities). Both realities demand more and better options for moving around Mississauga.

9 Innovative Businesses. The city has successfully grown by attracting large corporate employers. But place-making and wealth creation is also contingent on small-scaled and innovative businesses, e.g. creative industries, small high-tech firms, and local start-ups. Encouraging the presence of these types of businesses, and the spaces to accommodate them, will foster entrepreneurialism, more opportunities for Mississaugans, and a more diversified/sustainable economy.

10 Land Use and Mobility. Current land use patterns reinforce increasing car use; land use planning and how people move about must shift for Mississauga to become a sustainable city. The city needs to provide transportation alternatives such as great public transit, and an urban form that supports mixed uses (a myriad of daily activities in proximity) and active modes of transportation.

-
- 11 Post-Secondary Educational Opportunities.** A city our size should have more than one university, and offer a broader range of post-secondary options. Too many youth feel they must leave home because of a lack of local educational opportunities. Fostering more educational options – perhaps with focused and unique areas of excellence – will attract and retain youth and talent in the city.
- 12 Modern Day “Port” for Immigration.** As a major entry point and destination for immigration, the city has an extraordinary opportunity to celebrate the Canadian experience and help immigrants pursue their chosen professions. Such support would encourage foreign-trained workers to seek out the city and make it their home, enriching them and our community.
- 13 Expressions of Diversity.** Immigration has been key to Mississauga’s growth. Yet this widespread cultural diversity hasn’t translated into a rich urban environment, i.e. in architecture, services, or retail. Mississauga’s diversity has the potential to express itself more prominently, to fundamentally change the experience of the city, and leverage our identity as a mature urban centre.
- 14 Unveiling the Waterfront.** Mississauga has world-class assets with its 22 km Lake Ontario shoreline, the Credit River Valley, and other waterways. For many people, these are some of their favourite areas in the city. Yet not enough Mississaugans, let alone residents of the broader region, are fully aware of our great water resources. These need to be celebrated, elevated, and protected, to enhance recreational amenities and boost the identity of Mississauga.
- 15 Growth in the Greater Golden Horseshoe.** For Mississauga to capitalize on a portion of the growth that’s expected in the region, we need to provide the right infrastructure to accommodate growth (where it ought to happen and not), and the right framework to benefit from such growth.
- 16 Capitalizing on our Strategic Location.** Mississauga is firmly placed at the centre of the Golden Horseshoe – one of the largest and most economically influential city-regions in North America. This is the moment to capitalize on this geographic opportunity. The city can position itself to be, among others, a regional cultural, recreational, entrepreneurial, and educational centre.
- 17 Health and the Environment.** The health of people and the health of the environment are inherently linked, and are a 21st century imperative. We need to think of both when reshaping our living environments. This relates to strategies that enable healthy lifestyles (e.g. walkable areas), and that secure a clean, sustainable environment (e.g. vehicle use).
- 18 Evolution of the City Centre.** The geographic heart of the city, Mississauga City Centre, has developed rapidly as a civic, commercial and residential hub. City Centre is facing imminent intensification. Transformation is happening now, and needs to be shaped to achieve a desirable urban form and mix of uses, in keeping with other city-wide objectives.

Making it Real: The Strategic Pillars for Change

The next part of the Direction phase was Making it Real – that was the name of a workshop that followed development of the Drivers for Change. This one-day workshop involved the Mayor, Members of Council, City Manager and Commissioners, the Community Advisory Group, and the Strategic Advisory Group.

Drawing on the Drivers for Change, the group discussed the key ideas going forward, called the Strategic Pillars for Change. The workshop group refined these ideas, talked about the actions that could flow from them, and emerged with five Pillars that will provide structure and direction to the strategic plan.

Strategic Pillar for Change 1: Improve the health of the environment.

- Principle: Mississauga is a city that nurtures healthy natural environments.
- Vision: Our future Mississauga is a city that supports healthy natural environments and natural systems. It is a city where the air and water are clean. It is a city rich in natural conservation areas, and protected natural water systems. It is a city with an extensive tree canopy covering parks, schools, and every street, from Meadowvale to the airport, from Lakeview to Clarkson. A city where the activities of people support a natural environment, because they can choose to lead sustainable lifestyles, biking along trails down the Credit River Valley, or walking to school in Malton, along safe, pedestrian friendly streets.

Strategic Pillar for Change 2: Create an environment where youth and older adults, and new immigrants thrive.

- Principle: Mississauga is a city that thrives on its social and cultural diversity.
- Vision: Our future Mississauga is a city where everyone can live, for their entire lives. It's a city where children can play; where teenagers want to be; where young professionals choose to locate; where new families can prosper and be healthy; where immigrants are welcomed, and have their cultures become a visible part of the city's fabric; and where people can age in place, gracefully.

Strategic Pillar for Change 3: Increase opportunities and synergies for innovative businesses and talent.

- Principle: Mississauga is a city that prospers by providing the opportunities, synergies, and support required for creative and innovative businesses to emerge and thrive, and by attracting and developing talent.
- Vision: Our future Mississauga is a multinational city that attracts business, and offers recent graduates from Mississauga's universities and colleges employment

opportunities in knowledge-based and innovative industries.

Strategic Pillar for Change 4: Complete our communities, as unique, walkable, diverse, balanced, connected, and safe.

- Principle: Mississauga is a city that nurtures a unique identity and quality of life within each neighbourhood, whose residents are able to fulfill most aspects of their everyday life within walking distance and/or through effective use of transit.
- Vision: Our future Mississauga is a city where each neighbourhood is accessible and has a unique and desirable identity, and where people can fulfill their everyday lives by walking, cycling or using transit. A city where Malton stands out, because people interact with each other in the parks, schools, and in a new urban centre. Where Meadowvale is unique, because children now walk to school along safe, pedestrian friendly streets. Where Cooksville is renowned as a great place to stroll, grab a bite to eat, shop a little, and meet a friend. Where Britannia, Applewood and Erin Mills have a growing population of young professionals, who want to raise families here and be able to walk to work or work from home. And where a majority of workers in the City Centre take transit, walk or cycle to work.

Strategic Pillar for Change 5: Develop a transit-oriented city.

- Principle: Mississauga is a city where people choose to move about using public transit.
- Vision: Our future Mississauga is a city where residents choose transit when traveling to work, school, shops, recreation, and community facilities. It's a city where transit is easy to use, efficient, reliable, safe, and desirable. A city where residents can live in Malton, work in the City Centre, have a meeting in the Airport Corporate Centre, and spend time at the waterfront – and choose transit as their preferred mode of transportation for all activities.

Next Steps

Our Future Mississauga begins to identify a common understanding about the city – what works, what’s cherished, what needs to be preserved, and what needs to change. These conversations have been assembled to tell us where Mississauga should head; the strategic plan will tell us how to get there.

This moves us to phase five of this exercise, Plan. Change is essential. The community identified fascinating possibilities for change. Yet not all change can happen at once. The strategic plan will set priorities to guide actions and capital investments.

The public will remain part of the process, along with involvement from the Community Advisory Group, and opportunities to provide feedback. The people of Mississauga clearly welcome and want to be part of positive change.

The ideas that emerged throughout this process have been inspiring, but no less inspiring has been the enthusiasm shown by the citizens about their city.

There is no doubt that, as one speaker declared during the consultations, we can transform Mississauga into a “next generation” city, one that’s a model for all, and reflects the hopes and dreams of our citizens. Working together, we will plan and create Our Future Mississauga – a great 21st century city.

4 Having the Conversation: Our Approach

4.1 Context for Review

The first 33 years of Mississauga’s development has been shaped by a clear strategy of suburban growth, strong service delivery, and prudent municipal fiscal management.

In this short period, Mississauga has grown from a collection of cherished villages, such as Streetsville and Port Credit, to Ontario’s third largest city and the sixth largest in Canada. To residents and businesses, Mississauga is safe, affordable, and well-managed. We boast a strong and stable employment base, a diverse population, and access to a wide range of amenities and natural assets.

Like any city, however, Mississauga faces challenges.

Just look at one area – land use. Today’s city, for instance, is shaped by Pearson International Airport, which, together with the airport operating zone, constitutes approximately 20% of Mississauga’s land area. Current land use patterns have resulted in communities that are primarily accessible by motorists. Low density housing and office space creates its own challenges around “place making”, viable public transit, and offering amenities within walking distance.

Land use patterns have a significant impact on a city’s viability and when underutilized this infrastructure is an enormous financial drain. The social and cultural vibrancy one would expect in a city as large and diverse as Mississauga can be difficult to locate; this too is an underutilization of the city’s collective energy.

Issues such as land use and a host of others – transportation, social diversity, the business environment, quality of life, education, and more – are complex, but raise one central question.

How can Mississauga mature and evolve to become a city that is environmentally, socially, culturally, and economically sustainable?

Our Future Mississauga is a tool to help answer this question.

To help create a strategy for the future, City Council, in June 2007, embraced having a city-wide conversation. This process aimed to generate a wealth of ideas from across the spectrum – ideas that are captured in this report.

The strategic plan that evolves from here will reflect these valuable views, prioritize where change should happen, and outline how to achieve it. The result will be a city transformed – a leading city for the 21st century.

4.2 Framing the Conversations

To stimulate thinking and enable a broad consideration of ideas about the city's future, eight themes (and associated key questions) were established.

- 1 Getting around Mississauga.** Developing a sustainable city requires a balanced approach to mobility, where transportation choices positively enhance the quality of life within communities. How can Mississauga continue to meet the needs of motorists while striving to improve our transportation choices?
- 2 Going "green" in 905.** There are enormous opportunities for cities that grasp the opportunity to go "green". How can Mississauga position itself to become a leader in reducing greenhouse gas emissions through innovative and sustainable technologies? How can we build upon our current successes?
- 3 Creating wealth in our community.** To be a competitive global city, we must seek business opportunities and provide business friendly conditions. How can Mississauga become more proactive in fostering partnerships and business relationships to help ensure a dynamic standard of living for our citizens?
- 4 Embracing our social diversity.** Mississauga's unique identity is largely a result of our incredible diversity. Over half of our residents were born outside Canada, creating a rich mix of tradition and new world perspectives. How can the city embrace and celebrate diversity? How can we focus on encouraging and supporting the participation and interaction of our diverse population, to make Mississauga a truly inclusionary and prosperous city for all of our residents?
- 5 Positively influence our quality of life.** People's feelings about their environment and physical/mental/social well-being all contribute to their quality of life. How do you measure a successful city? Not just by whether citizens have the highest per capita incomes or the best roads and buildings, but by whether citizens are healthy and happy. Mississauga has already taken major steps to improve the quality of life for residents, through initiatives like the Healthy City Stewardship Centre, and collaborative work to become Canada's safest big city. How can Mississauga continue to improve the quality of life for all citizens?
- 6 Investing in creativity and knowledge.** A city of the 21st century is one that differentiates itself and develops its unique identity through promoting the arts, culture and education. Increasingly, to attract and retain the best and the brightest in our global economy, it is essential to invest in creativity. What can Mississauga do to create the right conditions to attract and nurture great people and let them realize their talents locally?
- 7 Creating a vibrant downtown.** Great cities have great downtowns. Mississauga will continue to place a high priority on measures that will contribute to the exciting evolution of downtown Mississauga. What can be done to make the City Centre the civic, cultural, retail, economic, residential, transportation and employment hub for the city?
- 8 Realizing the opportunities of being part of the Golden Horseshoe.** Regions generate wealth, not individual cities. For Mississauga to be successful in the 21st century, we must understand our interconnectedness within the Greater Golden Horseshoe Region. Mississauga will continue to pursue initiatives that reinforce our distinct identity and the well-being of our residents. However, what can we do to strengthen our role within the region?

4.3 Extensive, Inclusive and Transparent

How can residents, other stakeholders and policy-makers meaningfully contribute to the evolution of ideas regarding Mississauga's transformation into a 21st century city? Our Future Mississauga provided the context and the tools to do just that.

The aim wasn't to generate a series of isolated suggestions, but to have a true dialogue – an interactive process that stimulates thinking and generates new ideas and knowledge. In many cases, we provided forums for people with diverse perspectives and interests to share the same table, to listen and to learn, and collectively become inspired as to what might be possible for our city.

Key to this process has been casting the net as wide as possible. We have received meaningful input from participants representing:

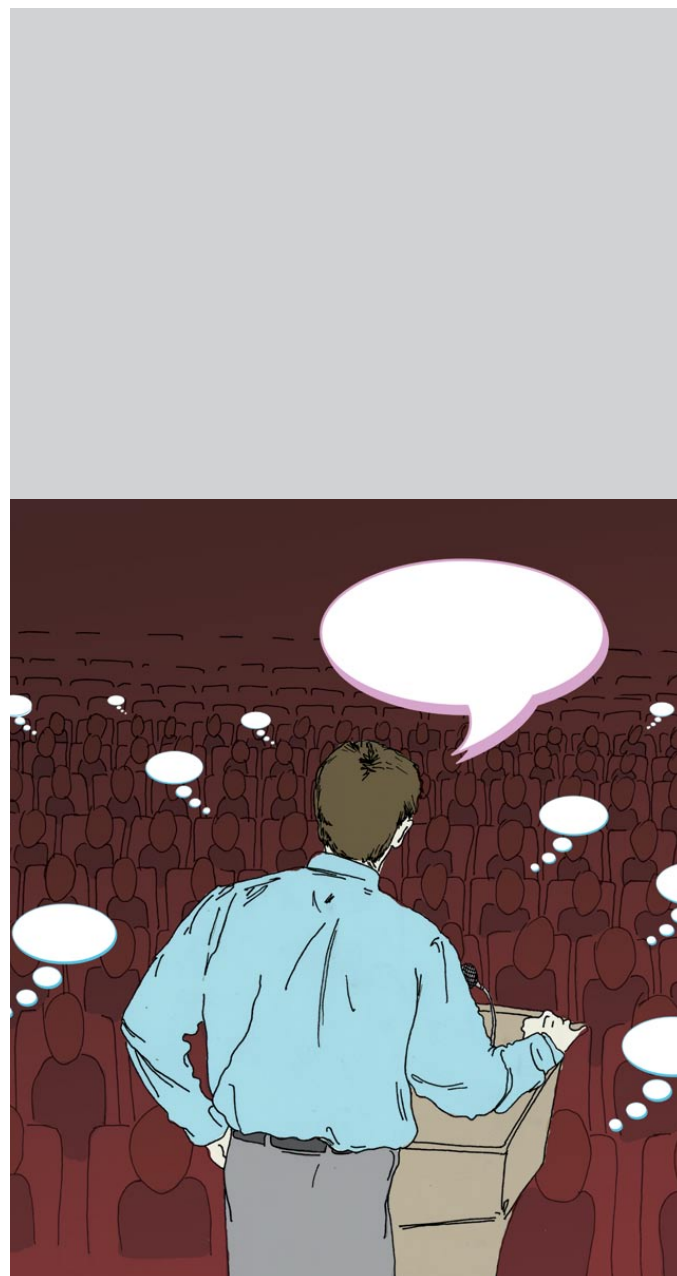
- A diversity of interests, including residents, businesses, property owners, investors, community groups, advocacy groups, and representatives from regional and municipal bodies.
- A diversity of age demographics, including children, students, youth, young families, established residents and older adults.
- A diversity of geographic areas, including people from all neighbourhoods in the city, from Malton to Port Credit, from Meadowvale to Lakeview.
- A diversity of socioeconomic and cultural backgrounds, including representatives of different cultural associations and participants of varying income brackets.

The process employed numerous methods to engage participants and provide opportunities for comment and discussion. Momentum has continually grown, resulting in the involvement of almost 100,000 stakeholders through the following:

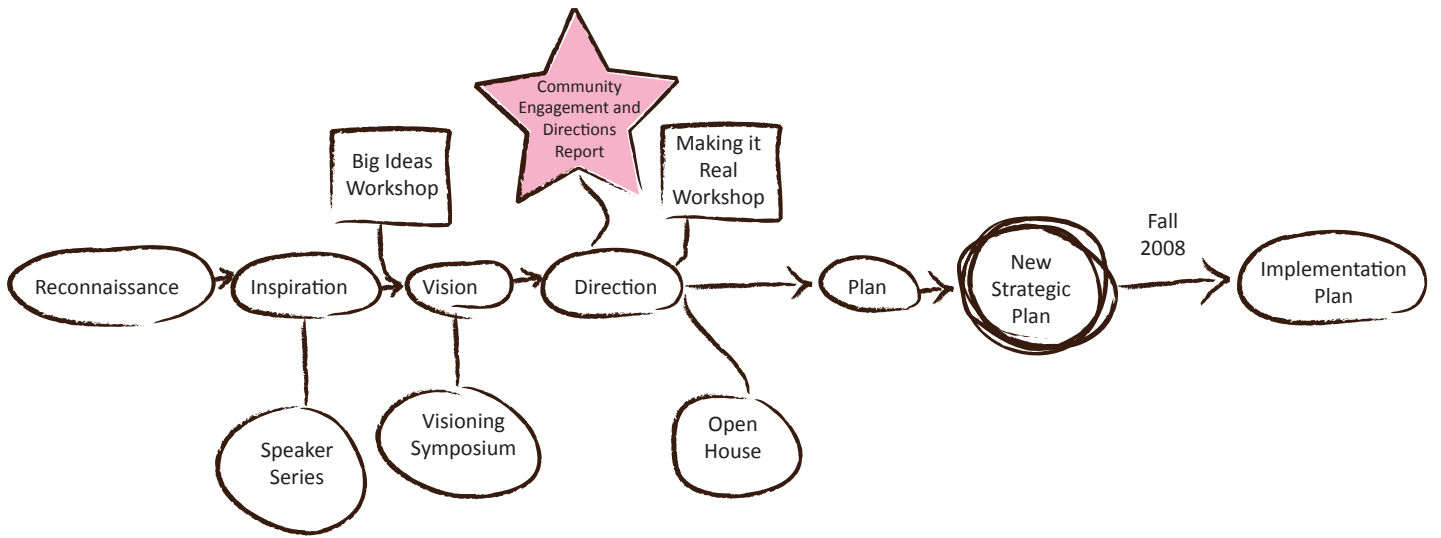
- Over 110 meetings and presentations with community groups, representing a broad spectrum of the community.
- Presentations to over 1,900 students from elementary, secondary and post secondary schools across the city.
- Presentations to the trustees and senior school board officials at the Peel District School Board and the Dufferin Peel Catholic District School Board.
- A conversation with over 200 youth at the Mayor's Youth Summit, which resulted in the active engagement of youth in several aspects of this project.
- Over 200 invitations went to community representatives, seeking their involvement in stakeholder meetings and interviews. Over 70 people attended, and 16 volunteered their time to be part of the Community Advisory Group.
- City leadership was engaged through stakeholder interviews and the ongoing Strategic Advisory Group. Several meetings and workshops have been held with the Community Advisory Group and the Strategic Advisory Group, to ensure involvement of joint leadership in the evolution of ideas.
- Over 3,000 people attended the Speaker Series in the fall of 2007, with three of the four evenings sold out. Through feedback received, attendees called the series "stimulating", "engaging", and "inspiring".
- Over 2,000 City staff have been actively engaged in the process, not only as facilitators and expert resources, but as participants in a variety of events.
- An interactive web page, www.conversation21.ca, was launched in the fall of 2007, drawing almost 3,000 hits a day.

- 6,737 “big ideas” have been collected on puzzle pieces from events, presentations, community centres, libraries, schools, community groups and the website. These puzzle pieces, which create a picture of the desired future of Mississauga, were displayed in the Central Library.
- Over 10,000 people participated at the Our Future Mississauga “Lemonade Stand”, where they were able to fill in puzzle pieces and participate in the conversation.
- A Big Ideas Workshop allowed key leaders – the Mayor, Members of Council, City Manager and Commissioners, the Strategic Advisory Group, and the Community Advisory Group – to collaboratively develop overarching themes and priorities.
- In partnership with Rogers Television, a three-part series was created to inspire dialogue on the key issues shaping the city. It began airing on January 14, 2008 and concluded on February 1, 2008, reaching an estimated audience of over 68,000 people.
- At the end of February 2008, a two-day Visioning Symposium drew over 550 people, who participated in workshops and interactive events.
- Since December 2008, weekly updates, entitled “Our Conversation this Week”, have been sent to the Mayor, Members of Council, and the extended leadership team and staff to enhance awareness of the progress of the initiative.

The Speaker Series was designed to interest and draw members of the public who might not otherwise consider participating in a city planning event. It was broadly advertised through posters, bus shelter ads, the website, community meetings, newspapers, and a number of institutions including schools, community centres, and public facilities. The free tickets sold out for three of the four events.



Four Events – Thousands of Ideas
 Our Future Mississauga Speaker Series



4.4 Five-Phase Process: Reconnaissance, Inspiration, Vision, Direction, Plan

Our Future Mississauga was designed to sustain a continuous flow of ideas, from “blue-sky big thinking” (at the beginning) to the consolidation of ideas (in this report), to the development of a new strategic plan, with specific actions and targets (to be achieved by the end of the process).

The project has five phases – Reconnaissance, Inspiration, Vision, Direction, and Plan – and encourages significant opportunities for public participation throughout. For instance, the public will be invited to comment on a draft strategic plan, to evaluate whether its priorities fit with the ambitions identified during the Vision phase.

Phase One: Reconnaissance

The Reconnaissance phase involved an assessment and analysis of existing conditions by the Consultant Team.

The objective here was to establish a firm understanding of the Mississauga context. This stage included interviews with community members and City leadership; the review and analysis of reports, documentation, and corporate initiatives; a conditions analysis; circulation of “puzzle pieces” throughout the city in order to solicit public input; and, an extensive series of community meetings to inform communities about the Our Future Mississauga process, solicit ideas, and invite people to public events.

Phase Two: Inspiration

The Inspiration phase involved outreach to the broadest possible public, to generate awareness about opportunities to participate, and encourage Mississaugans to “think big” about the future of their city.

To this end, the central element of Inspiration included a Speaker Series, showcasing thinkers who reflected on the opportunity before the city and provided an analysis of the urban context.

This phase also included the launch of an interactive website, a Big Ideas Workshop, and continued meetings with community groups across Mississauga, to welcome further participation and initiate a discussion about their

hopes and dreams for the future of the city.

Phase Three: Vision

During this phase, Mississaugans had the opportunity to collaborate on the issues most important to the future of their city. A two-day public Visioning Symposium, held at the Living Arts Centre, attracted over 500 people, who together took part in 23 “interactive” panel conversations, listened to presentations on city building, attended day long workshops, and generated over 5,000 ideas.

Phase Four: Direction

We have attempted to be true to the spirit and the intent of the ideas, while recognizing that the sheer volume of material has made it necessary to provide short abstracts in this text. More detailed overviews of the ideas generated in each phase are contained within the appendices.

As the various events and conversations took place, several themes began to appear again and again. The analysis became more refined, and the understanding deepened. These thoughts were synthesized (taking into consideration broader city-building considerations) in part one of the Direction phase, under the label Drivers for Change.

The next part of the Direction phase was Making it Real – that was the name of a workshop that involved Members of Council, the City Manager and Commissioners, the Community Advisory Group, and the Strategic Advisory Group. Drawing on the Drivers for Change, the group discussed the key ideas going forward, called the Strategic Pillars for Change, and the actions that could flow from them.

All of these outcomes provide the structure and direction for the next stage: preparation of a new strategic plan.

Phase Five: Plan

Moving forward, this phase will involve the development of a new vision and strategic plan for Mississauga. The ideas generated in phases 1-4 lay the foundation for this document.

5 Reconnaissance: Assessment and Analysis

5.1 Stakeholder Interviews

Early in the process, both the Consultant Team and the BC21 Team conducted a large number of stakeholder interviews with a broad cross-section of community members including businesses, resident associations, interest groups, stakeholders, as well as with City Directors and with expert advisors.

The objectives of the interviews were:

- Expose the two teams to the perspectives of a large number of community members.
- Introduce attendees to the Our Future Mississauga project objectives and key dates.
- Assess key issues, and gather reports and information on relevant initiatives.
- Gauge interest and identify potential members for the Community Advisory Group (see below).

Several interviews were also held with the City of Mississauga's Extended Leadership Team. These interviews had similar objectives, and established a foundation of knowledge; an initial understanding of constraints and opportunities; and, most importantly, a mapping of the range of plans, initiatives, and actions currently underway in Mississauga.

Here's what we gleaned from these interviews:

- **An understanding of current initiatives.** Many community groups and city departments are already involved in projects that build towards a vision for Mississauga. Frequently, when one participant expressed a powerful idea, another would describe the places and people already engaged in implementing it. Much is already underway.
- **An appreciation that communities each have unique characters.** When community members from different resident associations and interest groups gathered, it became clear that neighbourhood character, visions, constraints and opportunities are unique in many areas of the city. The challenges and wishes facing Malton are distinct from those expressed by people in Port Credit.
- **A sense of pride in the cultural and social diversity of Mississauga.** Mississauga is a welcoming environment for new immigrants. Increasingly, the city is populated by a wide range of residents of different backgrounds and nationalities. This adds an exciting colour and dynamism to the city, which most people thought should be further recognized, supported, and celebrated.



Community Members, Stakeholder Interviews, October 2007



- **A sense of how shifting demographics require new spaces and services.** More and more groups of residents do not fit the profile of people who inhabit a detached family-home with a two car garage. These include older adults, youth, new immigrants, and people who cannot afford a car.
- **A sense of how much people love this city.** Permeating every session was the overwhelming sense that people love Mississauga. They're passionate about its vast green spaces, their quality of life, and the social and cultural diversity and inclusiveness. And they're equally passionate about developing and working to realize a forward looking vision.
- **The discovery of a number of hidden jewels.** An extensive number of places, landscapes, parks, businesses, neighbourhoods, festivals, and events that make this city unique. Curiously, many of these wonderful places remain unknown to most residents and visitors.
- **An overwhelming desire for a reliable and effective transit system.** The conversation almost always turned to transit, often seen as the most important element to increasing quality of life and responding to environmental imperatives.
- **A desire for an environmental mandate.** Much of the work undertaken by community leaders is influenced by environmental initiatives. Increasingly, environmental implications are becoming a critical aspect of any future city initiative.
- **An understanding of business needs, entrepreneurship, and a shifting workforce.** Participants recognized that Mississauga was established by attracting large employers; that's why many individuals ended up settling here. However, with some participants entering a different phase in their lives or having children starting professional careers, they see limited opportunities for an emerging entrepreneurialism. Needs include a supportive urban environment, small/shared office spaces, an infrastructure that can enable working from home, and a critical mass of small creative industries.
- **An opportunity for the cross pollination of ideas.** Frequently, when sessions ended participants exchanged contact information. An opportunity for making connections emerged; the conversations had officially begun.

Stakeholder Interviews – Emerging Themes

- *An understanding of current initiatives.*
- *An appreciation that communities each have unique characters.*
- *A sense of pride in the cultural and social diversity of Mississauga.*
- *A sense of how shifting demographics require new spaces and services.*
- *A sense of how much people love this City.*
- *The discovery of a number of hidden jewels.*
- *A desire for a reliable and effective transit system.*
- *A desire for an environmental mandate.*
- *An understanding of business needs, entrepreneurship, and a shifting workforce.*
- *An opportunity for the cross pollination of ideas.*

5.2 “Fresh Eyes” Tours

As part of the project initiation, and on each of the Speaker Series days, the consultant team conducted city tours with different City representatives, community members and expert advisors. This was an opportunity to:

- Learn first-hand about Mississauga’s constraints and opportunities.
- Engage our advisors in a conversation that included the specific expertise of members of City staff and team.
- Give the speakers an overview of the city, to inform their “fresh eyes” talks.
- Meet community members and staff in their own neighbourhoods. Staff of the Malton Community Centre, for example, hosted a walking tour, spoke of community trends and experiences, and shared visions for the future.

Some of the themes discussed during the tours included:

- **The identity of the city and of each neighbourhood.** The character of various neighbourhoods was raised often, and was often linked to a conversation on quality of life, and the discovery of many “hidden jewels”.
- **The extent of tree canopy.** Most residential areas and waterways, but few of the employment areas or major roads, are well covered.

- **The primacy of the automobile.** Often noted throughout the tour were the limited number of pedestrians, and/or the difficulty of conducting our tours by foot, transit, or bike.
- **The primacy of single-use areas.** The extent of the single-use areas, such as around the airport and in residential neighbourhoods, has implications on both transit planning and active transportation (walking, cycling).
- **The dislocation of places for social gathering.** Contrary to traditional town planning where places of worship are central to residential populations, many newer places of worship are isolated in industrial areas.
- **The strong role played by community centres and schools.** Mississauga should build on its leadership in integrating schools, libraries and community centres.
- **The abundance of underutilized sites.** An abundance of redevelopment sites, most noticeably along major roads and on former industrial sites, presents an opportunity to re-direct urban growth.



“Fresh Eyes” tour, with participants of the Speaker Series, City staff and members of the Consultant Team
Left: Port Credit waterfront, November 2007; Right: Malton Community Centre and Library, November 2007

- **The precariousness of timing for change.** Given the remaining availability of land, increasing transportation costs and traffic congestion, a new vision is needed now; the window of opportunity will only continue to diminish.
- **The difficulty to experience cultural diversity.** Although the city is diverse, that doesn't always manifest itself in a way that people can identify/interact with.
- **The incredible breadth of Mississauga.** From heritage towns to contemporary developments, high density towers to quiet residential streets, small parks to extensive green spaces, Mississauga has all of the components required to constitute a great city.
- **The intense passion and commitment for this city.** Everywhere we went, residents, community members, and staff presented their communities with pride, and spoke passionately about the future.

City Tours – Emerging Themes at a Glance

- *The identity of the city and each neighbourhood.*
- *The extent of tree canopy.*
- *The primacy of the automobile.*
- *The primacy of single-use areas.*
- *The dislocation of places for social gathering.*
- *The strong role played by community centres and schools.*
- *The abundance of underutilized sites.*
- *The precariousness of timing for change.*
- *The difficulty to experience cultural diversity.*
- *The incredible breadth of Mississauga.*
- *The intense passion and commitment for this city.*



"Fresh Eyes" tour, with participants of the Speaker Series, City staff and members of the Consultant Team.
 Left: Streetsville, November 2007; Right: Hurontario, November 2007



Community Advisory Group and Strategic Advisory Group at the Big Ideas Workshop, January 2008

5.3 The Community Advisory Group

The community members who attended stakeholder interviews were highly motivated. Many had contacted the city asking to be involved; others were recommended by the Mayor, Members of Council, City Manager and Commissioners, or by other community members. So it's not surprising that almost all of these individuals took up the invitation to apply to join a Community Advisory Group.

Members were selected based on several criteria, including knowledge relevant to the study's themes; interpersonal and communication skills; availability to attend all key events; and a balanced representation of the city's interests and regions. The group has dedicated significant time to this process, taking part, for instance, in the Big Ideas Workshop, Visioning Symposium, and the Making it Real Workshop. Overall and moving forward, the group's objectives include:

- Working with City leadership and the project team to help shape the recommendations that will lead toward the city's new strategic plan.
- Building new working relationships between City leadership and the community in order to open new pathways for sharing information related to the vision for Mississauga.



5.4 The Strategic Advisory Group

As part of Our Future Mississauga, a Strategic Advisory Group was established to make recommendations to the City Manager and Commissioners on the update of the strategic plan.

This group meets regularly with the consultant and project teams to discuss outcomes, prepare for events, and monitor progress. Their perspectives, expertise and experience continue to inform the process, ensuring the largest possible number of voices take part in the conversation. At key moments in the process (such as the Big Ideas Workshop), the Strategic Advisory Group has worked closely with the Community Advisory Group. Objectives include:

- Providing advice related to key directions for the project.
- Ensuring that key City staff have ownership over the strategic planning process and its outcomes.
- Ensuring that the project aligns with other corporate and departmental initiatives.
- Ensuring that recommendations are viable.



Community Advisory Group and Strategic Advisory Group at the Big Ideas Workshop, January 2008

5.5 The Puzzle Pieces

How do we paint a picture of future of Mississauga? We do it in part by piecing together the ideas and hopes of our residents.

That's what we did, literally, through the use of "puzzle pieces". Puzzle pieces were distributed at events, venues, and schools throughout the city. Residents were invited to jot down their thoughts on the future of the city. Electronic "pieces" were also available on the project website.

This exercise generated a tremendous amount of feedback – 6,737 ideas, including 1,800 from elementary, secondary and post-secondary schools, an unprecedented level of youth participation.

The ideas from the puzzle pieces were recorded, analyzed, and divided into several themes. This was essential to the development of the Drivers for Change detailed in Part II of this report. Here is what we heard.

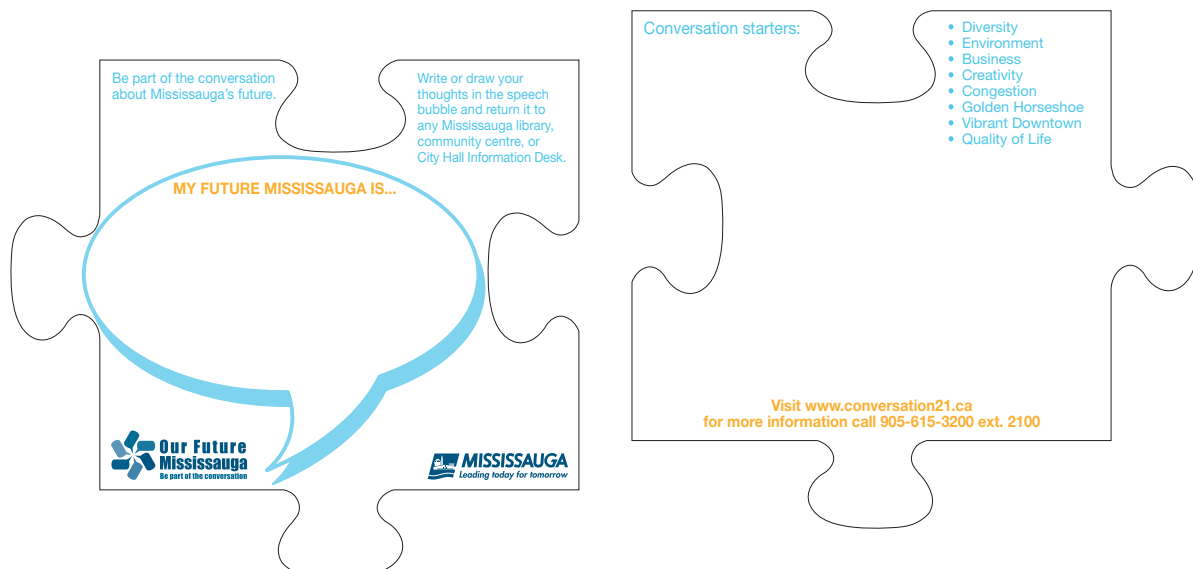
1 Transit, walking and cycling improvements

Transportation is a key issue for residents, accounting for 23% of the puzzle pieces submitted. The top five ideas in this area:

- **Significantly enhanced transit:** Residents want to improve the frequency of Mississauga Transit, including an immediate change that will see buses show up at stops

every 10 minutes. Low fare policies were identified as an incentive to take transit, especially as gas prices rise. The dependency and frequency of both GO Bus and the GO Rail services need improvement. Mississaugans also find it hard to believe that the two most populous cities in the GTA (Toronto and Mississauga) have poor transit connections.

- **Mississauga should have a subway:** Getting in and out of Mississauga would be much easier with a subway, e.g. one that connects Square One with the TTC's Kipling Station.
- **Harmonize GTA transit services:** Harmonize all of the transit operations in the GTA, so someone can travel from one end to the other without having to transfer trains and buses multiple times.
- **Develop new transport innovations:** Examples include light rail transit (LRT), bus rapid transit (BRT), Sky Tram, monorail, and water transportation, to facilitate getting around more easily and quickly.
- **Explore car-reduction strategies:** Support policies that will improve bike lanes, cycling, transit, car-pooling, auto sharing, and safe walking, to promote alternatives to single occupant vehicles.



2 The importance of social diversity

About 18% of the puzzle pieces addressed social diversity. The top four ideas:

- **Support programs for new immigrants:** To support new Canadians in pursuing employment or becoming self-employed, offer new programs around mentorships, paid internships, job creation, English language instruction, etc.
- **Celebrate our social diversity:** This includes a wide range of strategies, from new building designs that celebrate culture, to increased multicultural programming and multicultural restaurants.
- **Campaigns for social change:** Create education campaigns around the topics such as racism, bullying, racial profiling, religious intolerance, etc.
- **Respect for older adults and the disabled:** More social assistance and policies to ensure accessibility is required, from lower bus fares, to improvements to retirement homes, to home care services.

3 A better quality of life

14% of the puzzle piece related broadly to quality of life. The top five ideas:

- **Promote walking:** To encourage walking, create incentives and programs for pedestrians, and create the necessary infrastructure, including enhanced walking trails, and grocery stores located near residential neighbourhoods.
- **Maintain a safe city:** Reduce gun use, violence, and drug use, particularly by developing better partnerships with law enforcement agencies.
- **Better social and health services programs:** Aim to end poverty and reliance on food banks in Mississauga. Increase subsidies for child care and family support, as well as the local supply of doctors and health care facilities.
- **More recreation and parks:** Create additional recreational spaces and opportunities for residents of all ages.
- **Promote better eating and healthy habits:** Ideas include encouraging consumption of organic food, discouraging fast-food patronage, and improving access to fitness classes and facilities.

4 A vibrant downtown

About 12% of responses addressed this theme, which is also touched on elsewhere. The top five ideas:

- **Reduce vehicular traffic:** Make downtown more pedestrian and bicycle friendly, in part by removing large parking lots.
- **Increase activity:** Two ways of sustaining activities, day and night, are putting a college or university downtown, and extending the subway downtown. This will also better define the meaning of “downtown”.
- **Street business:** Create policies to attract more bars and restaurants, small businesses, and retail downtown.
- **Attract major events:** Create more multicultural activities, as well as activities that attract students.
- **Affordable housing:** Ensure more affordable housing to attract more residents downtown.

5 Investing in creativity and knowledge

About 11% of ideas related to investing in creativity and knowledge, from the arts and culture to Mississauga’s youth. The top five ideas:

- **Support leadership:** Engage and support community leaders and academics in their efforts to promote and plan an even brighter future for Mississauga.
- **Showcase arts and culture:** Support and expand local art galleries, museums, and heritage buildings, as well as the Living Arts Centre (LAC), to showcase the city to the world.
- **Attract educational institutions:** Build a University of Mississauga, and attract more specialty colleges (e.g. fashion, film, arts, etc).
- **Embrace and invest in local talents:** Invest in the arts, culture, and local creativity, in programs and the use of public spaces.
- **Invest in youth:** Support and encourage the city’s youth through needs-based scholarships, more computers in schools, and other focused programs.

6 Focus on green practices

About 10% of the puzzle piece ideas related to going green. The top five ideas:

- **Reduce car emissions:** The City of Mississauga should take the lead by using “green” vehicles, which could also encourage residents to do the same.
- **Conduct more research in green technologies:** Explore ways to exploit green technologies relevant to Mississauga, including renewable energy sources, solar, wind, and biodegradables. Some ideas may be easier to implement, such as using alternative de-ice technology instead of salt for snow removal.
- **More green spaces:** Residents would like to see more parks and trees, and better use/promotion of Mississauga’s waterfront and natural habitats.
- **Green-compliant buildings:** Construct new buildings to Leadership in Energy and Environmental Design (LEED) standards.
- **Develop “going green” policies:** The city needs to develop a wide range of environmental sustainability policies, from using energy-efficient light bulbs, to increasing the placement of garbage/recycling cans across Mississauga, to creating energy conservation campaigns.

7 Creating wealth in Mississauga

About 8% of the puzzle pieces proposed ways that Mississauga can think strategically about long-term wealth creation. The top five ideas.

- **Invest more in tourism:** Develop the physical infrastructure of the city to better support tourism, such as the waterfront, built heritage, etc., and give the Public Art Gallery a more significant role in attracting people to the city.
- **Build new entertainment venues:** Ideas for attractions included a casino, museums, a zoo, and concert houses.
- **Support local business:** Cultivate small business in the city, e.g. providing more spaces for small businesses downtown, and creating tax incentives for owners.
- **Harness skills:** Develop ways to take advantage of the diversity of the city, and the energy and creativity it represents.
- **Build partnerships:** Partnerships with the private sector and adjacent municipalities are fundamental to the health

of the city’s economic base. One strategy – promote Mississauga at home and abroad to attract more science and technology companies, leading to more job creation.

Puzzle Pieces – Emerging Themes

- *Transit, walking and cycling improvements.*
 - *Significantly enhanced transit*
 - *Mississauga should have a subway*
 - *Harmonize GTA transit services*
 - *Develop new transport innovations*
 - *Explore car-reduction strategies*
- *Focus on green practices*
 - *Reduce car emissions*
 - *Conduct more research in green technologies*
 - *More green spaces*
 - *Green-compliant buildings*
 - *Develop “going green” policies*
- *Creating wealth in Mississauga*
 - *Invest more in tourism*
 - *Build new entertainment venues*
 - *Support local business*
 - *Harness skills*
 - *Build partnerships*
- *The importance of social diversity*
 - *Support programs for new immigrants*
 - *Representative workplace*
 - *Celebrate our social diversity*
 - *Campaigns for social change*
 - *Respect for older adults and the disabled*
- *A better quality of life*
 - *Promote walking*
 - *Maintain a safe city*
 - *Better social and health services programs*
 - *More recreation and parks*
 - *Promote better eating and healthy habits*
- *Investing in creativity and knowledge*
 - *Support leadership*
 - *Showcase arts and culture*
 - *Attract educational institutions*
 - *Embrace and invest in local talents*
 - *Invest in youth*
- *A vibrant downtown*
 - *Reduce vehicular traffic*
 - *Increase activity*
 - *Street business*
 - *Attract major events*
 - *Affordable housing*

5.6 The Lemonade Stand

Do you remember the lazy days of summer where the neighbourhood children gathered around the lemonade stand? Drawing on that idea, the Our Future Mississauga “Lemonade Stand” – a display booth for the initiative – appeared at events all over the city.

The Lemonade Stand represents a simple form of social interaction and appeals to all ages. Instead of being a forum for economic exchange, this Lemonade Stand is a forum to exchange ideas about the city’s future. It was introduced in August 2007, and has appeared at the Speaker Series, the Youth Summit, staff events, the tree lighting ceremony in November 2007 at the Civic Centre, and the Visioning Symposium.

The stand has delighted over 10,000 people, serving lemonade and cranberry juice, and, most important, helping broad segments of the community to participate in the conversation about Our Future Mississauga.



Lemonade Stand at the Tree Lightening Ceremony, December 2007



Lemonade Stand at the Mayor’s New Year’s Day Levee, January 1, 2008



Introduction of the Lemonade Stand August 2007

5.7 Community Meetings

To inform communities about the Our Future Mississauga process, solicit ideas, and invite people to public consultation events, the BC21 team has held 110 community meetings and presentations. These events have engaged resident associations, schools, businesses, and a wide array of social and cultural groups.

Community meetings have been a key means to getting to know the hopes and dreams of residents on their own turf, where they're most comfortable. Events have been held at easily accessible locations, such as community centres, churches, and places of social gatherings.

Each meeting was unique, and shaped by the local character and setting, from serving ethnic cuisine, to seeing youth sing and dance to convey their passion for Mississauga. Here's what we heard.

- **Transit, walking and cycling need to become high priorities.** Planning needs to shift from a focus on car-based uses to an approach that provides more options. There was a desire to see public transit planned with greater service frequency and more express routes. Options for better connected service included, integrating Mississauga and Brampton Transit, and establishing inter-city bus and rail terminals in several locations.

Another suggestion: adding more parking lots at GO Train stations to promote a culture of taking public transit.

- **Focus on "green" practice.** Going green means changing practices more than supporting new technologies. For example, making Mississauga more walkable is partly about just getting people out to walk. Planting more trees is another important practice. The city should introduce more programs to reduce emissions, as well as more BioBus transportation. The city should also consider incentives to build new buildings to energy-efficient LEED standards (Leadership in Energy and Environmental Design), and bylaws/enforcement against idling and pesticides.
- **More prosperity can be generated in Mississauga.** There are ways to reduce the cost of living, such as reducing the cost of travel by providing better transit. Developing more businesses in Mississauga's satellite communities will also reduce travel costs, and allow for more entrepreneurship. It's important to create sustainable livelihoods, including harnessing the skills of immigrants who call Mississauga home. Further developing cutting-edge technologies (e.g. in biogenetics and IT) can make Mississauga a high-tech



University of Toronto at Mississauga



Peel Board of Education

centre of excellence, and is a proactive way to help ensure long term prosperity.

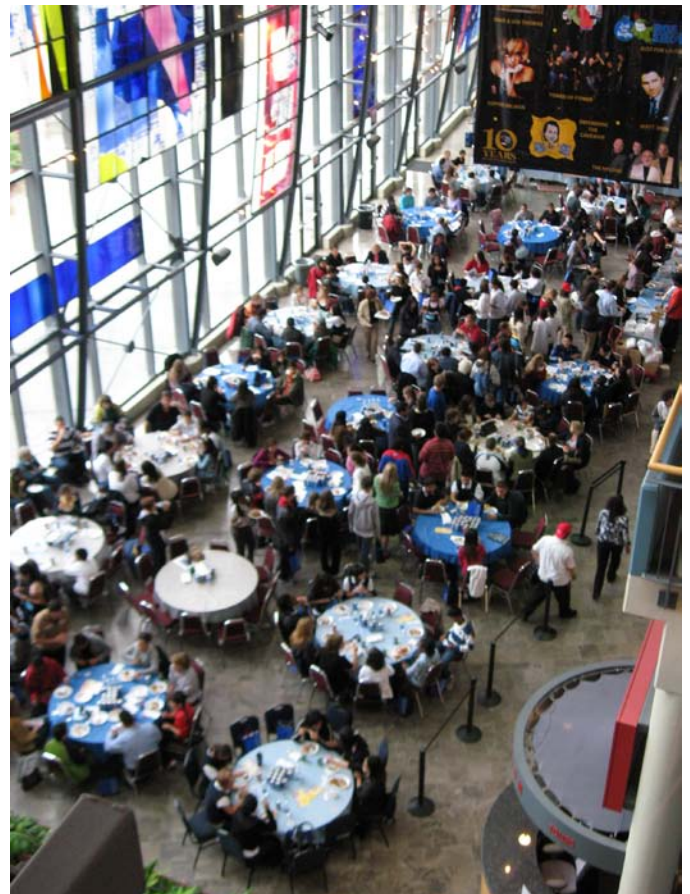
- **Valuing and supporting social diversity.** The city needs to reach out to newcomers to Canada. Among the wide range of suggestions: create multi-language centres for services and information; include representatives from all ethnic groups in major city decision-making processes; encourage more organizations to employ new immigrants on a short or long-term basis to facilitate their first Canadian working experience; ensure that workplaces reflect the diversity of the city; and create a multicultural museum.

Community Meetings: Emerging Themes at a Glance

- *Transit, walking and cycling need to become high priority.*
- *Focus on “green” practice.*
- *More prosperity can be generated in Mississauga.*
- *Valuing and supporting social diversity.*



Dufferin Peel Catholic District School Board



Mayor's Youth Summit

5.8 Youth Engagement

The Our Future Mississauga process took great care to foster dialogue with the youth of Mississauga – who, after all, are the true future of the city. Among the forms of outreach:

- All elementary and secondary schools in Mississauga were contacted in the spring of 2007 and given an opportunity to meet with representatives of the BC21 Team.
- In October 2007, the BC21 Team made deputations to the Boards and senior officials of the Peel Board of Education and the Dufferin-Peel Catholic District School Board. A key goal was emphasizing the importance of engaging youth to participate in the conversation. Both Boards passed resolutions around promoting the campaign throughout all schools.
- Students throughout Mississauga were invited to participate by filling out puzzle pieces and attending the Visioning Symposium in February 2008.
- Presentations were made to over 1,900 elementary, secondary and post-secondary students across the city.
- Workshops were held with students from the University of Toronto at Mississauga on October 26, 2007. Students

presented ideas and views for the future of Mississauga using the eight theme areas as a conversation guide.

- The BC21 Team made presentations to the 200 youth that participated in the 2nd Mayor's Youth Summit at the Living Arts Centre on October 23, 2007. Some of these youth subsequently participated in the Visioning Symposium.
- On two occasions (October 10, 2007 and February 13, 2008), presentations were made to the Mayor's Youth Advisory Committee. Students were both inspired by the unfolding conversation and thrilled to contribute their views on the future.
- The Mayor's Youth Advisory Committee is represented on the Community Advisory Group of Our Future Mississauga, and will continue to be involved in the conversation.



Blessed Teresa Calcutta School



Glenforest School

5.9 City of Mississauga Staff Engagement

Following Council endorsement of the 21st Century Conversation initiative in June 2007, the BC21 Team met with City staff to ensure that they were engaged in the conversation.

Consultations first concentrated on project awareness, and also resulted in some bold and visionary ideas from staff. At the end of the consultation phase in the Spring of 2008, more than 2,000 staff had participated in these initial conversations.

City staff continued to play a significant role in the process. Over 350 staff attended the evening Speaker Series throughout October and November 2007. A large number of staff also gave their weekend to serve as volunteers and facilitators during the two-day Visioning Symposium in February 2008, hosting over 550 participants through a series of interactive sessions and workshops.



City staff Facilitators, Visioning Symposium, February 2008

5.10 Website – www.conversation21.ca

A key component of the Our Future Mississauga engagement strategy has been using an interactive website to inspire, inform, and allow the public to interact. The website has averaged 3,000 hits per day.

The website – www.conversation21.ca – is regularly updated with project-related information, and offers a variety of means by which individuals can join the conversation. Three main areas are accessible from the home page.

1 Inspire

This area is about generating excitement in the Our Future Mississauga process, and inspiring Mississaugans to “think big” about the future of their city. Elements of the Inspire area include:

- An introduction to the eight project theme areas, including a sampling of puzzle piece comments for each theme.
- A link to the Rogers Television series “Our Future Mississauga – Be Part of the Conversation”.
- Synopses of the four Speaker Series events, and links to video highlights from each of the eight Speaker Series presentations.
- A Visioning Symposium video that captures the energy of the event, providing footage of Symposium highlights, as well as interviews with the Mayor, Members of Council, City Manager and many other participants.

our future mississauga
Be part of the conversation

include me in the conversation? **YES**

Thousands of Ideas One Vision

Thank you to everyone who participated in the Visioning Symposium

Your ideas, energy and commitment to our future Mississauga made the weekend a great success!

join the conversation

Thousands of Ideas One Vision Symposium - A great success! Check out the video highlights.

Final Puzzle Piece Count is 6,777

Our Future Mississauga website: www.conversation21.ca

inspire inform interact

ideas that move you

Missed the Rogers Television Series Our Future Mississauga? Watch it here.

What kind of city will Mississauga be in 5 years, 10 years, 20 years, in 40 years? Rebroadcasting until Wednesday, February 20 on Rogers Television, watch the thought-provoking three-part series set to generate inspiring dialogue on relevant issues. Rogers Television's Brad Butt and City Officials will engage in conversation about Mississauga's future.

"Rogers Television has been a part of the community for almost 40 years and will continue to be there as the City evolves. It's very important that citizens have an opportunity to watch the growth unfold and Rogers Television provides that platform," says Jake Dheer, Station Manager.

"Rogers Television is proud to partner with the City of Mississauga to showcase conversations about building Mississauga for the 21st century."

our future mississauga
Be part of the conversation

ROGERS Television

MONDAY 9PM

2 Inform

The area allows people to fully understand the background, scope and content of the project, as well as how to participate. Here, interested participants can stay abreast of the project's progress and outcomes, through regular updates. Material includes:

- The Council Presentations.
- Project background information and FAQs.
- An archive of project-related articles and background documents.
- Project contact information.

3 Interact

This area is designed to allow the public to contribute to the conversation at any time, through a variety of means. The intent is to ensure a broad and inclusive process, where participation isn't dependent solely on attending public events. Elements of the Interact area include:

- A link where participants can submit videos of a vision or a dream of what the future could be like in Mississauga.
- Electronic puzzle pieces, where participants can submit their ideas for Mississauga's future.
- Visioning Symposium workbooks.
- An online feedback survey for Visioning Symposium participants.
- Online surveys and polls on topics related to project themes.
- An archive of previous surveys and polls results. Past poll topics have touched on topics such as amenities within walking distance of home, commuting, and Mississauga's greatest hidden jewel.

inspire **inform** interact

here's the background

Inform Home
Mississauga wants to have a conversation with you about building our City for the 21st Century

Project Background
How do you see Mississauga in 40 years? Do you believe we have the potential to be a globally recognized city? We have designed this public engagement campaign to strategically gather your creative thoughts and unique ideas. We want to inspire you, inform you and talk with you in many interactive ways through this website. You have the power to shape the future of our City. Help us build our 40-year strategic plan.

Council Presentation
Inspire - Get inspired. Read what community leaders, visionaries and residents have to say about Mississauga.

Project FAQ's
Four high profile world visionaries along with Mississauga citizens, community leaders and stakeholders are sharing their views about our future. Through their eyes we can see the potential, and through their thoughts we can find inspiration.

Archive of Background Documents and Articles
Inform - Build your case. Background information can help your ideas.

Project Contact Information
Our strategic plan has been in the works for years. The City has been developing tactics and policies and setting goals in a constant improvement plan. Browse through our archives to find out what has been done, and what we need to do.

Return home

Our Future Mississauga website: www.conversation21.ca

inspire inform **interact**

give us your ideas

Interact Home
"Thousands of Ideas One Vision" Visioning Symposium was a great success this weekend.

Submit Your Video Ideas
Over 500 participants attended the Visioning Symposium on February 22 and 23 at the Living Arts Centre. The weekend was full of great ideas and inspiring presentations. Thank you to all those that participated. More information on the work done over the weekend will be posted in the next few days along with photos that capture the moments.

Conversation 21 Puzzle Piece
It is important to get your feedback from the weekend. Please take a few minutes to answer the questions and give your comments on what you liked and what you would like to see improved.

Stay Connected to the Conversation
SYMPOSIUM SURVEY

Archive to previous surveys and polls
Weren't able to make the Visioning Symposium? Take some time to look at the Event Workbook from the weekend.

Project Contact Information
Event Workbook

Return home

6 Inspiration: Thinking Big

6.1 Speaker Series

The Our Future Mississauga Speaker Series fit perfectly with the goal of generating interesting and provocative ideas, to arouse excitement and inspire the conversation about the city's future.

That's just what the four sessions delivered. The Speaker Series ran over four Tuesday evenings – October 16, October 23, November 6, and November 13, 2007 – at Hammerson Hall, Living Arts Centre.

Each event combined a pair of speakers. One spoke broadly, to inspire thinking about change and transformation; the other spoke more specifically to city-building. The speakers provided a “fresh eyes” look at the opportunities for Mississauga in the 21st century. The events encouraged participants to dream big about the future, and envision how Mississauga might be transformed to become more sustainable and offer a high quality of life for future generations.

Following each evening's presentations the audience participated in a question and answer period, moderated by Suhana Meharchand. The rapport between the audience and the speakers was energetic, and the broad range of issues that were raised were consistently positive and focused on the future.



Speaker Series event, November 2007

October 16, 2007:

Stephen Lewis spoke about the opportunity for Mississauga to become a centre for the development of global citizens, and suggested that the city should have more than one university. Lewis - a former Member of Provincial Parliament, diplomat and international envoy, and chair of the Stephen Lewis Foundation - also stressed the importance of remembering the human condition while planning for growth. Key ideas:

- Remove barriers faced by new immigrants (e.g. the lack of recognition of professional credentials, language, racism).
- A powerful vision is possible, and should hinge on our shared values and ideas about the human condition.
- Raise children to be global citizens, engaged with issues that speak to the imperatives of the world.

“You cannot have a visionary city of the future with only one university.”

“There are possibilities in this city that are given to very few others.”

“The human condition is every bit as important as econometric calculations, and one must never forget human priorities in the process of design.”



Stephen Lewis and Glen Murray presented at the opening Speaker Series event

Glen Murray encouraged Mississauga to think big, and suggested that the dream for the future must emerge from the fabric of the community; it can't be imported from elsewhere. Murray is the former Mayor of Winnipeg, and current President and CEO of the Canadian Urban Institute. Key ideas:

- Design is essential to planning the city's future. Quality design has value, and generates a payback.
- Radical and unique approaches to public transportation are required. Mississauga should look to multi-modal concepts from around the world.
- The world is no longer about nation states - we are increasingly a collection of urban-regional economies.

"Have no small plans."

"Take a risk, have a bigger dream than any city in this country...there is no barrier to this but your own fear."

"Congestion is a good thing. All great cities in the world are horribly congested."



Glen Murray suggested gondolas along Hurontario as a new, iconic mode of public transportation

October 23, 2007:

Dr. Roberta Bondar presented on the global environment and Mississauga's role in, and connection to, the greater world. Dr. Bondar's impressive careers have included scientist, physician, astronaut, author, landscape photographer and environmental educator. She talked about our legacy to future generations, and the potential for Mississauga to solve many problems by building on the diversity of thought that's one of the city's strengths. Key ideas:

- People need to be much more environmentally literate - children must learn, and parents must keep up.
- Mississauga's diversity - and the resulting diversity of thought - will be necessary to make any plans work.
- Looking at Mississauga's challenges creatively will require asking new questions.

"I believe if we tap all our brains together we could solve many problems."

"Is there some way we could put apple trees back in Mississauga?"

"We are creating a legacy for the people we don't even know."



Dr. Roberta Bondar presented on the global environment, Mississauga's connection to the greater world, and the value of Mississauga's diversity

November 6, 2007:

Tim Jones discussed the importance of arts, culture and creativity in city-building, and the role these elements can play in the transformation of a place. Jones is the CEO of Toronto-based Artscape, and has spent many years exploring the relationship between creativity and place. He provided a series of examples of programs and projects in other cities that have leveraged creativity to drive revitalization. Key ideas:

- Boldness in one area (e.g. the “Marilyn Monroe” buildings going up at Hurontario and Burnhamthorpe) can potentially be contagious, making transformation real in the hearts and minds of people.
- Changing Mississauga is about more than changing the built environment – it is about a cultural shift, and a shift in mind sets.
- The city’s diversity is not reflected in the streetscape.

“Creativity and innovation are actually pivotal to everything, to moving the whole agenda forward.”

“All this richness here....let it spill out into the streets.”

“Amazing things can happen when you unlock the potential of people and places.”



Tim Jones discussed arts, culture and creativity, and the necessity for a shift in mindsets in order to change Mississauga

Justin Trudeau spoke about the need to challenge the assumptions on which we’ve built our current mode of living. Trudeau, an education, environment and youth advocate, said we need to plan ahead “to shape the world we want our children, and our children’s children to grow old in.” Key ideas:

- Mississauga has an extraordinary resource in its citizenry, its youth, and its diversity.
- Youth care so much about the world, and are frustrated when they don’t get a say in it.

“The assumptions that we make about time and space, that we have built our civilization upon, need to be fundamentally challenged.”

“Drawing on diversity must be our strength.”

“As you share in hopes and dreams, then changing the world becomes possible.”

“As you strengthen the ties between neighbours and neighbourhoods, you create an energy and synergy that will leave the future completely transformed.”



Justin Trudeau spoke about the importance of our youth, our diversity, and of the legacy we leave to future generations

Larry Beasley, former Director of Planning for the City of Vancouver, discussed the qualities that attract people to cities, including mixed use, social mix, culture, built form, and a unique spirit. Key ideas:

- *'Congestion is our friend'*: It motivates more compact lifestyle choices, makes transit more attractive, and discourages automobile usage.
- *'Density is our friend'*: Managed carefully, density allows for the development of the amenities, streetscape and vibrancy that are hallmarks of great cities.
- *'Regulation is our friend'*: In order to achieve the desired outcomes of city-building, an appropriate and specific regulatory regime must be developed and consistently applied.

"None of this will happen by accident....you must do this by design."

"If you design a place to work well for children, it seems to work well for everyone in society."

"Amazing things can happen when you start to make culture a civic priority."



Larry Beasley said that congestion is our friend, density is our friend, and regulation is our friend when it comes to achieving our city-building goals

November 13, 2007:

Jan Gehl had a simple yet imperative message: cities need to be planned for people, at the scale of people. Gehl, a Danish-born architect and urban design consultant stressed the importance of creating an urban fabric that's in keeping with pedestrian movement, rather than travel by car. Key ideas:

- The places that we love and that thrive are those planned for people to move primarily on foot and on bikes.
- The general goals of any city: be attractive, sustainable, healthy, safe and lively.
- A focus on the pedestrian scale will result not only in a more beautiful environment, but also one that is more healthy and prosperous.

"A good city is like a good party, you spend more time there than you planned."

"Small is rather beautiful, slow is rather beautiful, and low is rather beautiful too."

"Maybe it is here where we have the first transformation of a brand new city into a next generation city. Maybe it is Mississauga!"



Jan Gehl presented on pedestrian-oriented cities - streetscapes that are built for 5 km/h, rather than for 60 km/h

Ken Greenberg, Toronto's former head of Urban Design and Architecture, said cities continuously re-invent themselves. Mississauga was developed with ideas that we no longer hold true: separate land uses and the primacy of car-oriented development. We must rethink the city by considering a mix of activities and how they relate to creativity; and the presence of nature in the city. Key ideas:

- Develop a network of nodes, roughly corresponding to Mississauga's old villages, where small but significant changes can be made to transform the entire city.
- There's an opportunity to plan around food offerings, e.g. farmers markets, since that brings people together across cultural boundaries, and can be implemented quickly at a minimal cost.

"What you have to do now is take the gems from their hiding places, and foreground them."

"It's not how dense you make it, it's how you make it dense."

"There is enormous potential here, but this potential speaks to a completely different way of looking at the world."



Ken Greenberg stressed that Mississauga's growth is not over, as cities are constantly changing and re-inventing themselves

Speaker Series: Emerging Themes at a Glance

- *Mississauga should have more than one university.*
- *Remove barriers faced by new immigrants.*
- *A powerful vision should be based on our shared values.*
- *Raise children to be global citizens.*
- *The dream for the future must emerge from the fabric of the community.*
- *Quality design has value, and generates a payback.*
- *We need innovative approaches to public transportation.*
- *Encourage environmental literacy.*
- *Mississauga's diversity – and diversity of thought – needs to be a strength.*
- *Being bold can be contagious.*
- *Change is about a cultural shift and mind shift, not just the built environment.*
- *Youth are an extraordinary resource and need to be engaged.*
- *Carefully managed density allows for the development of vibrant amenities and streetscapes.*
- *We need the right regulatory regime to achieve the desired outcomes of city-building.*
- *Create an urban fabric in keeping with movement by foot and bike, not car.*
- *Rethink the mix of activities and how they relate to creativity.*
- *Rethink the presence of nature in the city.*
- *Develop a network of nodes, roughly around Mississauga's old villages.*

6.2 Lunch and Learn Series with the Mayor, Members of Council, and City staff

Midway through the Speaker Series day agenda, the speakers attended lunch and learn sessions with the Mayor, Members of Council, and City staff.

This was an opportunity for the speakers to test some of their thinking (from the morning tour), and receive feedback from people with extraordinary knowledge about the city. Mississauga leaders also had the chance to engage the speakers in a more intimate conversation that would deepen everyone's understanding about the city. Here's what we heard:

- Learn from best practices. Given that many speakers came from different cities, participants at these sessions asked questions about what has and hasn't worked around the world. Vancouver examples were explored with Larry Beasley, as were several other Canadian, North American and European examples. Ken Greenberg presented a number of cities that had successfully re-invented themselves, within a backdrop of limited resources and through small-scaled initiatives. Tim Jones investigated examples of cities where investments in art and culture were the catalysts for change.

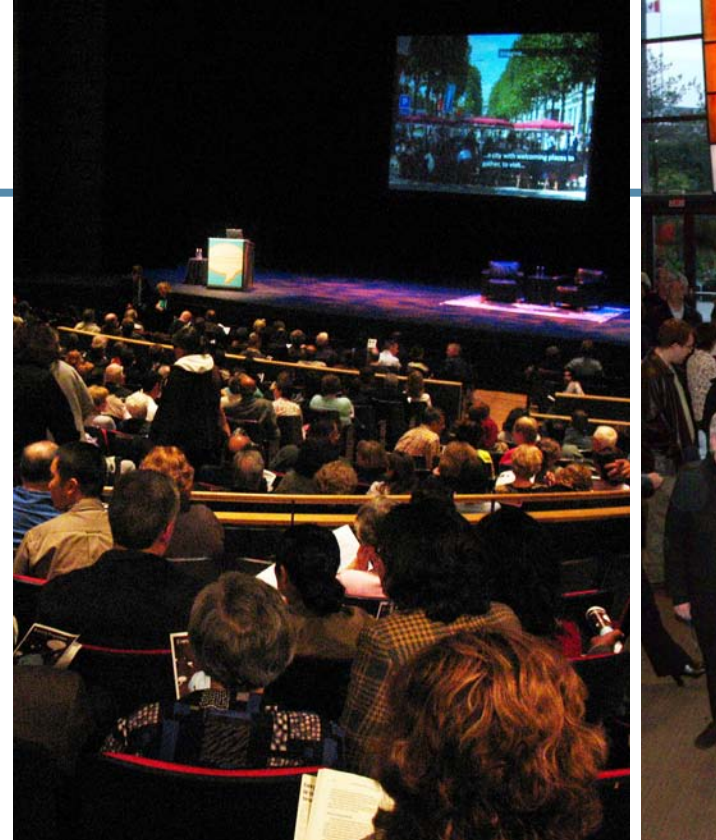
- Identify a model and framework for a strategic plan. Learning from other cities, a common topic of discussion was what makes strategic plans successful. The experts recommended to avoid the type of plan that's overly comprehensive (attempting to include every possible topic). Instead, strive for a plan that focuses on a handful of strategies that can function as catalysts for change, and capture people's imagination.
- Identify the challenges of implementation. Given that participants at these sessions engage on a daily basis with implementing policy documents, questions tended to focus on how to achieve change. Everyone who spoke to this theme insisted that tenacity and leadership are a prerequisite.
- Identify the role and importance of leadership. All speakers emphasized the imperative of visionary and able leadership. Without this, big visions falter. Implementation will rest on the shoulders of Mississauga's leaders, within City Hall and the community, who were exhorted to be prepared for the task.



Lunch and Learn with Tim Jones, October 2007

Lunch and Learn - Emerging Themes at a Glance

- *Learn from best practices.*
- *Identify a model and framework for a strategic plan.*
- *Identify the challenges of implementation.*
- *Identify the role and importance of leadership.*



Our Future Mississauga – Speaker Series







6.3 Rogers Television Production Partnership

As an extension to the successful Speaker Series that took place in October and November 2007, Rogers Television produced and aired a three-part series called “Our Future Mississauga – Be part of the conversation”. The series included:

- **Part 1:** Getting Around the City and Going “Green” in 905.
- **Part 2:** Creating Wealth in our Community, Creating a Vibrant Downtown and Realizing Our Potential in the Greater Golden Horseshoe.
- **Part 3:** Embracing Social Diversity, Investing in Creativity and Knowledge and Positively Influencing our Quality of Life.

The shows aired on 15 dates over January and February 2008, and was available to 170,000 Rogers Television subscribers across Mississauga.

The series was hosted by Brad Butt, with the direction of Bruce Carr, Director of Strategic Planning and Business Services for the City of Mississauga. Among the goals of the series:

- Introduce viewers to the Our Future Mississauga initiative and the events to date, including the Speaker Series.
- Provide details on the upcoming Visioning Symposium.
- Share comments, ideas and dreams for the future of Mississauga, as expressed through the puzzle piece program.
- Outline the importance of having a new strategic plan to direct future actions for Mississauga well into the 21st century.
- Inspire conversation on the themes of each episode, and include perspectives from a variety of guest experts. The following made appearances in the series:

Getting Around Mississauga: Martin Powell, Commissioner of Transportation and Works; Geoff Marinoff, Director of Mississauga Transit.

Going Green in “905”: John Lohuis, Director of Recreation and Parks; Mike Puddister, Credit Valley Conversation.



Other forms of media have also extended the Conversation to the public realm, such as: Lisa Rochon (The Globe and Mail) and Craig MacBride (Mississauga News)

Speakers have big dreams for Mississauga

By: Craig MacBride (Mississauga News)

October 17, 2007 -

The night was about dreaming big for Mississauga, and the two speakers at the event did just that, proposing universities, a new downtown on the lake, gondolas connecting neighbourhoods, and more traffic congestion. That's right, more traffic congestion. Stephen Lewis, the former NDP leader and more recently the UN Special Envoy for HIV/AIDS in Africa, was the first speaker of the Our Future Mississauga Speaker Series. He was followed by former Winnipeg mayor and urban strategist Glen Murray.

Between the two of them, they had enough ideas to keep city planners busy for decades, but that is the point of the speaking series, and of the larger project that will involve residents in planning the big projects that will help Mississauga evolve over the next 40 years.

The most interesting idea of the night came from Murray. He was the one who proposed a series of gondolas traversing the city.



Stephen Lewis answering during question period at the Our Future Mississauga Speaker Series held at the Living Arts Centre's Hammerson Hall this evening.

much smaller, has four distinctive universities.”

Lewis's point about Mississauga arose again during the question and answer session, when

6.4 Big Ideas Workshop

January 15, 2007

By this point in the process, enough ideas and themes had emerged to generate some initial thoughts around what was called Drivers for Change. These are the directions that will inform the development of the strategic plan.

The one-day Big Ideas Workshop engaged a select group – the Mayor, Members of Council, the Community Advisory Group, Leadership Team, and the Strategic Advisory Group – to talk about these direction-setting “big ideas”.

The event began with a discussion of the Drivers for Change (an early version) that emerged from that narrative. Workshop participants worked together to “test” these drivers. Did they resonate? Did they reflect the current conditions in Mississauga? Are any drivers missing? How might they be prioritized?

In the afternoon, participants evaluated key strategy areas to consider as the priorities for the city. The response to the preliminary Drivers for Change resulted in their further refinement. The workshop also contributed to a shared understanding of issues among the participants, and to a productive ongoing working relationship. This is what we heard.

- **A future Mississauga should be more walkable.** Getting around is about creating transportation choices for people, where walking can be a preferred alternative. Participants suggested that Mississauga’s historic villages could be used as a model to guide redevelopment (in terms of location, scale, and character), as they offer a home-grown example of walkable neighbourhoods. Port Credit, for instance, is recognized as both a distinct and workable urban environment; principles that have guided its development ought to be transferred and applied elsewhere.
- **A future Mississauga needs more connections.** Improving the transportation network hinges on expanding connections between different areas: inter and intra-community connections; and connections to water, green spaces, and natural features. Strategies to achieve this might include completing the street grid where possible, and developing a network of walking and cycling trails where the street network is discontinuous.
- **A future Mississauga should foster and celebrate diversity.** The new strategic plan should showcase diversity, “the soul and spirit of Mississauga”. Creating a vibrant Mississauga will depend on welcoming and



Big Ideas Workshop, January 2008

leveraging this diversity. Some aspects of this strategy: bring arts and culture to the fore; increase the number of post-secondary schools; and support and encourage multi-ethnic gathering places such as Cooksville.

- **A future Mississauga should have a more diverse economy.** In addition to recognizing and protecting existing areas of economic strength, a new strategic plan should set the stage for the incubation of new businesses. Ideas include: developing new economic clusters; identifying systems to create incentives for entrepreneurs; fostering creativity and the growth of innovative businesses; providing an infrastructure of services to support emerging businesses; and diversifying the types of office space available.
- **A future Mississauga must respond to its different communities differently.** Each neighbourhood in Mississauga has a unique character and identity, which should be respected in a new strategic plan. As well, each community operates with different values and expectations with respect to the amount of change that may be considered appropriate. Some communities are stable and should be protected; some areas need a new vision. Going into the future, the city must recognize, protect, and celebrate what's cherished within each

community, and manage ongoing change and direct growth in a manner that respects local values.

- **A future Mississauga will require more civic engagement.** The ongoing participation of residents, business leaders, and other stakeholders will be key to creating and implementing the overall vision for the city. Our Future Mississauga is a watershed moment for the active participation of residents, and the City should continually present opportunities to be involved in meaningful ways.
- **A future Mississauga should be healthy.** Health was reinforced as an existing strategic goal of the City. Participants expanded this thinking to include the health of the natural environment and communities, as well as physical and mental health of individuals – all are vital to the overall well being of the city into the future. Making the connection between health and the environment is key to achieving a sustainable city.
- **A future Mississauga should be green.** Natural features should be brought to the foreground, making Mississauga a City of Trees. Beyond increasing the tree canopy, an emphasis on “greening” will improve the quality of life for residents, improve the image of



Big Ideas Workshop, January 2008

Left: Report-back of workshop outcomes; Right: Mayor Hazel McCallion addressing workshop participants

the city, and help preserve and protect air, water and natural resources.

- **A future Mississauga should be accessible to low income households, older adults, immigrants, and to individuals with intellectual, developmental or physical disabilities.** Ensuring that Mississauga is affordable, and that people have reasonable access to the basic needs of life (including shelter and mobility) is a big part of the city's livability. Part of increasing accessibility and affordability is enabling the integration of new residents/citizens into an active social and entrepreneurial environment. One idea that generated much support was creating a centre of excellence for the accreditation of foreign-trained professionals, in order to expedite their integration into Canadian society.
- **A future Mississauga should be a city of distinct places.** People love to visit mixed-use communities with a strong sense of identity. Yet most people in Mississauga live in single-use communities that are relatively uniform. How can we develop the type of places we admire, right here in Mississauga? Part of achieving a more sustainable future, with environments that are increasingly walkable, will be to seek "complete

communities". That means people can conduct many of the activities of their everyday life within walking distance. Complete communities should also respond to the entire cycle of life, allowing people to age in place. And, as stated previously, individual communities should build on the aspects that make them unique.

- **A future Mississauga should respond to globalization and new technologies.** The 21st century will bring new challenges and opportunities to the city. How do we respond to a borderless world, with entirely different business relationships and new social networks? As we move forward, we need to consider the impact of technology and globalization on the city and how people live.
- **A future Mississauga must be financially feasible.** Mississauga faces a new constrained financial reality. Development charges, a key source of funding in the past, will soon diminish. New ways of investing in the city need to be identified. The strategic plan must consider ways that the city can leverage itself to create long-term value for its residents, and ensure prudent fiscal municipal management.



Big Ideas Workshop, working groups, January 2008

Big Ideas Workshop: Emerging Themes at a Glance

A future Mississauga:

- *Should be more walkable.*
- *Needs more connections.*
- *Should foster and celebrate diversity.*
- *Should have a more diverse economy.*
- *Must respond to its different communities differently.*
- *Will require civic engagement.*
- *Should be healthy.*
- *Should be green.*
- *Should be accessible, to low income households, older adults, immigrants, and individuals with physical or mental challenges.*
- *Should be a city of distinct places.*
- *Should respond to globalization and new technologies.*
- *Must be financially feasible.*



Big Ideas Workshop, working groups, January 2008

7 Vision: Collaborating on Themes

7.1 Visioning Symposium

The Visioning Symposium was a milestone in the Our Future Mississauga process. Over two days at the Living Arts Centre (Friday, February 22 and Saturday, February 23, 2008), more than 500 participants took part in thinking big about the future of our city. These ideas will inform Mississauga's new strategic plan.

The symposium involved a great breadth of public participants, including a substantial youth cohort. The Mayor, Members of Council, City Manager and Commissioners, and City staff also participated. The energy was contagious. Everywhere – in working groups, in the atrium, in hallways, on staircases – people were discussing the challenges and opportunities facing their city, and sharing their dreams and aspirations for Mississauga. Before reviewing what we heard, here's how the two days went.

Friday, February 22, 2008

The Visioning Symposium began on Friday afternoon, in Hammerson Hall.

A presentation on great cities followed, providing participants with a model to use in considering the interrelationships between the individual, societal, and environmental factors that combine to impact the level of peace, health, and



Visioning Symposium, Conversation Starters, February 2008

prosperity. That set the tone for the work to be done.

Participants next took part in an interactive session, Conversation Starters, held in the atrium. A series of 23 panels posed questions about everything from where residents like to walk in the city, to what Mississauga will be known for in 20 years. The panels encouraged participants to consider what they treasure in their city, express their vision for Mississauga's futures, and describe how they live their lives in the city. Each panel was facilitated by a staff "host", and many energetic conversations indeed started as participants worked through the circuit. Over 5,000 ideas were collected on the interactive panels.

Following the panel session, participants returned to Hammerson Hall, and the hosts provided a report on the conversations at their panels. The evening revolved around the Drivers for Change – those external forces and internal conditions to which Mississauga must respond as it moves forward. This gave participants the context to participate in the Saturday workshop sessions. Participants were entertained by the uplifting songs of the TCIII Choir.

Saturday, February 23, 2008

On Saturday, participants were placed into three Conversation Cafés, of about 80 people each. Within each, participants then selected a Café Table, working groups of about ten people. Each table was facilitated by one or two members of City staff. The working groups spent the morning and afternoon workshops working through a series of questions about Mississauga's vision and priorities:

- What issues are important to the future of the city?
- If there was a single voice in the city, what would it be saying?
- What deeper questions will emerge as a result of these conversations?
- What do you hope will be the top themes to emerge from today?
- What assumptions are related to our themes?

- What specific change do we want to see?
- How can this change be achieved, and who are the players to achieve it?
- What can I do to contribute to the future city that I want to see?
- What do we now see and know as a result of these conversations?
- What have we learned today about our city, our neighbours, ourselves, and the future?

Through the day, the facilitators transcribed the ideas generated by the Café Tables. The rapport and positive energy among participants was evident at all of the tables. In fact, by day’s end, some of the Café Tables were taking group pictures, and many participants were exchanging contact information, eager to stay in touch as the city moved forward. After the workshops, the facilitators and project team convened to consolidate the outcomes of the conversations.



In the evening, participants returned to Hammerson Hall to hear summaries of these outcomes, and were welcomed by All Masters Martial Arts Center Lion Dance performers. During a Question and Answer session, participants continued to pose interesting questions on a wide range of topics – sustainability, culture, entrepreneurialism, economic development, and the means by which the city can build and maintain a momentum towards implementing its vision.

Following a performance by Michael Ciuffo, the Mayor recognized the “Honour Roll” – participants who took part in the most activities throughout – and closed the wildly successful Visioning Symposium.

The reaction was universally positive. Many participants expressed the degree to which they had been inspired and enlightened. In an online survey after the event, participants reported, overwhelmingly, that they found the Symposium to be a worthwhile experience, with valuable content and a thoughtful exchange of ideas. Participants also felt that the event was well organized, and that facilitators were well prepared.

THOUSANDS OF IDEAS: ONE VISION SYMPOSIUM OVERVIEW

Friday, February 22nd

- 12:00 noon** Registration *Atrium*
- 1:00pm** Conversation Opening  *Hammerson Hall + Atrium*
- 1:45pm** Conversation Starters  *Atrium*
- 3:25pm** What We Heard  *Hammerson Hall*
- 4:00pm** Dinner Break *on your own*
- 6:30pm** Kick-Off:
Joining the Conversation *Hammerson Hall*
Community Entertainment *Hammerson Hall*

Saturday, February 23rd

- 9:00am** Morning Welcome + Introduction *Hammerson Hall*
- 9:30am** Conversation Café  *in your cafés*
- 12:00 noon** Buffet Lunch  *in your cafés*
- 1:00pm** Conversation Café  *in your cafés*
- 3:00pm** Dinner Break *on your own*
- 6:30pm** Towards a Vision:
Symposium Outcomes  *Hammerson Hall*
Community Entertainment *Hammerson Hall*

7.2 What We Heard

The Symposium generated an incredible number of observations, ideas, and visions. While every group developed different themes, here is an outline of some of the common threads.

- **The city must become more pedestrian-friendly.** Walkability was a dominant theme. The city needs to be designed for a people scale; be more walkable, from its neighbourhoods to its employment areas; and be connected through its streets, trails and open spaces. Participants recognized the desirable quality of life in some areas (e.g. Port Credit, Streetsville) due to their walkability, sense of place, and mix of activities within walking distance.
- **Developing mixed use communities and hubs.** The idea of “complete communities” – where people can fulfill the activities of their everyday life within walking distance – resonated strongly. That requires a mix of activities (commercial, recreational and cultural) within relative proximity, and a critical mass of activities and population to make it vibrant. One powerful notion involved focusing the mix of activities within certain hubs and/or urban centres, and within walking distance from residential neighbourhoods.

- **Improving connections and linkages.** Key to improving people’s mobility, including walking and active modes of transportation, is improving connections across the city. Connecting streets, neighbourhoods, sidewalks, trails, paths, etc. will connect people, activities, services and amenities.
- **A greener and more sustainable city.** Environmental considerations were at the forefront of many discussions. Ideas revolved around developing the city in more sustainable ways; responding to a current ecological imperative; enhancing the health of natural systems throughout Mississauga; the quality of water and air; and considering the environmental legacy that the next generation will inherit. Many groups made the connection between sustainability and an urban form that’s less car-dependant, where walking is a preferred mode of transportation, and where a critical mass of activities and population can make efficient use of municipal and natural resources.
- **Create a sense of identity for the city and each neighbourhood.** The city needs to develop a Mississauga identity that we can be proud of, and that’s well known and recognizable by visitors. Currently the city is associated with the airport, highways, business



Visioning Symposium, Conversation Cafés, February 2008



Visioning Symposium, Conversation Cafés, February 2008

parks, and a post-war type of urban development. A future Mississauga can be identified through its green spaces, the waterfront, vibrant urban centres, its heritage, its quality of life, and the unique character of each neighbourhood.

- **Celebrate and nurture diversity.** One of Mississauga's greatest assets is the diversity of its population—diversity of cultural backgrounds, as well as the social and cultural diversity of its population. Today, Mississauga is one of the most significant points of arrival for new immigrants. This can be celebrated, showcased, and leveraged to improve the city's identity, quality of life and economic vibrancy.
- **Protect and utilize green space and natural areas.** Another of Mississauga's great assets is the extent of park, waterways and open spaces. These represent tremendous resources, and opportunities. The Credit Valley, for example, an extraordinary green system, remains somewhat underutilized and disconnected from public life. The network of green spaces is also an important asset in managing the health of natural systems.
- **The waterfront is one of Mississauga's greatest assets**

Unfamiliar to most people outside Mississauga, the waterfront includes an extensive park system and network of public open spaces, with a healthy tree canopy and an incredible array of cultural and recreational amenities. Symposium participants often remarked that building on these assets, and enhancing their role, function, and presence, will increase the quality of life for residents and the experience of visitors.

- **Improve transportation options and public transit.** This resonated in all the cafés. People often recognized the limitations of a car-dependant system, and sought to make transit, active transportation (cycling, rollerblading) and walking more effective and desirable. Attitudes are shifting regarding automobile use and public transit. Reducing car use is seen as a positive contribution to sustainability and quality of life, as well as a way to improve the mobility of youth and older people. Ideas covered ways to improve the transit system, increase the number and use of bike trails, improve the pedestrian environment, change attitudes towards taking transit, and shift the priorities for public spending towards achieving these goals.
- **Support for the arts and culture in Mississauga.** Although Mississauga already has a wealth of arts



Visioning Symposium, Conversation Cafés, February 2008



Visioning Symposium, Conversation Cafés, February 2008

and culture, it's not easily identifiable or well used. Many discussions recognized the important role that arts and culture can play in achieving quality urban environments, and in promoting and celebrating the diverse and unique backgrounds, creativity and innovation of residents. Ideas included creating arts and culture hubs, art incubators, a mix of housing and arts, and cultural celebration centres.

- **Create more entertainment options.** As an important aspect of improving quality of life, retaining youth, and generating vibrant urban centres, the city needs to develop a more active nightlife, year-round activities, and neighbourhood-based entertainment options.
- **Increase post-secondary options.** Adding post-secondary schools, colleges, and universities is an important way to retain and attract youth, and nurture a creative pool of talent that can spearhead strong, innovative businesses. One idea, suggested earlier in the process and affirmed here, was to seek ways to assist with the accreditation of foreign-trained professionals.
- **Affordability of housing and life's basics.** As the city grows, real-estate prices will continue to rise, and housing will increasingly become difficult for some. The city needs to have a housing strategy, and develop

in a way that makes affordable housing options part of the mix, and enable affordable lifestyles (e.g. living without a car). Public spaces, recreation facilities, and community centres all have an important role to play within communities, and should remain available and affordable to all.

- **Create an inclusive community through universal design and service provision.** Several groups emphasized the importance of building Mississauga so that it supports a free and equitable society. Being inclusive applies to all forms of diversity – language, culture, physical and mental abilities, age, and income.
- **Create more tourist attractions.** Conversations around achieving a quality of life, economic vibrancy, and a sense of identity for Mississauga often turned towards increasing the recreational and cultural opportunities for residents (internal tourism) and for visitors (regional and beyond).
- **Improve the health of residents and the environment.** This was a central theme, tied to ideas of sustainability and quality of life, as well as to many of Mississauga's current initiatives around becoming a healthy city. Just one important idea for the city is encouraging active lifestyles as part of health promotion.



Visioning Symposium, Conversation Cafés, February 2008



Visioning Symposium, Conversation Cafés, February 2008

- **Attract and retain youth.** Many of the Symposium participants were themselves young, and there was a widespread understanding of the trend for Mississauga to lose much of its 25-35 year olds. Several groups discussed strategies to attract and retain youth. Some of the previous themes were linked to this objective: improving transit, increasing post-secondary opportunities, fostering innovative businesses, and creating vibrant urban centres and a diversity of cultural and entertainment opportunities.
- **All of us are part of achieving the vision.** Who are the players to achieve the vision? That was one of the powerful questions asked at the Café Tables. The answer – all of us. Participants talked about the role of residents (new and established), businesses, visitors, property owners, advocacy groups, cultural associations, artists, City staff, children, youth, families, older adults, and regional, provincial, and federal bodies. Another question – What can I do to contribute to the future city that I want to see? – triggered an inspiring conversation on the civic duty and opportunity available to all. As more people participate, the greater the vision will be, and the more effective its implementation. Every voice counts.

Visioning Symposium: Emerging Themes at a Glance

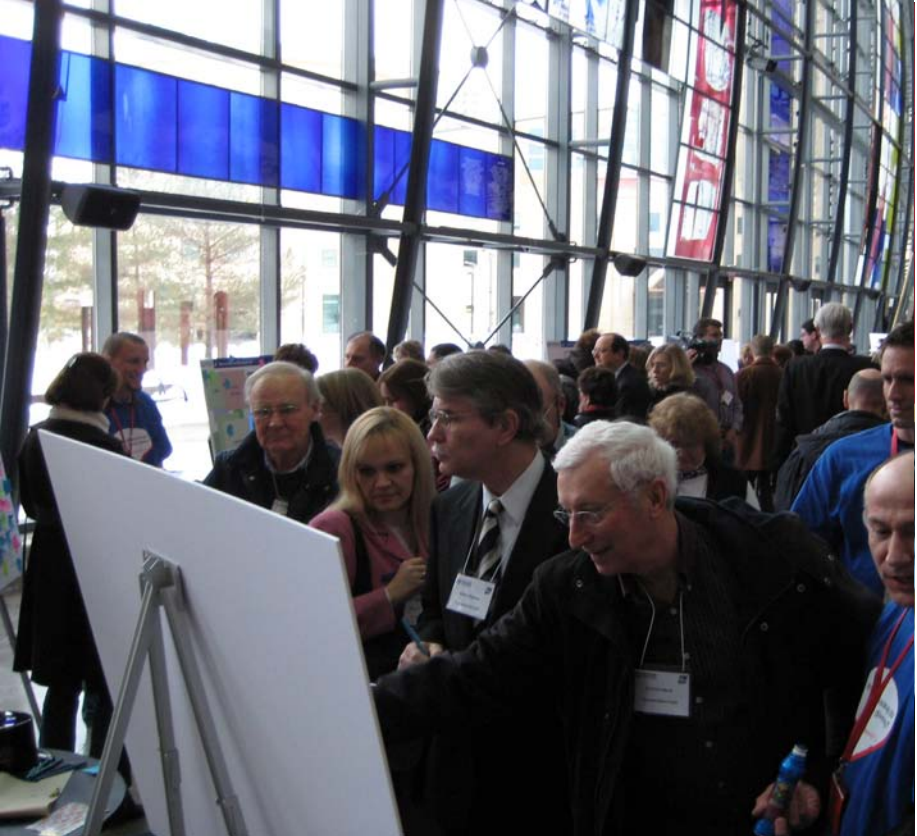
- *The city must become more pedestrian-friendly.*
- *Develop mixed use communities and hubs.*
- *Improve connections and linkages.*
- *A greener and more sustainable city.*
- *Create a sense of identity for the city and each neighbourhood.*
- *Celebrate and nurture diversity.*
- *Protect and use green space and natural areas.*
- *The waterfront is one of Mississauga's greatest assets.*
- *Improve transportation options and public transit.*
- *Support the arts and culture in Mississauga.*
- *Create more entertainment options.*
- *Increase post-secondary options.*
- *Affordability of housing and life's basics.*
- *Create an inclusive community through universal design and service provision.*
- *Create more tourist attractions.*
- *Improve the health of residents and the environment.*
- *Attract and retain youth.*
- *All of us are part of achieving the vision.*



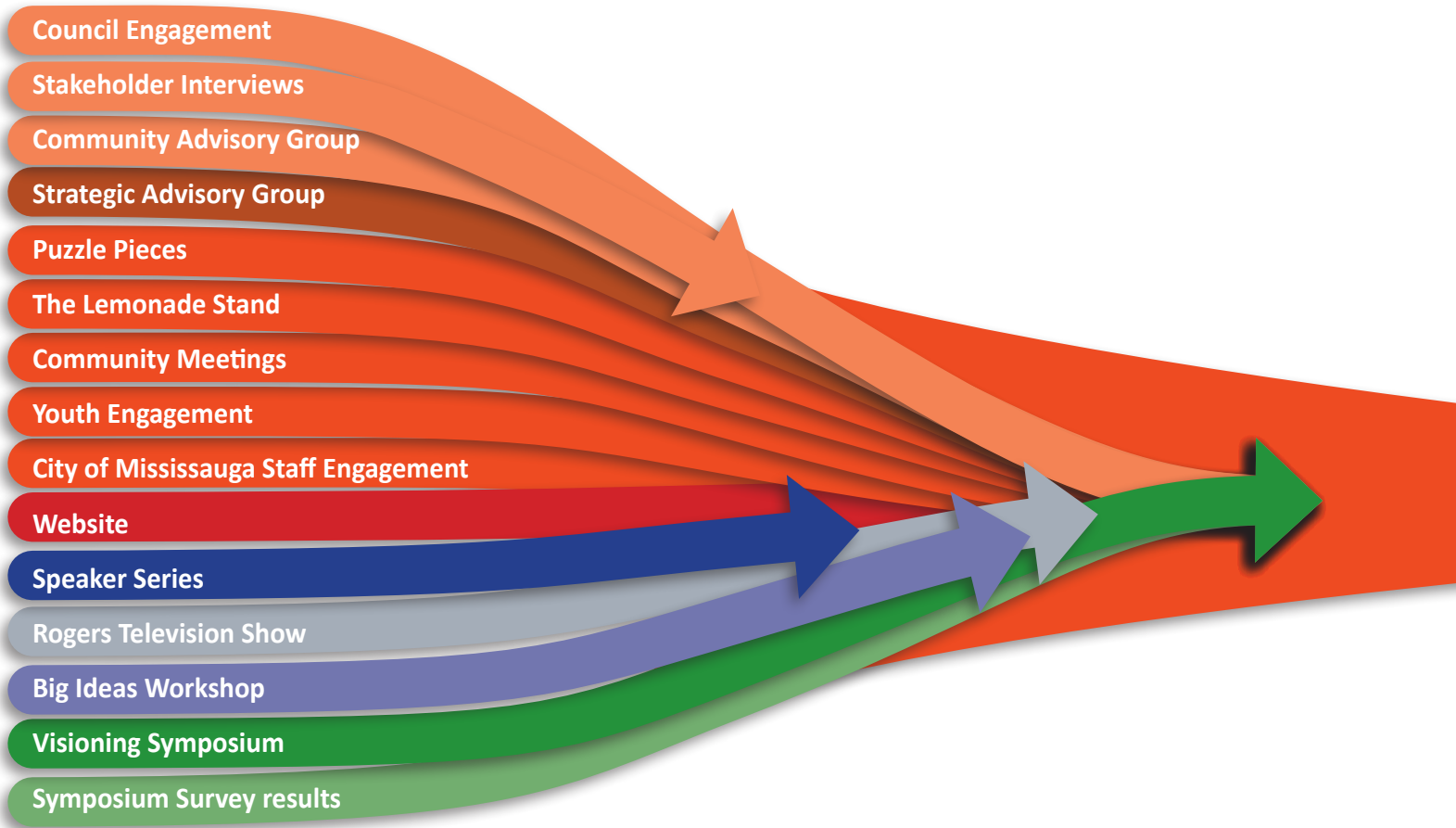
Visioning Symposium, Conversation Cafés, February 2008



Visioning Symposium, Conversation Cafés, February 2008







8 Direction: The Drivers for Change

8.1 Clarifying Our Direction

Our Future Mississauga has provided an opportunity for thousands of people to express their ideas about how Mississauga can realize its potential as a great 21st century city. The community's pride in and passion for this city has been evident. The previous sections try to capture the spirit of those conversations.

The purpose of these conversations has been to give the Mayor, Council, City staff and the consultant team a thorough understanding of the community's collective feelings – the most pressing issues facing Mississauga, and where this city should be headed.

As the process went on, certain ideas and themes began to resonate with larger and larger numbers of people. A clearer picture of our direction emerged in what we call the Drivers for Change. These identify the opportunities, internal challenges, and external forces that the city must respond to while planning for the future. Understanding the Drivers for Change is a critical step in the eventual update to Mississauga's strategic plan.

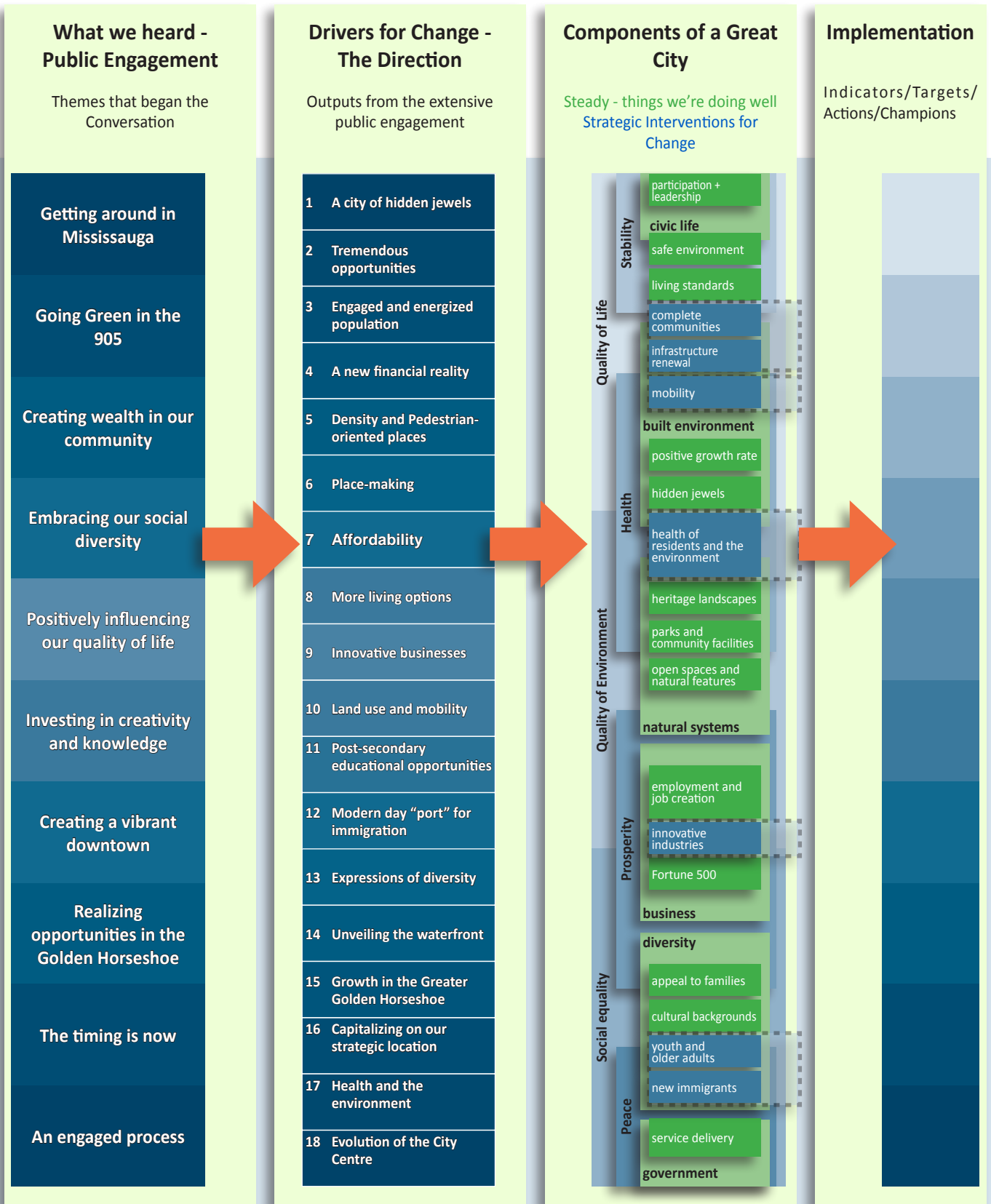
Throughout the outreach and consultation, the Drivers for Change have been refined. We trust that everyone who participated in the process will recognize their contribution to this community consensus – the 18 Drivers for Change:

- 1 A City of Hidden Jewels
- 2 Tremendous Opportunities
- 3 An Engaged and Energized Population
- 4 A New Financial Reality
- 5 Density and Pedestrian-Oriented Places
- 6 Place-Making
- 7 Affordability
- 8 More Living Options
- 9 Innovative Businesses
- 10 Land Use and Mobility
- 11 Post-Secondary Educational Opportunities
- 12 Modern Day 'Port' for Immigration
- 13 Expressions of Diversity
- 14 Unveiling the Waterfront
- 15 Growth in the Greater Golden Horseshoe
- 16 Capitalizing on our Strategic Location
- 17 Health and the Environment
- 18 Evolution of the City Centre



Drivers for Change

Our Future Mississauga - Strategic Plan Process



The Strategic Planning Process

What makes a great city? That question was a starting point for the thousands of conversations that took place around Our Future Mississauga. With insight and passion, the participants discussed what's cherished about the city and what isn't. What works well and what doesn't. What should continue and what should change.

All of these conversations began to paint a picture of the city we want – a vision for Mississauga.

This vision spoke to the quality of life in the city, to the quality of the environment, and to social equality. Those three fundamentals generated all sorts of ideas about the health of residents and the environment; social and economic prosperity; and the creation of a safe and peaceful environment.

As participants worked through these ideas, it became clear that much of what Mississauga already has in place bears the makings of a great city. Consider just some:

- The dedication of land for parks, open spaces, and natural features, paralleled with the creation of a number of important community facilities.
- The conservation of unique heritage landscapes.
- The recognition and protection of a number of “hidden jewels” – cherished areas within the city.
- A positive growth rate for the city, attracting residents and jobs.
- The presence of a number of important employers.
- Decades of commitment by the City to job creation.
- An enviable track-record of service delivery.
- The appeal of many areas in the city for young families.
- The presence of a culturally diverse population.
- A sense that an ever increasing percentage of the population is enjoying high living standards.
- The personal safety enjoyed by residents (for many, especially when compared to their countries of origin).

- The growing participation of citizens, demonstrated vividly, for one, through the Our Future Mississauga initiative.

Recognizing where the city is doing well and should maintain a steady course was an important step. This realization was affirmed later on through a number of one-on-one interviews, which identified many of the specific initiatives and programs that already carry significant momentum. As a result of this awareness, the focus of the exercise became strategic. Where are the gaps between the reality of Mississauga and the vision? Which areas require a renewed effort or intervention, to form the basis of a strategic plan? The last section of this Engagement Report, following the Drivers for Change, will address these questions, by identifying five Strategic Pillars for Change.

The identification of what Mississauga does well will be further elaborated, following this Engagement Report, through the creation of a Strategic Plan, which will also build upon the Pillars for Change to describe key areas for strategic intervention.



Credit River Valley, Mississauga



Adamson Estate Park, Mississauga

The Drivers for Change

“What you have to do now is take the gems from their hiding places, and foreground them”
Ken Greenberg

“The greatest resource in the city really is the lake, the lakefront, and there is huge opportunity for creation of something magnificent there”

1 A City of Hidden Jewels. Mississauga is a city of hidden jewels. These jewels need to be explored, celebrated and elevated in the identity and experience of the city.

Although Mississauga is a relatively young city, incorporated in 1974, it has a rich history. The City of Mississauga is the result of the amalgamation of smaller historic villages, which still retain a distinct and appealing character. In most conversations during our consultations, it’s these villages – Port Credit, Streetsville and Meadowvale – that have resonated strongly with the community as comprising the identity of the city.

Yes, Mississauga is a complex urban environment, with numerous assets that any municipality would envy; however, many haven’t been leveraged to their full potential. At the Visioning Symposium, we asked the community to identify some of these assets, our city’s “hidden jewels”. Here’s what people cited:

- The Credit River Valley.
- Cooksville Creek.
- Rattray Marsh.
- Port Credit Harbour.
- The Creditview Wetlands.
- The Lake Ontario waterfront (22km of shoreline).
- Kariya Park.
- Riverwood.

“Hidden” as they’re perceived to be, these jewels are not yet contributing fully to the overall quality of life in Mississauga,

and do not yet resonate in the public perception of the city. Making the most of these natural and man-made assets is the challenge.

After absorbing the overwhelming number of ideas that have come forward through this process, the consultant team feels that there’s an additional hidden jewel – the city’s incredible ethnic diversity.

The city’s ethnic diversity has tremendous potential to add richness to the lives of all Mississaugans. However, this richness is not yet adequately reflected in the cityscape of Mississauga. For residents and visitors, it is difficult to know how to experience the cultural diversity that currently exists within the city.

Mississauga is not well known as a waterfront city, a city of parks and green spaces, a city of villages, or a city of tremendous cultural diversity.

These assets are areas of strength to build upon. If we elevate these “hidden jewels” to the fore, they’ll combine to provide enhanced cultural richness, recreational amenities, and world-class attractions. Doing so will alter the city’s identity – its perception of itself, and the external perception of Mississauga.



Chappell Estate at Riverwood



Kariya Park

"There are possibilities in this city that are given to very few others"
Stephen Lewis

"There is a need for not reacting when a crisis hits us, but looking forward to how we can avoid these crises"
Justin Trudeau

2 Tremendous Opportunities. The timing is perfect -- we have a tremendous opportunity, right now, to implement the vision.

Much of the growth within Mississauga over the past three decades can be characterized as rapid, "greenfield" development. Large tracts of land – primarily, former agricultural land – have been transformed into housing subdivisions, commercial centres, and office and industrial parks.

Mississauga has now reached a stage where it has built out to its urban edge. Much of Mississauga is entering a period of second generation growth, where new development must be absorbed within the existing urban footprint of the city. This key moment in time provides an opportunity to step back, assess what has taken place over the last three decades, and prepare critical plans – plans that will ensure that future development begins to fill in the gaps in the urban fabric, complete communities, and realize a shared vision for the future.

Over the summer and fall of 2007, through community meetings in all areas of the city, we heard a consistent message. While there are opportunities to "complete" many communities within the city, most residents enjoy the high quality of life that Mississauga offers, and don't want future development to compromise it. The community has

strongly urged that future development should build on the existing context and positive qualities of neighbourhoods. In implementing an updated vision for Mississauga, the city will be assisted by strong policy frameworks at the provincial level to support big strategic moves and shifts in approaches. One example is the Growth Plan for the Greater Golden Horseshoe, that directs and guides growth towards existing built-up areas, such as Mississauga City Centre.

The creation of a new regional transportation authority and plan also provides a timely opportunity to realize key elements of the vision, regarding improving connections within the city and the region.

Finally, the timing is perfect because of the tremendous growth underway in Mississauga, particularly in the City Centre. We have the opportunity at this moment to implement a vision that will guide this growth, and ensure that it contributes to the desired outcomes, and a coherent urban form.



Public participants at the Visioning Symposium, taking part in the Conversation Starters, February 2008

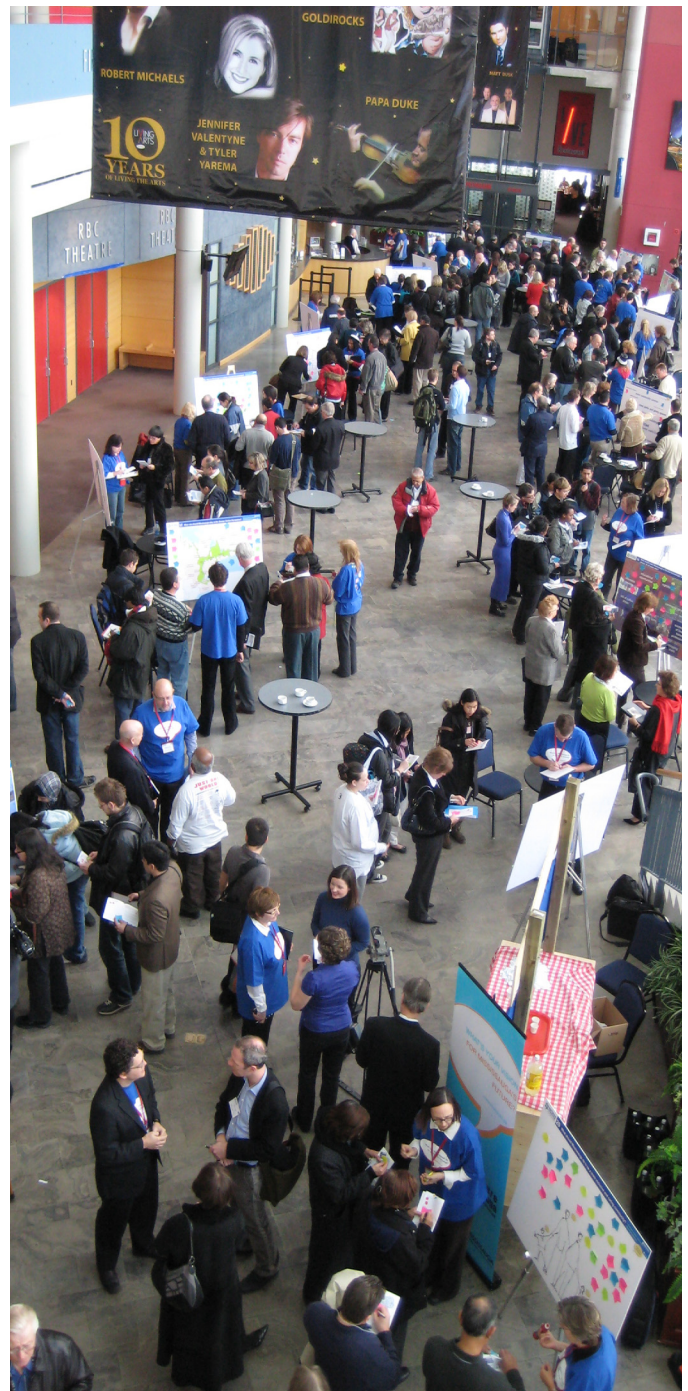
3 An Engaged and Energized Population. An engaged and energized population wants to make the new vision for the city real.

We can only realize a shared vision for the future of Mississauga with the active support and involvement of our citizens. That's why the enthusiasm shown through the Our Future Mississauga process has been so heartening.

This has been the most extensive public consultation process in the history of the city. Thousands of people – from all segments, all backgrounds, and all ages – have taken part. Their ideas have been invaluable.

Most importantly, citizens expressed a desire to be involved, and a willingness to give their time to make this an even greater city. We saw it again and again, with the thousands who took part in community meetings and the Speaker Series, the hundreds who registered for the Visioning Symposium, and the dozens who participated in stakeholder interviews.

Mississaugans have indicated throughout this process that they want to be strong participants as the future of the city is mapped. The city must ensure that strategic planning reflects the hopes and dreams expressed here by Mississaugans, and that the process takes advantage of the passion of our people.



Public participation during the Visioning Symposium, February 2008

4 A New Financial Reality. The City of Mississauga has a reputation for prudent fiscal management. Yet as the city has been built out and provincial priorities have shifted, we've entered a period of slower revenue growth and increasing costs. As we plan our future, we must recognize some economic realities.

The City of Mississauga is in an enviable position. We have no external debt, not having had to borrow since 1978, and have historically kept property taxes to a minimum. The fiscal reality is changing however. Consider that:

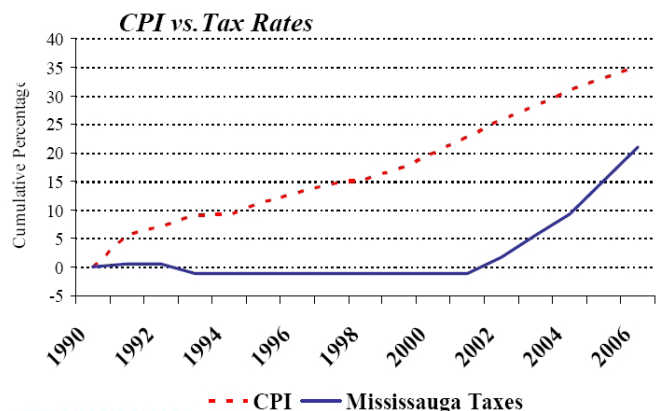
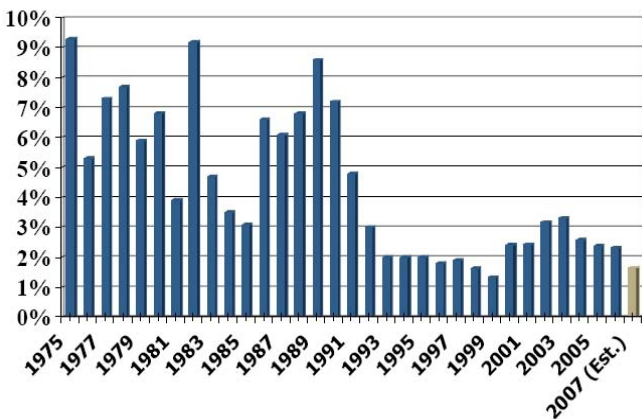
- Over the past 15 years, the city has faced declining provincial grants, and the financial burden of provincial downloading.
- During this same period, assessment growth has been in decline, as the last remaining greenfield development opportunities within the urban boundary have been built out.
- A 2003 city study said assessment revenue from industrial sites may decline further, as the employment area building stock ages and depreciates.
- At the same time, the city has reached a point in its life cycle where the maintenance, repair and replacement of aging infrastructure – particularly roadways – represent a significant and growing cost.

- The city also faces significant capital costs related to improving public transit (due to aging infrastructure and the rising cost of fuel), including construction of the Bus Rapid Transit system.

The impact of the shifting balance between revenues and expenditures is already being felt. After 10 years without a property tax increase, property tax rates have risen in recent years. The City is also projected to deplete its capital reserves and to begin issuing external debt in 2011 or 2012.

Ideally, new strategies should address the growing imbalance between costs and revenues, while improving quality of life for all. To this end, it's important to note the connection between land use patterns and the municipal bottom line.

For instance, the low-density, single-use development patterns that prevail in much of the municipality have been widely demonstrated across North America to be inefficient. Quite simply, it results in higher servicing and operating costs. Increasing density where appropriate, and encouraging a mix of land uses, helps to make operating costs more sustainable.



Mississauga's Assessment Growth - 1975 to 2007

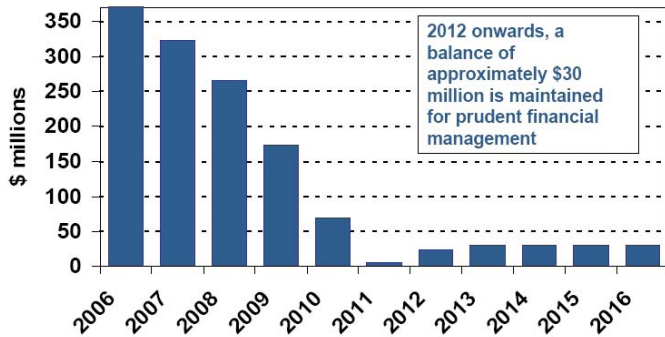
Source: City of Mississauga, 2007 Budget Presentation

Tax Rate Increases versus Inflation - 1990 to 2006

Source: City of Mississauga, 2007 Budget Presentation (CPI - Consumer Price Index)

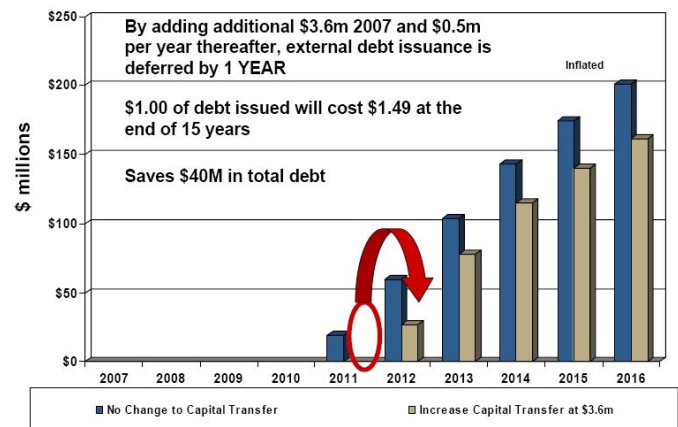
From a capital standpoint, the city's prevailing development patterns make for inefficient use of expensive infrastructure such as roads, sidewalks, water distribution networks, stormwater lines, sanitary sewers, and street lighting. The province's Places to Grow intensification agenda aims to address such inefficiencies, directing municipalities to make better use of existing infrastructure capacity.

Any new vision for Mississauga must be tested against the new financial reality. Plans for the future must be financially feasible, and structured as an investment.



Summary of Tax-Based Capital Reserve Funds

Source: City of Mississauga, 2007 Budget Presentation



External Debt Balances

Source: City of Mississauga, 2007 Budget Presentation

“Mississauga can become a trailblazer now by changing the subdivision car culture mindset it has now.”
Participant*

5 Density and Pedestrian-oriented Places . It’s time to evolve the urban form of the city to be more heterogeneous, have a “critical mass” of density, and create pedestrian-oriented places.

Mississauga emerged as a city when the car dominated city planning. In this regard, we’re similar to many other post-war cities. Today, the culture is changing.

Many voices during Our Future Mississauga spoke of the desire to have cafes, restaurants, public squares, parks and other amenities and desirable spaces within walking distance of their homes. Quality urban environments require focusing on the pedestrian realm – places where people walk and gather, places for the young and old, places where businesses can cross paths, places with a high quality of life.

The pendulum is swinging back toward a more traditional, “finer-grained” form that allows for a mix of uses – places like Port Credit and Streetsville. The highest quality of life in Mississauga is achieved in areas that include great spaces for people to interact with one another, featuring a diversity and balance of uses, connections to transit, a critical mass of activities and population, and a wealth of walkable open spaces and a healthy street environment.

One surprising discovery through our analysis – Mississauga as a whole has a relatively high population density (less than Toronto, but more than Winnipeg). This is surprising because the public perception is that Mississauga has been a low density suburban environment. In fact, Mississauga contains a significant growing population.

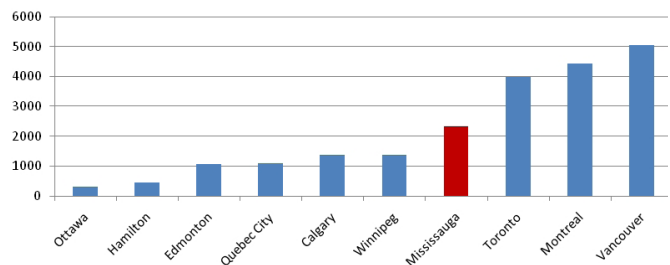
The challenge over the next few decades will not be achieving density, but rather guiding and shaping density into a desirable form – and ensuring that density brings a mix of uses.

Currently, the isolation and homogeneity of land uses (vast areas with a single land use) is one of the greatest challenges in Mississauga. Why? Vast areas of single land uses require movement by car. This limits the viability of transit and cycling, and has many negative results:

- Areas feel less safe, since they’re unused at certain times of the day/week.
- Greater costs to the municipality (servicing roads, transit, and providing community infrastructure).
- A greater burden on the natural environment.
- And a cycle of increased car dependency.

As Jan Gehl noted during the Speaker Series, much of the experience of Mississauga has been designed to operate at the vehicular scale – with connections and destinations occurring every 5-10 minutes, at 60 km/hour. Gehl suggested that a new emphasis is needed at the pedestrian scale – with a mix of destinations available within 5-10 minutes, at 5 km/hour.

Sometimes, simply enhancing connections throughout the city can have a significant, positive impact. A few key pedestrian connections can transform the sense of a community, and improve connections to the larger city (e.g. walking to school, corner store, or well served transit stop). A connected system reduces traffic, as cars travel shorter distances, and more people walk or use transit; and it increases the use/animation of public spaces, parks and main streets.

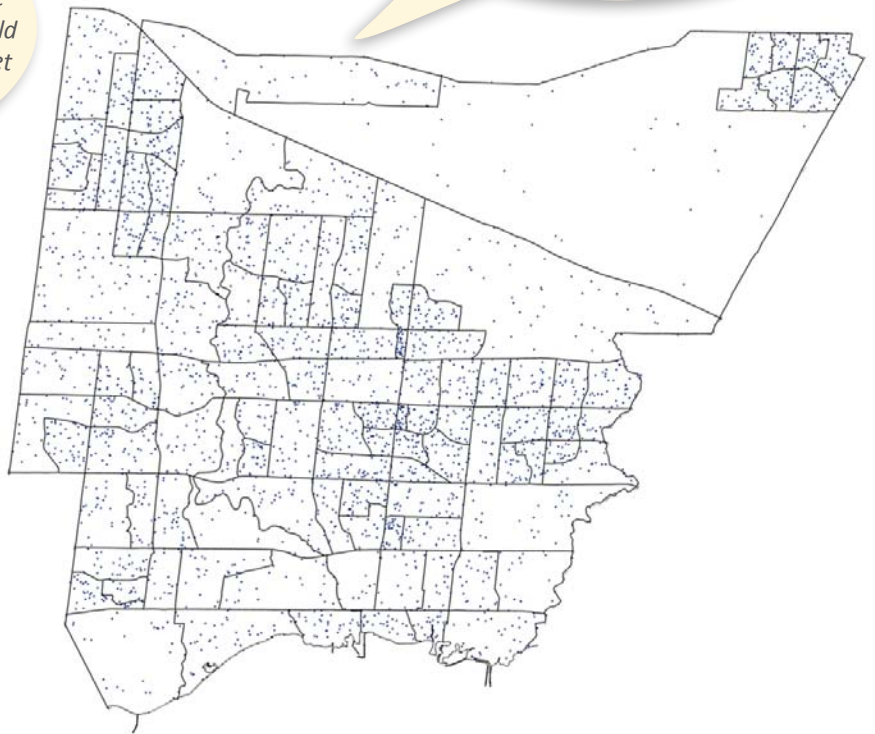


Population Density per square km
Source: Statistics Canada, 2006 Census data.

* ‘Participant’ quotes are extracted from comments made on puzzle pieces and at stakeholder interviews

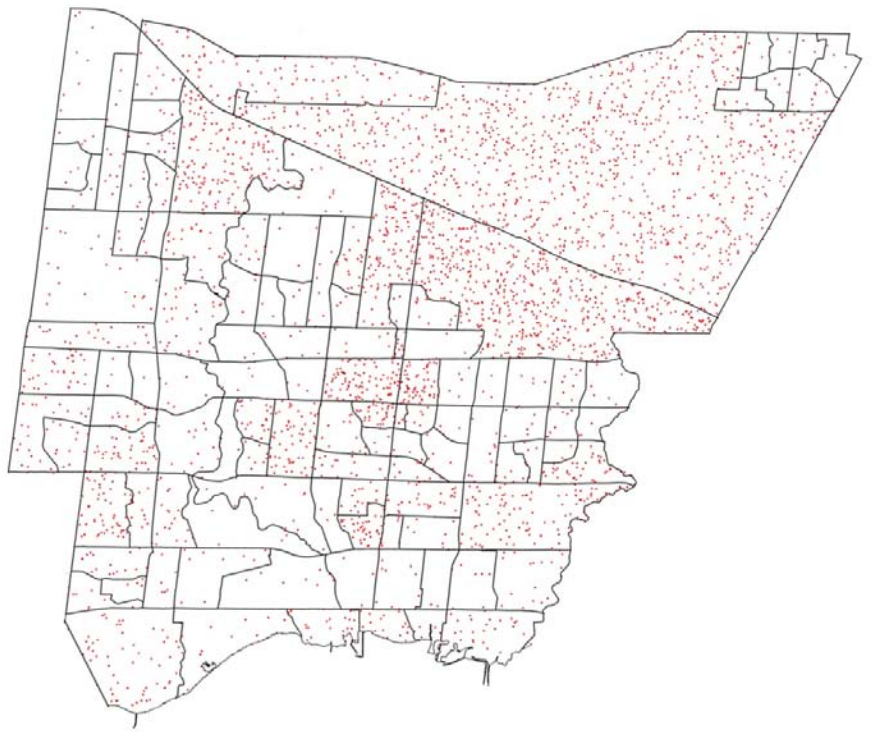
"It is currently difficult for people to get to the City Centre because of poor connections, so there is little incentive to get out of your car. A person should not have to walk more than five minutes to get to a bus stop."
Participant

"Are we going to widen Britannia from six lanes to eight lanes? That has always been the solution here, and it is something I am bitterly opposed to. This is not a matter of rebalancing here. It's a matter of turning it altogether upside down."
Participant



Night-time Population Density

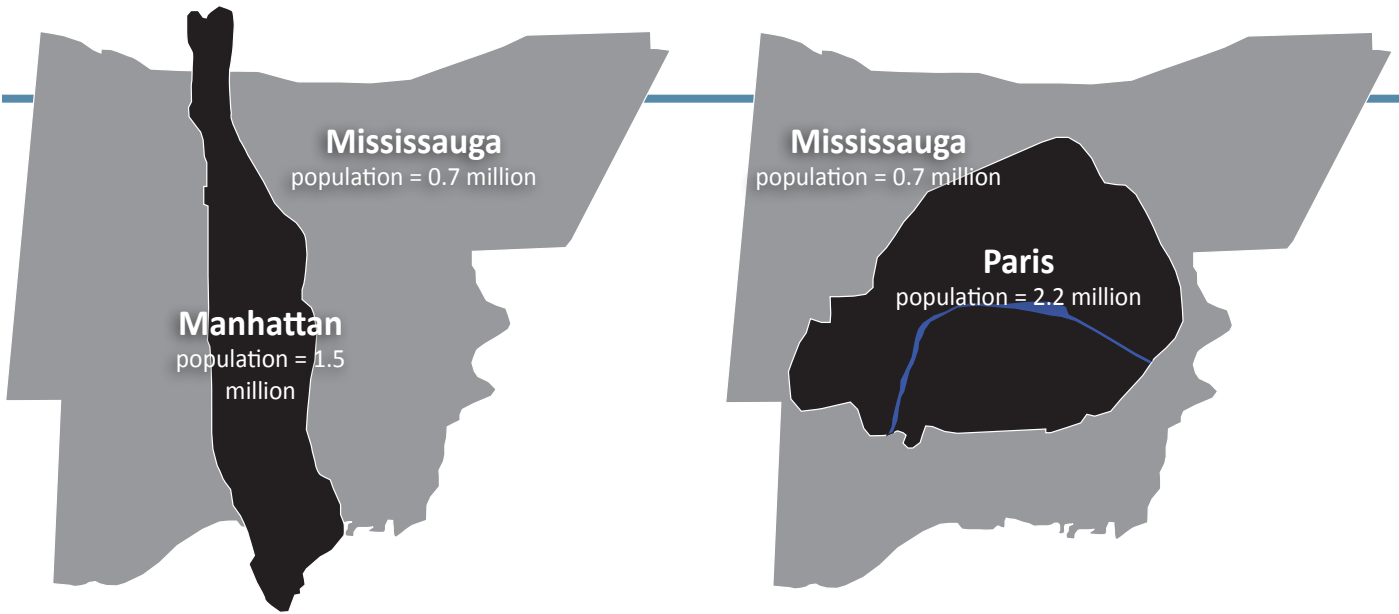
Source: Statistics Canada, Thematic Maps - 2006 Census.



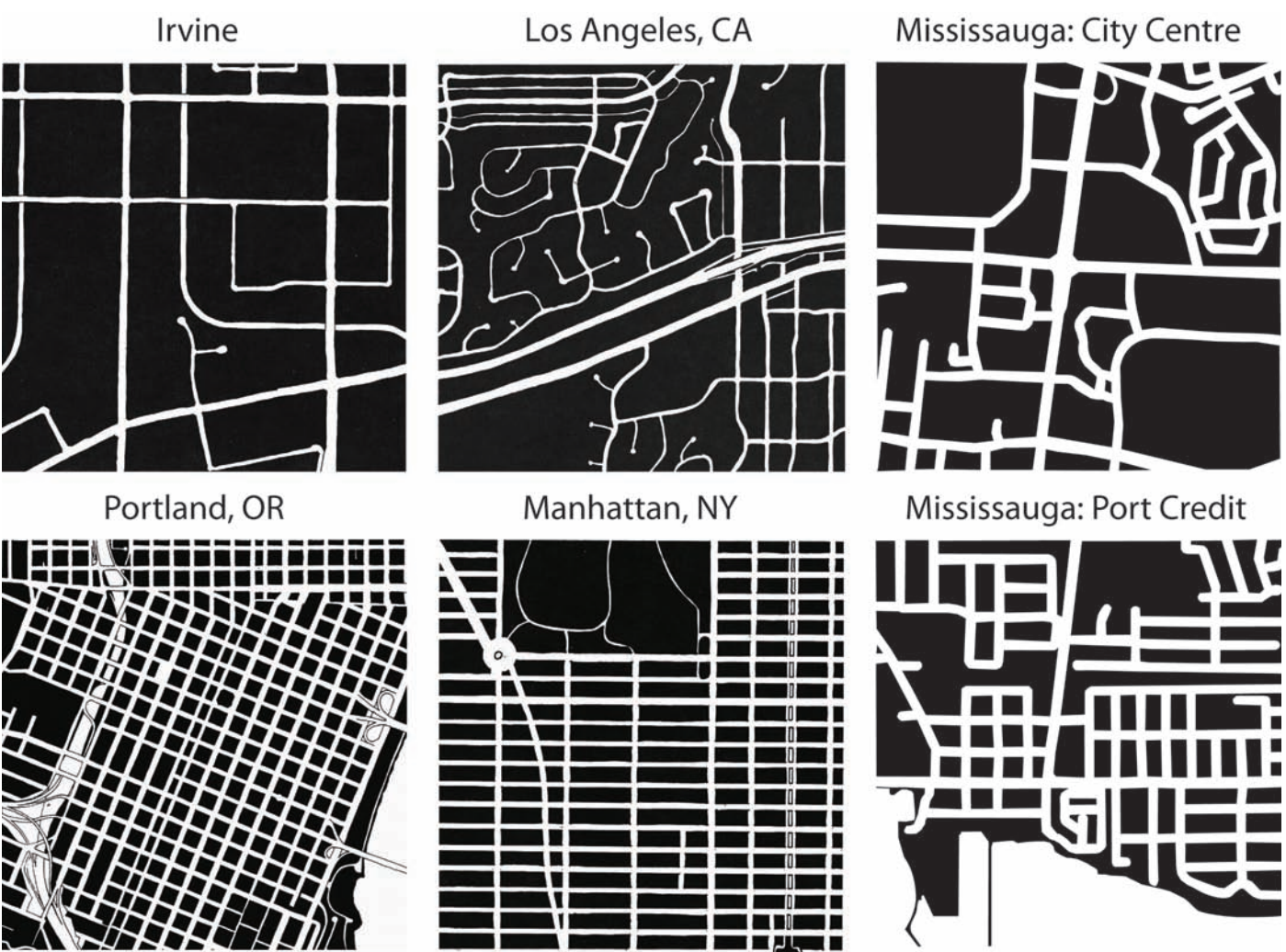
Day-time Population Density

Source: Statistics Canada, Thematic Maps - 2006 Census.

A comparative analysis of night-time and day-time population densities reveals that there are vast single-use areas in Mississauga, resulting in the need for long commutes and long travel times. Some of the older villages reveal a similar night-time and day-time population, indicating that they have a higher level of mixed-use and correspondingly, lesser travel demands.



Comparing the scale of Mississauga with other cities provides an indicator of how vast Mississauga is, and the relative population density that can still be achieved.



A comparative analysis of street and block patterns of different cities (each 1 square mile) reveals that newer areas of Mississauga have developed with a scale and pattern comparable to industrial parks, or to cities that are unfriendly to pedestrians such as L.A. Other cities such as Portland, OR, and older neighbourhoods such as Port Credit, offer better examples for a future Mississauga as a more pedestrian friendly city with a greater quality of life, by considering: the rhythm of streets; the number of connections; the scale of blocks; and the permeability of different areas. (Image Source: Jacobs, A., 1995; Mississauga figure ground images by Office for Urbanism)

"My future Mississauga is more than just a place to put people. A place that doesn't require a car to get anywhere. A place of art, not logos. A place of flora, not concrete. A place of the most efficient public transit on the planet. A place of unique experiences."
Participant

"My future Mississauga is for people outside of Mississauga, other than Square One, there's no reason to come to Mississauga. How about a world class museum, art gallery, amusement park, water park?"
Participant

6 Place-making. The city is striving to create a sense of place – a strong, positive identity for each neighbourhood, individual places, and the city as a whole.

Mississauga has not yet attained a clear sense of identity. Some older, pre-war neighbourhoods exhibit a strong character; however, most of the more recent neighbourhoods lack a sense of definition, identity, and the quality of a "unique place". Moreover, areas that do exhibit a strong sense of place (e.g. Riverwood Park) are often somewhat isolated, and hidden from the general perception.

Neighbourhoods need their own personality, a "heart" with walkable centres and amenities – vibrant streets, great parks, public squares, sidewalks with coffee shops, and other places where people can gather. Great places contribute to an improved quality of life, and reinforce a sense of community.

Place-making is about engaging the public realm of the city. It's about crafting unique environments that enable residents, workers and visitors to experience unplanned exchanges that enhance everyday life. It's about beautiful landscapes, places to walk and meet friends, places to stop and chat, and places for neighbours to meet.

As Mississauga's urban environment matures, its success will be measured by the ability to create such places – unique, welcoming, liveable, beautiful places.



Streetsville

7 Affordability. We must pay attention to the ability to live affordably in Mississauga, in light of the city’s socioeconomic, ethnic and demographic diversity.

Over the past 30 years, as Mississauga has matured, it has become more diverse – socioeconomically, ethnically and demographically. By 2031, 25% of our population will be age 65 and older. As of 2006, 74,805 recent immigrants (arriving from 2001-2006) resided in Mississauga. As of 2000, 77,155 Mississauga residents lived below the low-income cut off (a poverty rate of 12.7%).

These three cohorts – older adults, recent immigrants and low income households – are growing, and are particularly sensitive to issues of affordability.

The key consideration of living affordability is housing, which is typically the largest monthly expense incurred by a household. While residential market units in Mississauga are relatively affordable (compared to other 905 municipalities), average market and rental prices are not considered affordable if they exceed 30% of a household’s gross income.

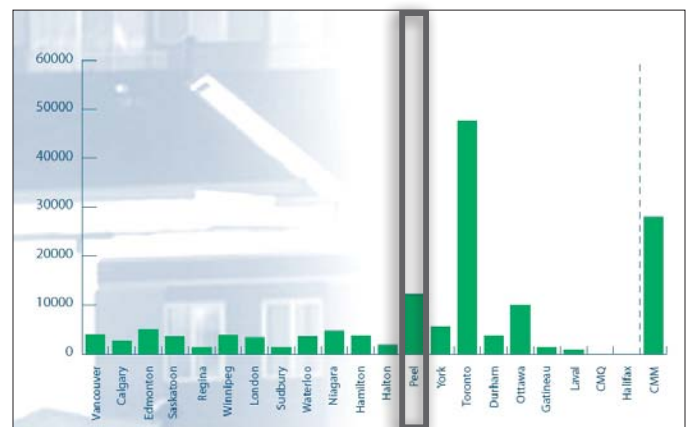
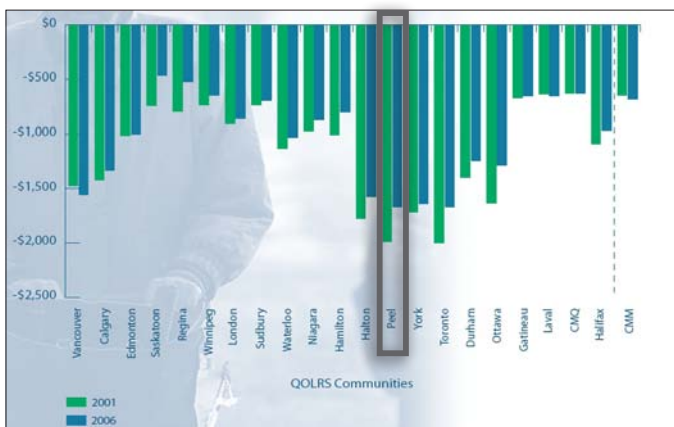
According to Royal LePage, in the last quarter of 2007 the average price of a detached bungalow in Mississauga was \$350,500; the average price of a standard condominium apartment (two-bedroom, 900 s.f.) was \$217,300; and,

	Price	Monthly Payment / Rent	Monthly Gross Income Necessary	Annual Gross Income Necessary
Detached Bungalow, own	\$350,500	\$1,865	\$6,216	\$74,592
Standard Condo Apt., own	\$217,300	\$1,156	\$3,850	\$46,200
Standard Condo Apt., rent		\$1,400	\$4,667	\$56,004

the average monthly rent for a standard two-bedroom condominium apartment was \$1,400. For any household earning less than \$46,200 gross income annually in Mississauga, none of the above options are affordable.

The affordability gap in Peel Region is among the largest found in the 22 municipalities that Canada Mortgage and Housing Corporation assesses in their Quality of Life study. The affordability gap is exacerbated in Mississauga by the fact that very little new rental stock is being built.

Another major barrier to living affordably is transportation costs – specifically car ownership, with the substantial costs of payments, fuel, insurance and maintenance. The burden



Gap between minimum wage and salary needed to afford a one bedroom apartment

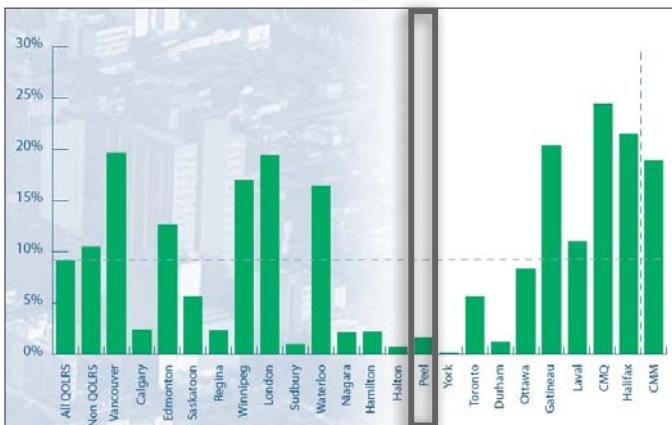
Households on Social Housing wait lists
Source: Federation of Canadian Municipalities, 2007.

of car ownership relates to the city's dominant land use patterns and street conditions. The low-density, single-use residential neighbourhoods that prevail across much of the city means a car is needed to access services and amenities. Though public transit is available, travel is often so inconvenient and circuitous that it's not a reasonable alternative for all.

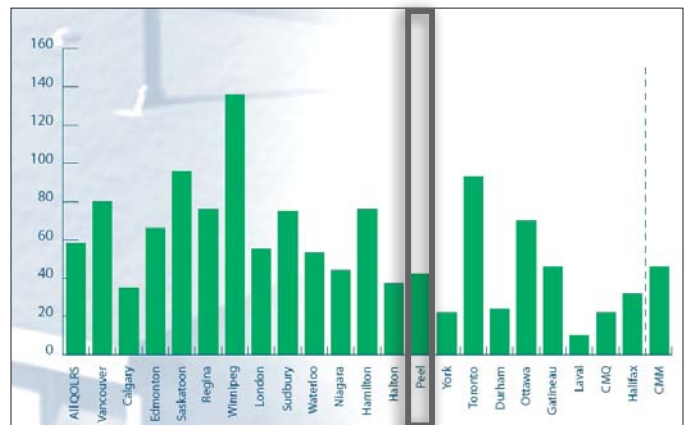
It's critical to start addressing issues around housing and transportation affordability – especially as Mississauga is experiencing growing numbers of older adults, recently arrived immigrants, and low income households. That may include:

- Developing incentives to encourage the provision of rental housing stock.
- Working with the developers to expedite the delivery of new affordable housing units.
- Diversifying the range of available housing types across neighbourhoods.
- Creating walkable, mixed-use centres, and improving access to and frequency of public transit routes.

“From an affordability standpoint, increasing numbers of staff have to come in from Hamilton, Milton and elsewhere because of housing costs in Mississauga, and this introduces commute/ transportation issues.”
Participant



Rental Housing Completions, share of all housing
Source: Federation of Canadian Municipalities, 2007.



Social Housing units per 1000 households
Source: Federation of Canadian Municipalities, 2007.

8 More Living Options. Shifting demographics will demand that we create new types of places and spaces, offering more options for daily living, attracting a younger population, and moving around.

Mississauga was largely settled over the last three decades by young, working families. A growth forecast prepared for the city by Hemson Consulting projects that Mississauga’s demographics will shift dramatically between 2001 and 2031. This shift corresponds with the aging of the Baby Boom generation.

Over these 30 years, projections are that the proportion of the Mississauga population age 65 and older will rise from 8% to 25% of the population. Over the same period, all age groups 44 and younger are expected to decline, not only as percentages of the population, but also in real terms.

The city’s strategic actions must accommodate these projected demographic shifts. Here are just some of the considerations.

Aging in Place

The aging population has broad implications for the city infrastructure and service delivery. For example, residential subdivisions have few, if any, amenities within walking distance, and are not well served by transit. These are particularly unfriendly environments for older adults.

% of Population age 55 + (2031 Projection)	
Mississauga	38%
Ontario	33.5%
Toronto	27%

Projected Population Change, Age 20-34 (2001-2031)	
Mississauga	-19,500
Ontario	64,533
Toronto	399,900

Source: Hemson Consulting Ltd., 2003; Toronto City Planning Division, Policy and Research, 2002; Ministry of Finance (Ontario), 2007. Calculations by Office for Urbanism.

In a climate of rising assessment valuations and property taxes, older adults who live on fixed incomes also face the threat of being forced out of their homes due to rising costs. This threat can be mitigated with strategies to increase the range of housing types available in neighbourhoods across the city. This also assists older adults who are seeking to downsize from single-detached homes, but who wish to remain in their current neighbourhoods.

Attracting and Retaining Youth

The ability to attract youth to a city is an indicator for overall urban health. The vitality required to attract youth – such as a vibrant night life, opportunities for creative work and entrepreneurialism, and a mix of diverse housing types – are but a few of the tangible spin offs associated with youth.

Mississauga faces some particular challenges. The reality is that the city is growing comparatively older than its municipal neighbours.

The projected growth of the 65-plus demographic is generally in keeping with broad trends, and reflects the maturation of the city. Still, projections are that by 2031 Mississauga will have a higher percentage of the population aged 55 and older than either Toronto or Ontario as a whole.

“There is a perception out there that if you are riding the bus you are a loser. GO Transit has a different perception – I’m going downtown to my job. Rebrand transit to make it psychologically acceptable to take transit.” Participant

Toronto and Ontario, while each projecting a shift towards an older populace, still expect that their younger age cohorts will continue to demonstrate population growth. Mississauga is not projected to share in that growth. Instead, the city projects a population loss in all age cohorts 44 and younger.

These demographic realities imply that the city may face a structural deficit in terms of attracting young individuals and families to the city, and retaining the city’s own youth. That may require strategies to increase:

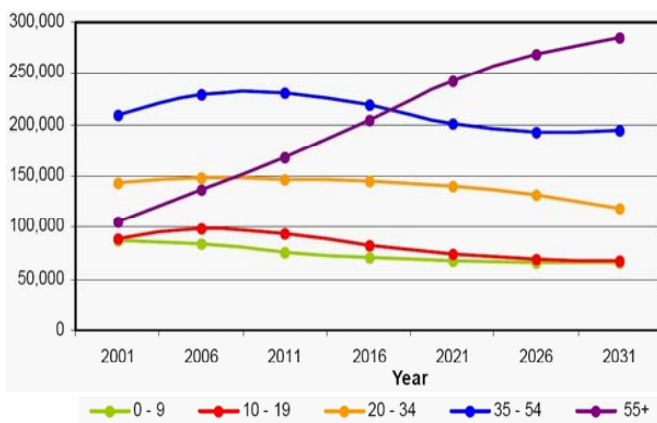
- Opportunities for enterprise – small businesses, incubators, creative firms.
- Opportunities to recreate – cultural destinations, a vibrant art scene.
- Opportunities for post-secondary education – colleges and universities.

Options for Moving Around – the Common Denominator

A key consideration in developing strategies for both accommodating older adults, and attracting and retaining youth, is creating and improving options for moving around Mississauga.

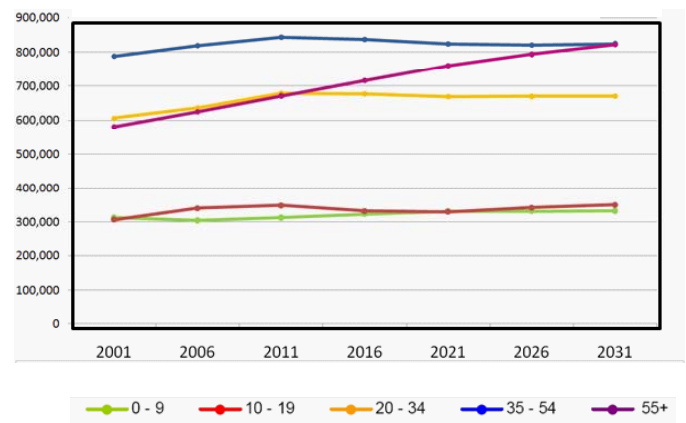
For several reasons (e.g. affordability, licensing, etc.), older adults and youth can both be disadvantaged by a car-dependent landscape. Older adults without access to an automobile can face social isolation. Youth told us of the challenges they face getting around Mississauga on transit, and of the lengthy travel times required for any complex trips. The city will therefore require improved options to move about the city without an automobile, including:

- Better public transit.
- A comprehensive cycling infrastructure (lanes, storage, showers).
- Recreational and community services, retail, places of social and religious gathering, schools, and places of employment that are situated in close enough proximity to make it viable to walk to them from home.



Mississauga - population forecast by age

Source: Monteith Brown, 2004.



Toronto - population forecast by age

Source: Toronto City Planning Division, Policy and Research, 2002.

9 Innovative Business. While the city has successfully grown by attracting large corporate employers, place-making and wealth creation is also contingent on small-scaled and innovative businesses.

Mississauga has become prosperous by making itself a location of choice for large corporate employers. The economic strategy has leveraged the city’s available land, and its proximity to transportation infrastructure – the QEW, 401, 403, 427, 407, and Pearson International Airport. The city has built areas of strength in the biomedical, ICT (information, communication and technologies), FIRE (financial, insurance and real estate), automotive and aerospace sectors, and is home to the Canadian head offices of 59 Fortune 500 firms.

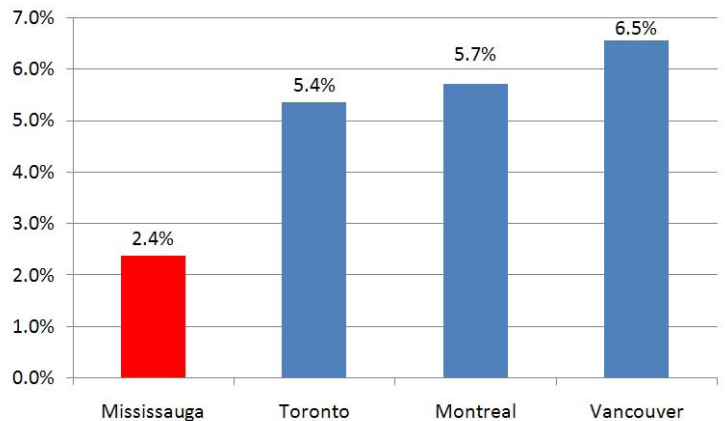
There are, however, limitations to the city’s strategies of directing employment to single-use business parks and employment districts. This focus has stalled the development of mixed use centres, leaving the city deficient in smaller-scale work spaces near necessary support services and infrastructure. These are the types of spaces that are necessary for the incubation of smaller businesses, such as creative industries, small high-tech firms, and local start-ups.

Encouraging the development of these types of spaces and mixed use places will foster opportunities for entrepreneurialism and a sustainable economy. Strategies

that stimulating growth in creative industries, smaller high-tech firms, and the arts and culture sector would also provide the type of career opportunities that many young adults now seek in urban centres.

In addition to building on its success in the employment districts and protecting its base of corporate employers, the city should seek to diversify its economy, attracting and supporting the development of smaller businesses in new sectors. Pursuing strategies that encourage the development of smaller-scaled work spaces and mixed use places would include multiple benefits:

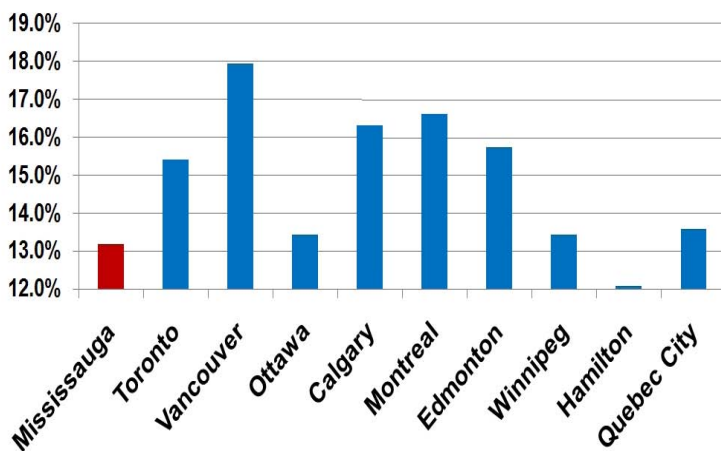
- **Increasing prosperity.** Attracting large employers to Mississauga has already developed a city-wide economic base. Future growth will require diversifying the economic base and providing more opportunities for entrepreneurialism.
- **Improving the health of Mississaugans.** Single-use employment districts require commuting, typically by car, as there are few options to live near your work. Developing a base of smaller businesses would facilitate the evolution of the mixed use centres needed to reduce



% Labour Force employed in Occupations in art, culture, recreation and sport Source: Statistics Canada, 2006 Census

automobile commuting and make active transportation and public transit viable alternatives.

- **Providing more opportunity for Mississaugans.** A more diverse approach to economic development would provide opportunity for more Mississaugans, including immigrants and entrepreneurs seeking to start their own small businesses. The cultivation of new sectors could also lead to the development of new clusters and areas of economic strength.
- **Retaining younger Mississaugans.** Strategies to stimulate growth in creative industries, smaller high-tech firms, and the arts and culture sector would give young adults the type of career opportunities they often seek in other urban centres now. Compared to the other 10 largest Canadian cities, Mississauga has the second lowest share of the population between 25-34. Retaining this cohort is essential to the city's vibrancy and continuing prosperity.



% of Population age 25-34

Source: Statistics Canada, 2006 Census



Port Credit, an environment demonstrating mixed uses, walkable amenity, and smaller scale businesses.

"The idea of coexisting with nature is fundamental to our survival."
Ken Greenberg

10 Land Use and Mobility. Current land use patterns reinforce increasing vehicular use; both land use planning and how people move about will need to shift for Mississauga to become a sustainable city.

Our understanding of the environmental impact of cities (both positive and negative impacts) is evolving every day.

We're developing knowledge of how different land use patterns and urban forms influence indicators such as energy consumption and greenhouse gas emissions. Transportation has evolved as one of the greatest contributors to greenhouse gases, and greatest consumers of energy (mostly fossil fuels). In fact, in the GTA the top 10 contributing factors to greenhouse gas emission are located in the lower density suburbs, and their high emissions are largely due to private auto use.

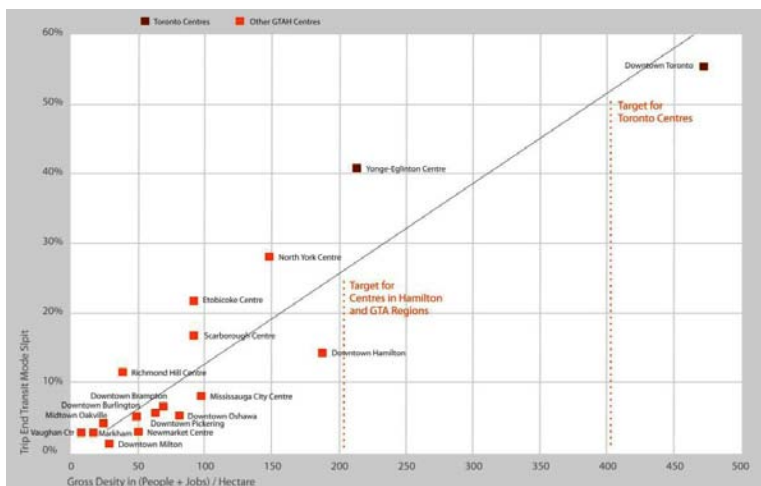
The next generation of cities will therefore need to significantly evolve how people and goods move around, re-thinking the mode of transportation required, the distances traveled, the energy consumed and the land and infrastructure required.

In Mississauga, current land use patterns favour cars – and without changes to these patterns, vehicular traffic will only increase. To alleviate the situation, the city will need to provide alternatives such as great public transit, and an urban form that supports walking and active modes

of transportation. Creating places where people are able to undertake a myriad of daily activities in proximity will diminish the need to travel extensively, and reduce the use of cars.

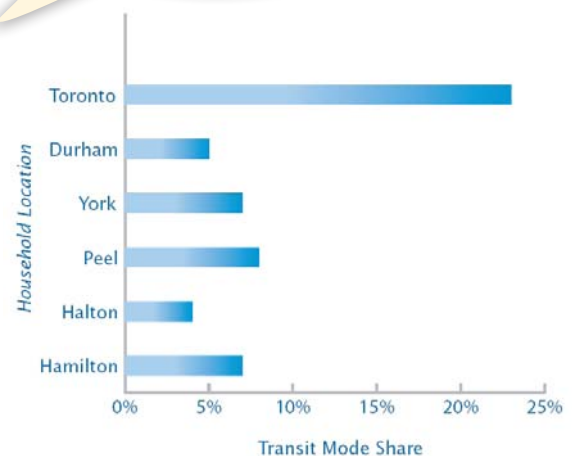
"Do you know how to get out of City Centre on a bike path? Bottom line, there's no bike path to City Centre."
Participant

"I envision a Mississauga that will allow me to travel with mass transit, from one end to the other, within 30 minutes."
Participant



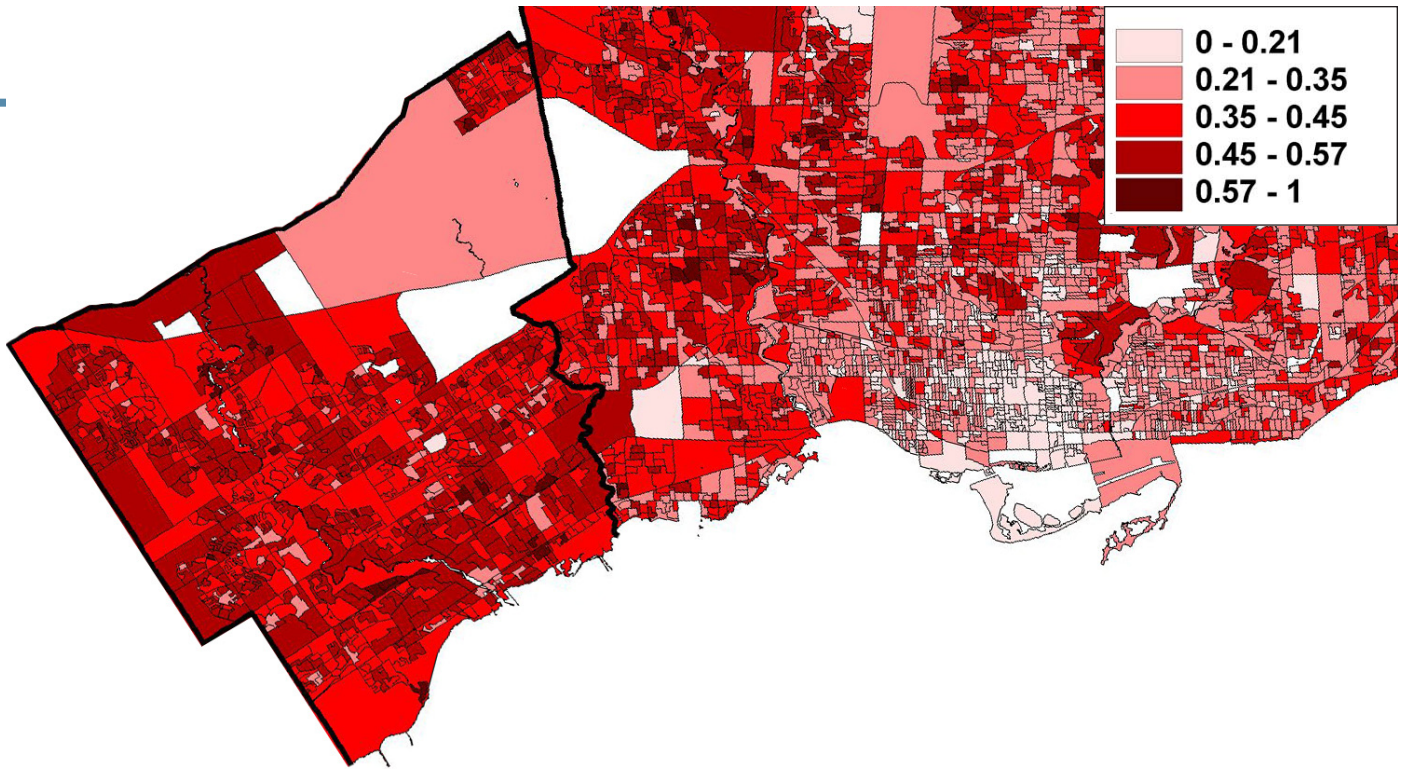
Transportation Mode / Gross Density (people + jobs)

Source: Metrolinx Green Papers on transit hubs and sustainable transportation



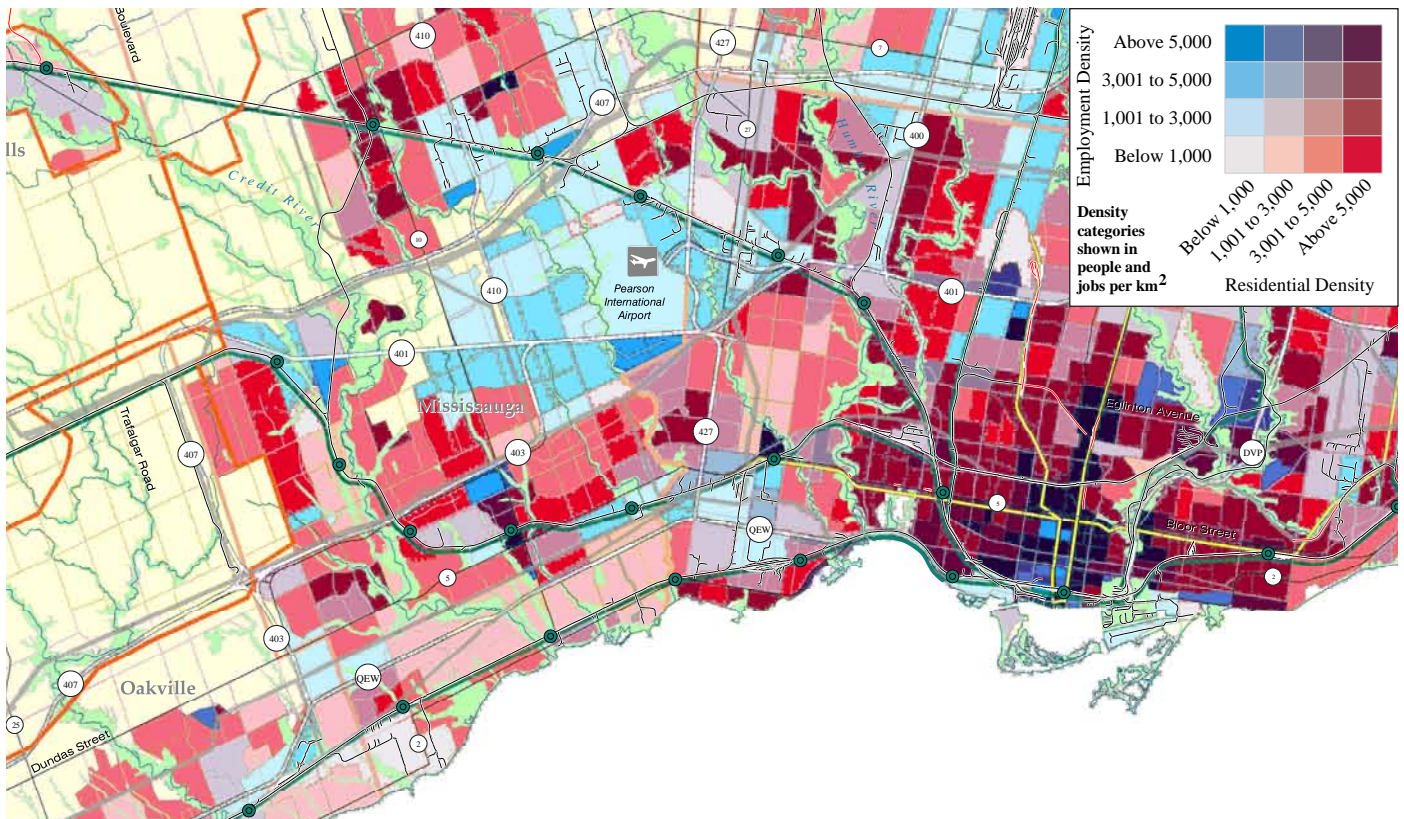
Modal split, GTA

Source: Metrolinx Green Papers on transit hubs and sustainable transportation



Percentage of people who drive to work

Source: Statistics Canada 2001 census data set, map prepared by Office for Urbanism.



Employment and Residential / Density and Mix

Source: Neptis Foundation

An analysis of environmental sustainability factors reveals that the most efficient urban spaces are those with a greater density of population and activities, and with a greater mix of employment and residential uses.

"You can't have a visionary city of the future with only one university, attached to a monolith in downtown Toronto."
Stephen Lewis

11 Post-Secondary Educational Opportunities. Fostering a broader range of post-secondary educational options will draw and keep talent in the city.

A recurring theme heard throughout the Our Future Mississauga consultation has been that a city of our size should have more than one university, and offer a broader range of local post-secondary options.

Mississauga is currently served by one university, the University of Toronto at Mississauga (UTM), which has a current enrolment of 10,500 students. During the consultation process, the high school students who participated almost invariably indicated that they expect to leave Mississauga to pursue their studies in neighbouring cities or to venture abroad.

Travelling abroad to study is not, in and of itself, problematic (although many of these students may not ultimately return following their studies). However, that youth feel that they must leave home because of a lack of local post-secondary opportunities is a concern.

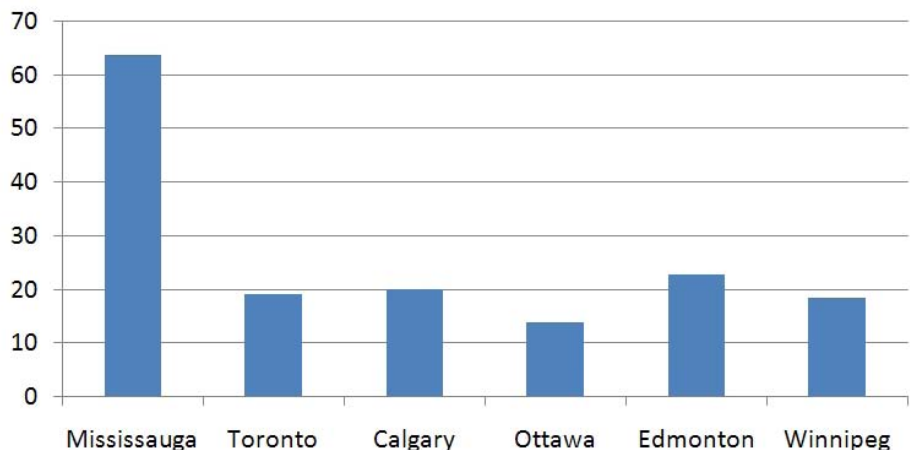
With Mississauga situated at the heart of a growing region of 8.1 million residents, and with a pool of local youth that see relatively few local post-secondary options, there appears to be great opportunity to create new post-secondary institutions in our city.

We heard that in order to compete with other universities in the region, and attract young talented individuals from abroad, any new institution(s) will need to establish areas of excellence that are focused and unique. Some suggestions – a college of environmental studies (it would be the first in Canada), and the first post-secondary institution dedicated to the accreditation of foreign-trained workers. Such an institution would leverage the city’s location as an entry-point to immigrants, and could attract and help retain skilled immigrants.

The ripple effects of additional post-secondary options could have a positive impact on a number of the other Drivers for Change. For example:

- Enhanced local post-secondary options will improve demographic trends by attracting and helping to retain youth.
- Post-secondary institutions can help bring more life to the City Centre or key sites along the waterfront.
- Post-secondary opportunities can help to enhance the local arts and culture infrastructure.

These figures are based upon Statistics Canada population figures, and full-time university enrollment spaces in each municipality. The universities considered in this comparison include University of Calgary and Mount Royal College (Calgary); University of Ottawa and Carleton University (Ottawa); University of Alberta (Edmonton); University of Winnipeg and University of Manitoba (Winnipeg); University of Toronto, York University, and Ryerson University (Toronto). Figures are approximate, based on available enrolment counts of full time students



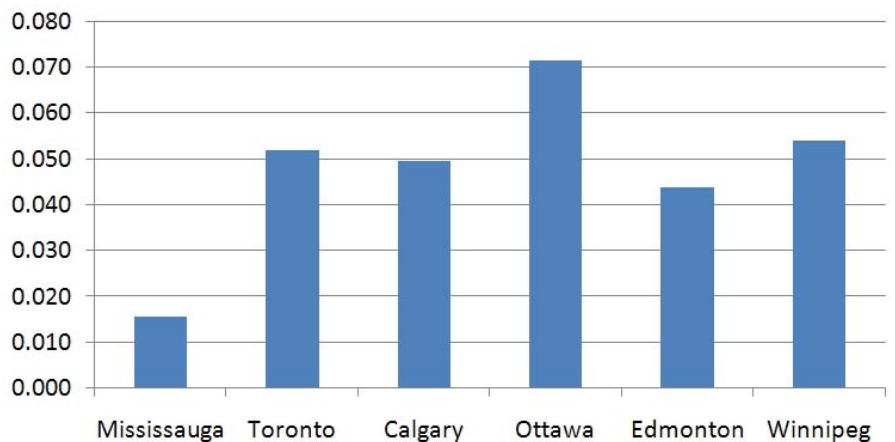
Residents per local University space

Source: University enrollment figures, Statistics Canada 2006 Census population counts, calculations by Office for Urbanism.

- Post-secondary research and training can reinforce areas of economic strength, linking with key sectors to create convergence centres that retain talent, attract investment and generate jobs.
- A greater number of post-secondary programs and local graduates could fuel the development of smaller-scaled entrepreneurial businesses.

“Embracing diversity requires embracing post-secondary education. If you bring in post-secondary education, you bring in diversity.”
Participant

“We have done a great job of attracting industry, but how do we keep the industry vibrant if we don’t bring in students to keep feeding that. It is not appropriate to keep looking to bring in talent from elsewhere – we need to develop and keep best minds here.”
Participant



Local University spaces per resident

Source: University enrollment figures, Statistics Canada 2006 Census population counts, calculations by Office for Urbanism.

“Mississauga could become known as the centerpiece for the development of global citizens.”
Stephen Lewis

12 Modern Day “Port” for Immigration. As a modern day “port” for immigration, the city has an extraordinary opportunity to celebrate the Canadian experience and help immigrants pursue their chosen professions.

Mississauga is both an entry point and a destination for immigrants. Every year, tens of thousands of immigrants arrive to Canada at Pearson International Airport, and many of those immigrants settle in Mississauga. The 2006 census indicates that Mississauga is home to 74,805 recent immigrants (having arrived here in the previous five years).

During the consultations, we heard about the many valuable services that Mississauga communities provide newcomers. For instance, the Immigrant Reception and Information Services, provided by Malton Neighbourhood Services is an exceptional example of the support offered to newly arrived refugees and immigrants.

But we also heard about the challenges facing new immigrants. In particular, many accounts were given of immigrants who are unable to practice their professions. This situation isn’t unique to Mississauga; 60% of newcomers to Canada do not work in the same profession they held before immigrating. This reality has several potential negative consequences:

- Unemployment or underemployment.

- Low income. Statistics Canada says 65% of arriving immigrants experience low income during their first 10 years in Canada, and 19% fall into chronic low income positions (2.5 times the rate of the Canadian-born population).
- Overwork, as immigrants struggle to balance low income jobs with the protracted processes needed to attain recognition of their skills/credentials.
- Domestic stress.
- Migration of the immigrant, to seek better employment or a faster path to accreditation elsewhere.

Mississauga, as one of the gateways to Canada, has a unique opportunity to help arriving immigrants share in the Canadian experience – one of inclusion, opportunity, accessibility, and equity.

One powerful idea concerns Mississauga becoming a centre of accreditation for foreign trained workers. This is a complex undertaking, which would require collaboration with employers, professional bodies, and government



Malton Community Centre and Library

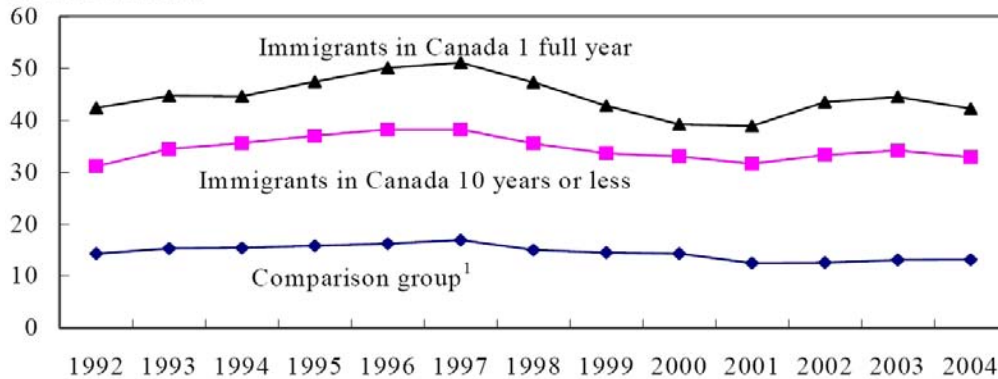


Mississauga Chinese Centre

"The most underutilized asset we have in the city is our people."
Participant

agencies. But it would have an extraordinary impact. Mississauga would be socially, culturally, and economically enriched by the diversity and talent of the many foreign-trained workers who would seek out the city and make it their home. Those same immigrants would themselves attain a higher quality of life by virtue of being able to move quickly toward practicing their chosen professions.

Low-income rate



Low income rates

Low Income rates of recent immigrants (aged 20 and over) and the comparison group, consisting of Canadian-born and immigrants in Canada longer than 10 years (Source: Picot, G., et al., 2007)



Mississauga Youth



Canada Day Celebration, July 1, 2007

13 Expressions of Diversity. Mississauga’s impressive diversity has the potential to express itself more prominently.

Immigration has been and continues to be a key component of Mississauga’s growth. Over 48% of Mississaugans are first generation Canadians, having been born outside Canada, and more than 67 languages are spoken in Mississauga.

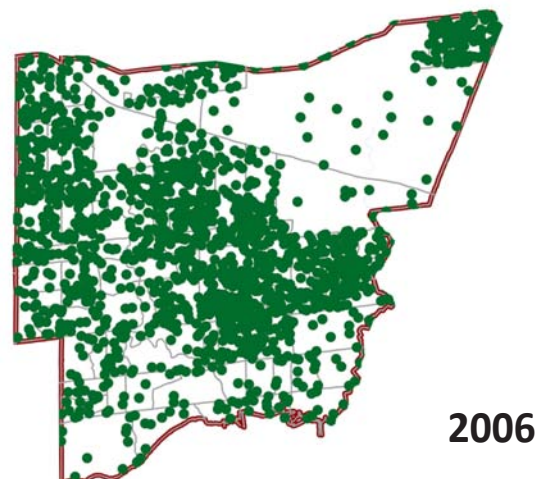
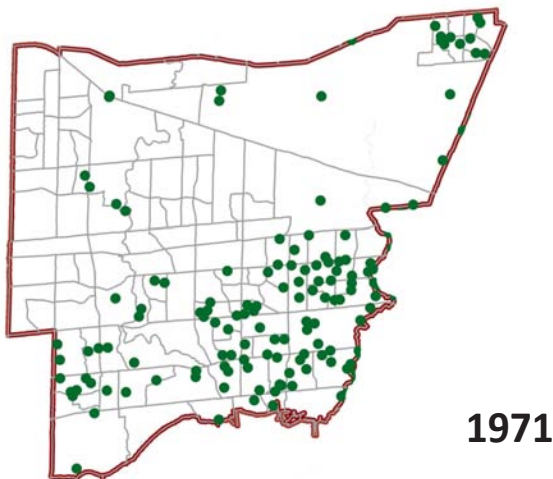
Yet this widespread cultural diversity hasn’t translated into a rich urban environment. In most of Mississauga, the richness of culture isn’t expressed in the local architecture, services, or retail.

What are some barriers and opportunities to articulating the city’s cultural richness? Just take one example – the policies pertaining to the locations of places of worship.

The size of new temples, associated activities and parking requirements can make it difficult for congregations to gain approval to locate in existing communities. Many new places of worship are forced to locate in industrial lands, depriving the city of the vibrancy they can bring to neighbourhoods. For many cultures, places of worship function as community centres. If sited appropriately, these places can become catalysts for creating walkable community nodes, including vibrant shops and services.

Mississauga should consider taking strategic action to bring its diversity to the fore, which would fundamentally change the experience of the city, and promote and leverage the city’s identity as a mature and complex urban centre. Strategies to achieve these objectives could include:

- Creating and supporting more opportunities for cultural exchange and exhibition, including galleries, festivals, and performance art.
- Creating opportunities to locate places of worship in or near existing communities.
- Encourage small, local storefronts, to support entrepreneurship and the start-up of small, culturally-flavoured businesses.
- Cultivating a better awareness among Mississaugans of cultural infrastructure, amenities, and festivals.
- Improving connections within Mississauga, so residents can easily share in the cultural diversity found across the city’s many neighbourhoods.



Distribution of Allophones (individuals for whom English or french is not a mother tongue)

1 dot represents 200 allophones. Source: Statistics Canada, Thematic Maps - 2006 Census.



Many places of worship in Mississauga are located in industrial areas, missing the opportunity to leverage their vibrancy to activate walkable neighbourhood centres.

14 Unveiling the Waterfront. Mississauga needs to unveil and capitalize on its “big secret” – the water.

A common element shared by many of the world’s great cities is a connection to water. Mississauga is no different. The city has world-class assets with its 22 km Lake Ontario shoreline, the Credit River Valley, and some of its other waterways. At the Visioning Symposium, the public consistently identified the Credit River, the Credit River Valley, Port Credit, the Mississauga waterfront, waterfront parks, and the Waterfront Trail as some of their favourite areas.

Yet not enough Mississaugans, let alone residents of the Greater Golden Horseshoe, are fully aware of Mississauga’s great water resources. These need to be celebrated, elevated, linked, and made more accessible. This will not only provide enhanced recreational amenities to Mississauga and the region, but will boost the identity of Mississauga. The image of the city will be linked with that of its potentially iconic waterways and waterfront landscapes.

Along with increasing awareness and use of the waterfront and river valley amenities comes the need for protection, rehabilitation and conservation. The recently adopted Waterfront Parks Strategy provides an excellent example of a strategy that concerns itself with both elevating and conserving the Mississauga waterfront. The Credit River Water Management Strategy is another.

In order to thrive, and create the type of waterfront places that people cherish and return to visit time and again, strategic locations along the waterfront need a critical mass of residents within walking distance. They need to be accessible and conveniently linked to the rest of the city.

The city needs to give special consideration to large opportunity sites along the waterfront. For instance, there is a generational opportunity on the site of the former Lakeview generation station, and the Imperial Oil Lands. The sites are of a scale such that projects could be transformative – not only for the waterfront, but for the entire city and region.

Whether a magnificent park, a new mixed-use community built to world-leading standards of green design, a waterfront university campus, or an entirely different vision, these sites present a tremendous opportunity for Mississauga to make bold and visionary moves on the water’s edge.

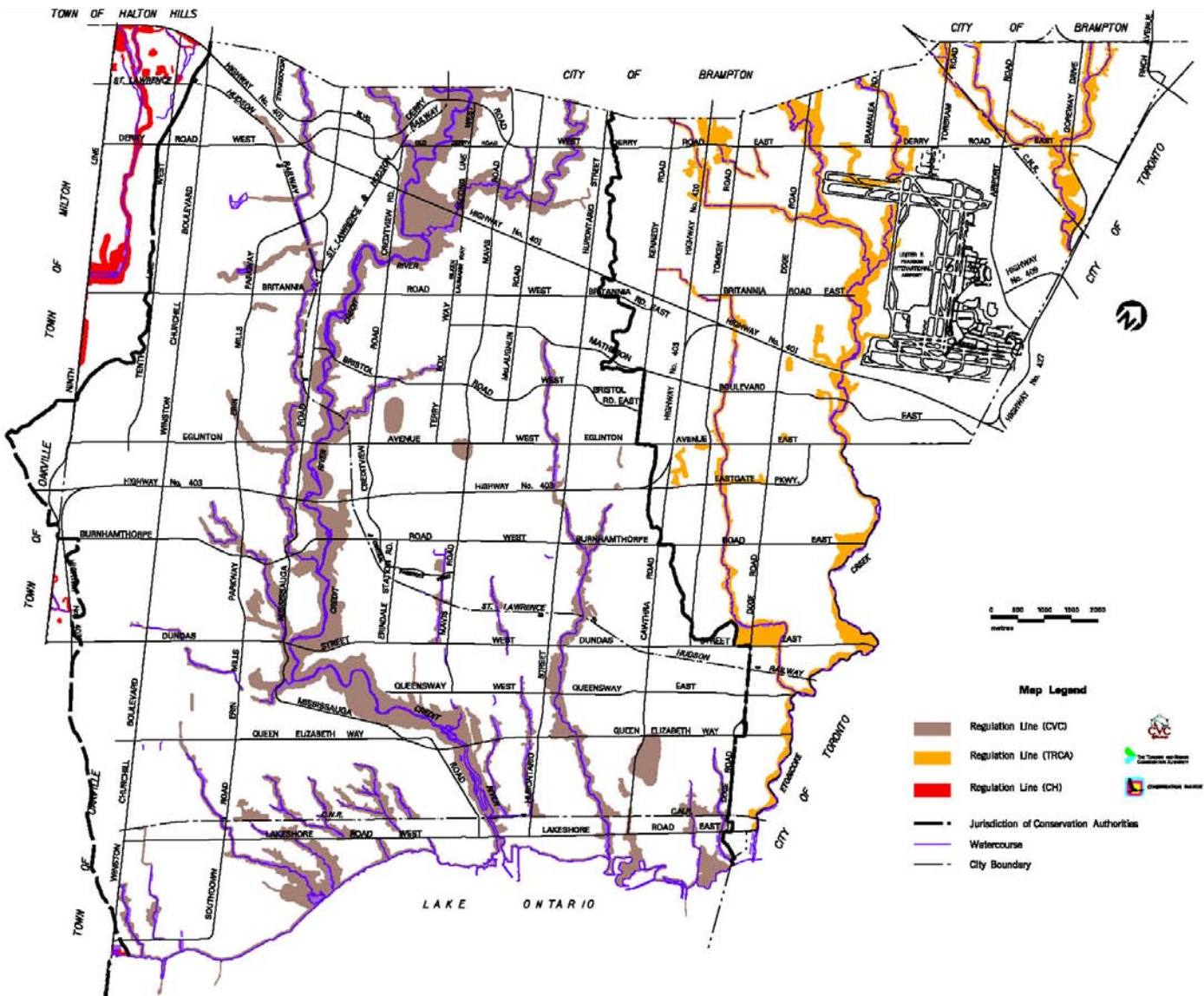


Mississauga Waterfront Park System

(Source: City of Mississauga, Planning and Heritage Section of the Community Services Department. Waterfront Parks Strategy, 2007).

"As an extension to Riverwood, build a massive deck/lookout/promenade along Burnhamthorpe to give great views of our most spectacular natural setting — the Credit River Valley."
Participant

"Waterfront park system, Riverwood (Credit River Valley), LAC, Hershey Centre, brand new sports centre – better information needs to be provided on what the city has."
Participant



Conservation Authority - Draft Conservation Lines,

indicate the large number, and significance of Mississauga's waterways (Source: City of Mississauga Transportation and Works Department, 2006).

15 Growth in the Greater Golden Horseshoe. The rapidly expanding region requires a new provincial policy framework for managing growth. Mississauga, too, must carefully direct growth.

The province has created a policy framework to direct growth in southern Ontario. Specifically, it orients urban development to areas where the urban form already exists, protecting a greenbelt surrounding the Greater Toronto Area (GTA).

In the next 25 years, the GTA is expected to grow by 2.4 million people; Peel Region by 700,000 people; Toronto by 400,000; and Mississauga by only 65,000. Our projected growth rate – lower than those of the province, region, and Toronto – is worrisome. Mississauga stands to miss out on the benefits associated with an increase in population, if growth is managed to meet strategic goals.

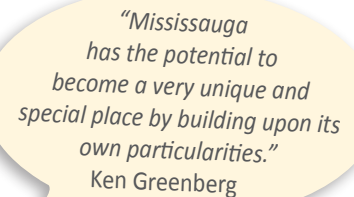
For Mississauga to capitalize on a portion of the growth that’s expected in the region, we need to provide the right infrastructure to accommodate growth, and the right framework to benefit from such growth. For example, areas

like the Hurontario Street Corridor, with careful thinking, can become a focal point for intensification, and benefit from a renewed concentration of people and activities. This will result in a vibrant urban pedestrian environment.

Part of the exercise of directing growth is identifying where in Mississauga growth ought not to happen. Some existing neighbourhoods already have desirable densities. In such cases, enhancing connections, improving transit options, and creating hubs of amenities within walking distance may be all that’s required.



Source: Ministry for Public Infrastructure Renewal, *Places to Grow*, 2006.



"Mississauga has the potential to become a very unique and special place by building upon its own particularities."
Ken Greenberg

16 Capitalizing on our Strategic Location. The evolution of the Golden Horseshoe has firmly placed Mississauga at its centre. This is the moment to capitalize on this geographic opportunity.

The Greater Golden Horseshoe has developed into one of the largest and most economically influential city-regions in North America. It is the most heavily urbanized region in Canada, representing two-thirds of the Ontario population, and nearly one-quarter of all Canadians – most of whom reside within a 100km radius of Mississauga City Centre. From an economic standpoint, trade and commerce within the Greater Golden Horseshoe accounts for over half of Ontario's GDP, and over 20% of the national GDP (2006).

Mississauga has leveraged the economic opportunity inherent in the city's location, developing employment districts that are unparalleled in the region, and establishing an employment base of over 400,000 jobs – making the city a net importer of labour.

However, Mississauga has much more to offer to the region than employment lands near the airport and major highways. Mississauga can be more than just a regional centre of corporate campuses. Participants in Our Future Mississauga suggested that the city could be:

- A regional cultural centre.

- A centre of recreational activity, as the region's waterfront.
- The regional centre for the accreditation of foreign-trained workers.
- A regional centre of specialized post-secondary education and convergence.
- A regional leader in attracting and promoting green businesses.
- A regional centre of new and creative industries.
- Connected regionally by effective rapid transit..

These are just some ways that Mississauga can build on the opportunity presented by its location at the heart of a dynamic and growing region. Doing so will also require improving the infrastructure of urban centres within the city (to concentrate and enable social/cultural/economic activity), and improving connections to neighbouring municipalities (so the region's population can take advantage of all that Mississauga has to offer).

“Physical activity should become a bigger part of our daily lives.” Symposium Participant

17 Health and the Environment. The health of people and the health of the environment are inherently linked and are a 21st century imperative. We need to think of both when reshaping our living environments.

Increasingly, we’re aware of the responsibility and opportunities for cities to significantly improve the health of its citizens, through two basic strategies: enabling healthy lifestyles; and securing a clean, sustainable environment.

In recent years, a growing body of research has emerged regarding the linkage between the physical form of the built environment and public health. Much of this research addresses the health implications of the types of car-dependent landscapes that prevail across much of Mississauga.

For instance, the Ontario College of Family Physicians (OCFP) defined urban sprawl in a 2005 report as being “low density, car-dependent development” where “homes are too far away from stores, restaurants, schools and workplaces for people to walk and ride a bike”. The report made the connection between these environments, increased driving, and the health impact of air pollutants – including respiratory disease, cardiovascular effects, and reproductive effects.

Research cited by the OCFP further linked car-dependency to inactive lifestyles, the growing rate of obesity across age groups, and the attendant health problems associated with obesity (from diabetes to heart disease). The OCFP notes that

children, women, and older adults are particularly vulnerable to the detrimental impacts of car-dependent development patterns.

During the Visioning Symposium, participants were asked what Mississauga can do to enhance and protect the environment, or improve physical and mental health. Their responses were heavily weighted toward strategies that improve health by improving recreational amenities, and facilitating active transportation. Some ideas:

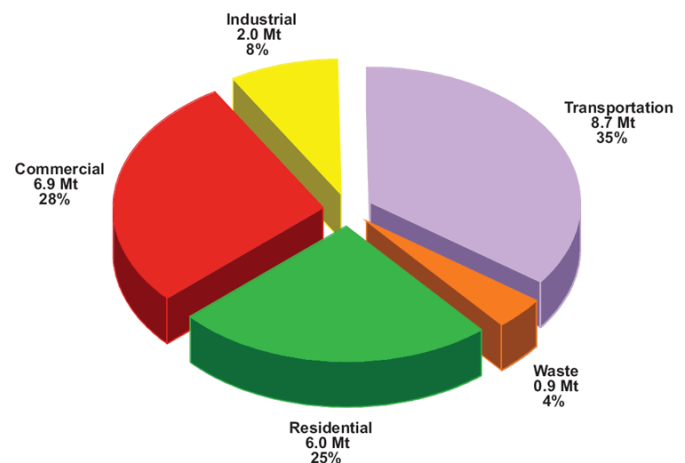
- Improve the cycling network, and provide better bike lanes.
- Reduce dependence on cars through more walkable neighbourhoods and convenient transit.
- Make more areas pedestrian-friendly.
- Plan connected sidewalks and trails.

Mississauga has already acknowledged the importance of these issues, and has begun to take steps towards addressing them with such initiatives as the creation of the Healthy City Stewardship Centre and the Healthy Mississauga 2010

	Average number of vehicles per household	Average number of daily trips per household	Median trip length (km)
Toronto	1.1 vehicles	5.1 trips/day	5 km
York	1.9 vehicles	7.2 trips/day	6.4 km
Durham	1.7 vehicles	6.5 trips/day	5.7 km
Peel	1.7 vehicles	6.6 trips/day	6.4 km

Vehicle use in Toronto, York, Durham and Peel, 2001

Source: Ontario College of Facility Physicians



Urban area greenhouse gas emissions by sector, Toronto

Source: City of Toronto and Zerofootprint

Plan. Moving forward, strategies must be focused, bold, and aligned to achieve measurable targets.

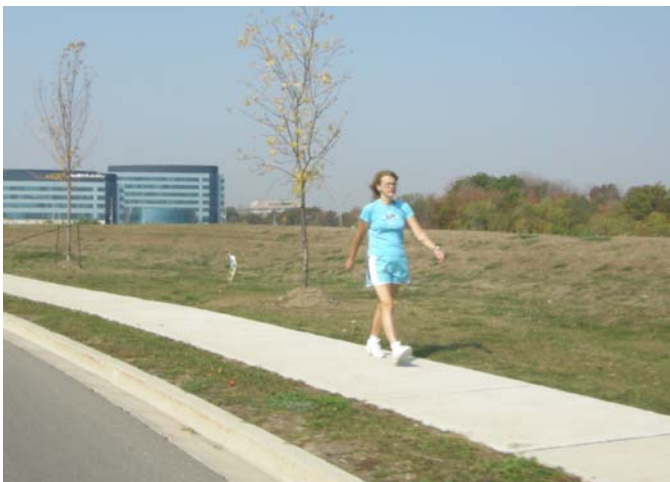
From the perspective of urban form, for instance, the city should focus actions and direct resources towards improving connections and completing communities with walkable, mixed-use centres.

With regard to sustainability measures, beyond reducing car-dependency the city should develop a range of strategies, including those for LEED-certified buildings and neighbourhoods, green roofs, reducing impermeable surfaces, reducing energy consumption, and expanding the tree canopy.

With vision and resolution, Mississauga has the opportunity to become known as a model for transforming a car-dependent city into one that's walking and transit focused. We have the chance to become a world leader in promoting healthy lifestyles through healthy environments.

"During the summer, it'd be nice to see more outdoor markets which would encourage exercise as well as allow people to become active members of the community"
Participant

"My future Mississauga is a place with lots of trees on the roads. Lots of environmentally friendly facilities and vehicles. Have lots of parks for people to stroll, cycle or walk."
Participant



Airport District, Mississauga



Adamson Estate Park, Mississauga

18 Evolution of the City Centre. The City Centre is facing imminent intensification. Transformation is happening now, and needs to be shaped to stay in keeping with other city-wide objectives.

The geographic heart of the city, Mississauga City Centre, has developed rapidly as a civic, commercial and residential hub.

However, the first generation of growth in the City Centre has produced an environment that’s neither truly urban nor pedestrian-friendly. As a result, City Centre residents and employees do not see the benefits of the urban amenities and vibrant street life that should result from such a density and mix of uses.

During stakeholder interviews, we heard many anecdotes about the lack of walkable amenities – things like residents in City Centre condominiums typically driving to Square One, or driving to buy their groceries since the pedestrian environment is unappealing.

When Visioning Symposium participants were asked what they would like to see in the City Centre, their responses included:

- Pedestrian malls.
- Dense social public spaces.



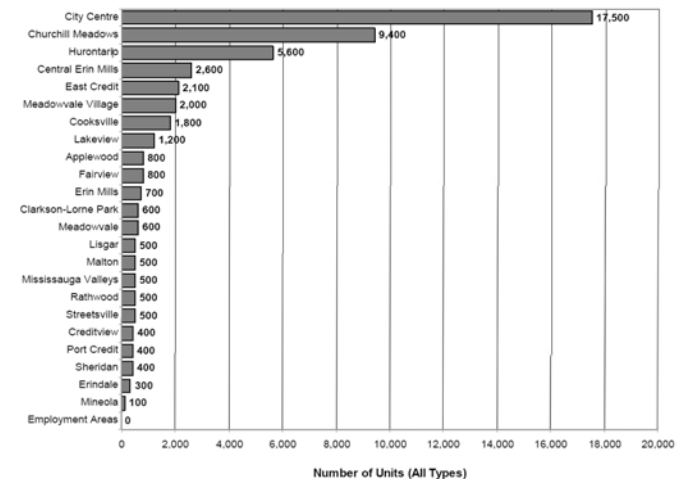
Units of Committed Development

Source: City of Mississauga Planning & Building Department, 2006b.

- Clear walking routes.
- Stores and restaurants along busy major streets.
- More parks and green spaces.
- Increased night life.
- More shops and restaurants accessible from the street.

Mississauga has a generational opportunity to address the scale, activity, character and amenities of the downtown core, to achieve a desirable urban form and mix of uses in the City Centre.

In keeping with provincial growth policies, the City Centre is projected to absorb the bulk of the new residential growth expected to take place in Mississauga over the next several years. A 2006 assessment of anticipated residential development, by planning district, projected 23,830 total committed units in the City Centre, almost twice as many as the 12,040 units in the entire remainder of the city. (Committed units are lands designated and zoned for residential uses, for



Housing Growth by Planning District, 2005-2031

Source: City of Mississauga Planning & Building Department, 2006a.

*“My future
Mississauga is a city with lots
of stores on the street and lots of
people on the street.”*
Participant

which no building permit has been issued.)
The city must move forward quickly and decisively, and must not be afraid to play a strong and consistent role in shaping the intensification that’s underway.

If this opportunity to align new development with a coherent vision for the City Centre is lost, then achieving the shared vision of a vibrant downtown will, at best, be delayed for many years, and will require extensive and expensive retrofitting of the existing built form.

Mississauga needs to develop and implement the policies and tools necessary to guide new development with a strong vision. And the city needs to ensure that new development is of the highest quality. By doing both, Mississauga can realize the desired outcomes in the City Centre with minimal cost to the municipality.

*“There is
enormous potential
here, but this potential speaks
to a completely different way of
looking at the world.”*
Ken Greenberg



Mississauga City Centre



Box Office
Parking
Coat Check
Live! Cuisine
Living Arts Gift Shop
Galleria
Rogers Theatre

MEDIA

STAFF ONLY

Speaker Series, Living Arts Centre, November 11, 2007





ENVIRONMENT - ACTIONS

- PROTECT WHAT'S THERE
- ENV NEEDS INCREASED FOCUS
- TWO STREAMS NAT ENV BEHAVIOURAL CHANGE (SOURCE RESOUR)
- BNU GAS-PIPED PLANTS
- EXPAND NUCLEAR POWER
- FOCUS ON AIR QUALITY
- ALTERNATIVE ENERGY SOURCES
 - GEO-THERMAL
- FOCUS ON LOWERING CONSUMPTION
- CARBON-NEUTRAL
- INFLUENCE THE PROVINCE TO Δ LEGISLATION

Pillar 2: All age + diverse Community

Act as a catalyst for multi-related mixed use development in City Centre by alternative incentive programs based incentives to last long term.

- promote culturally distinct Community, n'hoods, & Commercial areas of significance
- Multi-faceted location for assembly
- Arts + Culture Master Plan address multi-cultural events/festivals
- more facilities for sports in n'hoods skateparks, multi-use recreational areas, open space, entertainment (Club Zone), open air concerts, restaurants, & shops
- Community transit to access & centralizing plan
- need more meeting/assembly places for older adults in fitness, dining, recreation, transition/Business
- create a network of facilities to promote
- create a network of facilities to promote
- create a network of facilities to promote

Pillar #1

Actions:

1. to develop events to go out
2. All of the well be
3. Expand a
4. Explore P community

Making it Real Workshop, April 2008
 Top: workshop tables; Bottom: report-back of workshop outcomes

9 Direction: The Five Strategic Pillars for Change

9.1 Making it Real

April 3, 2008

After the thousands of people who came forward during Our Future Mississauga, the thousands of ideas that emerged, and the 18 Drivers for Change that were developed, the challenge is turning it all into the beginnings of a new strategic plan. How can the city make it all real?

That was the focus of a one-day workshop called Making it Real, which involved Members of Council, the City Manager and Commissioners, the Community Advisory Group, and the Strategic Advisory Group.

Drawing on the Drivers for Change – the distillation of the consultation – the group talked about a direction for moving forward. What key ideas – called the Strategic Pillars for Change – should be part of the strategic plan? And what actions can realize these ideas?

The workshop groups discussed five Strategic Pillars for Change:

- Strategic Pillar 1: Improve the health of the environment.**
- Strategic Pillar 2: Create an environment where youth and older adults, and new immigrants thrive.**
- Strategic Pillar 3: Increase opportunities and synergies for innovative businesses and talent.**
- Strategic Pillar 4: Complete our communities, as unique, walkable, diverse, balanced, connected, and safe.**
- Strategic Pillar 5: Develop a transit-oriented city.**

Among the responses of the workshop participants:

- **Environmental health and sustainability requires an increased focus.** As one participant said, “Climate change is the issue of our lifetime.” By the end of the day, there was consensus that one of the Pillars should focus on environmental health and sustainability.
- **Supporting our most vulnerable is a core value.** Participants agreed on the importance of supporting

youth, older adults and new immigrants. The question – where should this idea be expressed? Half of the group felt that the Pillar should remain in its proposed form. The other half felt that the ideas expressed in the Pillar were in fact core values, which should inform all actions undertaken by the city. These participants proposed to remove the Pillar, and to preserve and weave its intent throughout the strategic plan.

- **There is agreement on the importance of innovation and talent.** Mississauga must be an “enabler”, creating an infrastructure to develop talent and better foster innovative companies. The keys are creating a culture of innovation and creativity; and, addressing the importance of sectoral connections and convergence.
- **The plan needs to respect the unique characteristics of the city’s neighbourhoods.** Participants recognized that the concept of “complete communities” is about the way we plan neighbourhoods – it speaks to the local scale. They emphasized, however, that the unique characteristics of existing neighbourhoods must be respected. A homogeneous template for “completeness” won’t work across the city – the plan needs to include different strategies for different neighbourhoods.
- **The strategic plan should include a Pillar on transit. There was strong and broad affirmation that the strategic plan required a Pillar on transit.** Improved, convenient and reliable transit overlaps the priorities of all of the Pillars. It’s important from an environmental perspective; it’s key to retaining youth, and making the city more accessible for youth, older adults, and immigrants; it’s important to business competitiveness; it provides an incentive for businesses to locate; and it’s a requisite element of creating complete communities.

9.1 From Ideas to Action

In the afternoon workshop, participants were asked to further test the Pillars by drawing out the actions that flow from them, and beginning to develop ideas that could inform the eventual development of an implementation plan. These are the key actions generated:

- **Attract post-secondary institutions to Mississauga.** Expanding post-secondary education options in Mississauga is key to retaining youth, and cultivating innovation and talent. Suggestions included: attracting five post-secondary institutions by 2010; establishing post-secondary institutions in the City Centre or along the waterfront; and considering incentives such as a land swap to attract post-secondary institutions, and guide institutions toward strategic locations. The city must be strategic in pursuing post-secondary institutions. To succeed and attract talent, areas of specialization should stand out from other regional institutions; the focus should ideally align and provide synergies with the city's goals for supporting innovative businesses and sectors.
- **Realize the potential of the waterfront.** The waterfront can play a key role in realizing objectives related to many of the Pillars. To maximize the potential of the waterfront, ideas included: building "complete communities" near (but not along) the waterfront; developing a post-secondary institution along the waterfront, possibly with areas of specialization in environmental or marine studies; and creating a multicultural arts centre on the Imperial Oil lands, anchoring a new Credit River cultural corridor.
- **Establish a centre of excellence for accrediting foreign-trained professionals.** Mississauga should take steps to establish itself as such an accreditation centre, even on a national scale. Ideas included: creating an institute of foreign-trained accreditation; expanding on existing mentoring programs; developing internship programs, perhaps with the local corporate community; and advocating and partnering with other levels of government and accrediting bodies to facilitate the accreditation of newcomers.
- **Expand Mississauga's tree canopy. Sometimes the simplest ideas are the most profound.** Greening Mississauga through tree planting is a key action toward achieving the environmental health objectives of the first Pillar. The city should plant trees across green spaces and communities, and set a percentage goal for expanding the overall tree canopy.
- **Promote and support active transportation modes. Providing opportunities for walking as a form of**

transportation came up repeatedly. Improving the pedestrian system, and creating a complete cycling network, are key actions toward improving the health of residents and of the environment, completing communities, and even attracting innovative businesses.

- **Create incubators for new businesses.** To nurture a climate that's supportive of innovative businesses and talent, the city should create business incubators. These would provide the support and infrastructure specifically needed by entrepreneurs and small high-tech businesses. Incubators were seen as being an example of the type of program that would establish Mississauga as a centre for innovation, and attract new businesses and talent.
- **Expand local entertainment and nightlife options.** Many youth and adults travel outside the city to engage in evening entertainment. To retain and attract youth, and provide local amenities to residents of all ages, the city should take steps to develop concentrations of local nightlife and entertainment uses, e.g. bars, restaurants and clubs. Proposed actions included establishing a "Club Zone", or establishing an entertainment district along the waterfront.
- **Build a future Mississauga through partnerships.** Actions in many of the areas important to the city's future fall outside a municipality's jurisdiction, and are beyond Mississauga's ability to undertake on its own. In order to proactively plan and develop actions in these areas, Mississauga should advocate and form partnerships with other entities, such as professional accrediting bodies; senior levels of government; post-secondary institutions; and, the local corporate community.

9.3 The Five Strategic Pillars for Change: Principles and Vision

Based on discussions in the Making it Real workshop, the five Strategic Pillars for Change were refined to express a principle and vision, and to give structure and direction to Mississauga's new strategic plan. These Strategic Pillars have evolved as the conversation has continued.

Strategic Pillar for Change 1: Improve the health of the environment.

Principle: Mississauga is a city that nurtures healthy natural environments.

Vision: Our future Mississauga is a city that supports healthy natural environments and natural systems. It is a city where the air and water are clean. It is a city rich in natural conservation areas, and protected natural water systems. It is a city with an extensive tree canopy covering parks, schools, and every street, from Meadowvale to the airport, from Lakeview to Clarkson. A city where the activities of people support a natural environment, because they can choose to lead sustainable life styles, biking along trails down the Credit Valley, or walking to school in Malton, along safe, pedestrian friendly streets.

Key Ideas:

- Environmental well-being - The City, businesses, institutions and residents work actively to maintain and improve the health and sustainability of natural systems in and around the city, and to minimize use of non-renewable resources
- A green culture - A high level of environmental awareness exists among residents, and their behavior supports a responsible and sustainable approach to the environment that minimizes our ecological footprint
- City as leader - The City leads by example and makes decisions that support the long term environmental sustainability of the city

Strategic Pillar for Change 2: Create an environment where youth and older adults, and new immigrants thrive.

Principle: Mississauga is a city that thrives on its social and cultural diversity.

Vision: Our future Mississauga is a city where everyone can live, for their entire lives. It's a city where children can play; where teenagers want to be; where young professionals choose to locate; where new families can prosper and be healthy; where immigrants are welcomed, and have their cultures become a visible part of the city's fabric; and where people can age in place, gracefully.

Key Ideas:

- Affordability and accessibility - a range of affordable and accessible housing, transit, and service options are provided
- Cultural diversity - the diversity of cultural backgrounds of Mississaugans is celebrated, embraced and shared
- Social diversity - a diversity of social demographics thrive, most critically the 20-35 year olds, the growing cohort of older adults, and new immigrants
- Aging in place - alternative housing types, designs, and tenure exist in each neighbourhood
- Attract/retain youth - opportunities exist for emerging enterprises, and for the expression of art and culture
- New immigrants thrive - Mississauga is an international destination for new immigrants, who find the support and infrastructure they require to thrive

Strategic Pillar for Change 3: Increase opportunities and synergies for innovative businesses and talent.

Principle: Mississauga is a city that prospers by providing the opportunities, synergies, and support required for creative and innovative businesses to emerge and thrive, and by attracting and developing talent.

Vision: Our future Mississauga is a multinational city that attracts business, and offers recent graduates from Mississauga's universities and colleges employment opportunities in knowledge-based and innovative industries.

Key Ideas:

- A pool of talent - Mississauga is an international destination for global talent and creative enterprise, including post-secondary education and the accreditation of foreign trained professionals
- Opportunities for businesses to locate - Mississauga is the preferred location for innovative, creative, and knowledge based businesses and emerging industries
- Supportive social/community infrastructure - Mississauga as a dynamic, urban environment, provides the infrastructure and network of services that businesses require to thrive
- Partnerships - Mississauga capitalizes on partnership opportunities with colleges, universities, centres for excellence, research institutions, and cultural institutions

Strategic Pillar for Change 4: Complete our communities, as unique, walkable, diverse, balanced, connected, and safe.

Principle: Mississauga is a city that nurtures a unique identity and quality of life within each neighbourhood, whose residents are able to fulfill most aspects of their everyday life within walking distance and/or through effective use of transit.

Vision: Our future Mississauga is a city where each neighbourhood is accessible, and has a unique and desirable identity, and where people can fulfill their everyday lives by walking, cycling or using transit. A city where Malton stands out, because people interact with each other in the parks, schools, and in a new urban centre. Where Meadowvale is unique, because children now walk to school along safe, pedestrian friendly streets. Where Cooksville is renowned as a great place to stroll, grab a bite to eat, shop a little, and meet a friend. Where Britannia, Applewood and Erin Mills have a growing population of young professionals, who want to raise families here and be able to walk to work or work from home. And where a majority of workers in the City Centre take transit, walk or cycle to work.

Key Ideas:

- Complete neighbourhoods - residents are able to engage

all aspects of their everyday life within walking distance

- Vibrant urban centres and hubs - a diversity of urban centres and hubs are supported and linked, offering residents commercial, social, cultural, civic, and recreational experiences within a short travel distances from home and work
- Great public spaces - residents and workers can walk or bike to a park, to the waterfront, and/or to the river system, along beautiful streets and trails
- Mobility choices - residents and workers choose to walk, use transit, or active modes of transportation, because it is convenient and desirable
- 5 km/hr City - To evaluate all development and infrastructure projects by their ability to create a desirable and optimal environment for pedestrians
- Infrastructure - infrastructure renewal is delivered in a sustainable way

Strategic Pillar for Change 5: Develop a transit-oriented city.

Principle: Mississauga is a city where people choose to move about using public transit.

Vision: Our future Mississauga is a city where residents choose transit when traveling to work, school, shops, recreation, and community facilities. It's a city where transit is easy to use, efficient, reliable, safe, and desirable. A city where residents can live in Malton, work in the City Centre, have a meeting in the Airport Corporate Centre, and spend time at the waterfront – and choose transit as their preferred mode of transportation for all activities.

Key Ideas:

- Great transit system - an effective and desirable transit system improves the health of residents and the environment
- Transit supportive built form - transit is supported by the completeness of urban centres and neighbourhoods
- Connected neighbourhoods and employment - transit connects neighbourhoods to each other, to jobs, and to services that extend beyond the neighbourhood scale

9.4 Next Steps

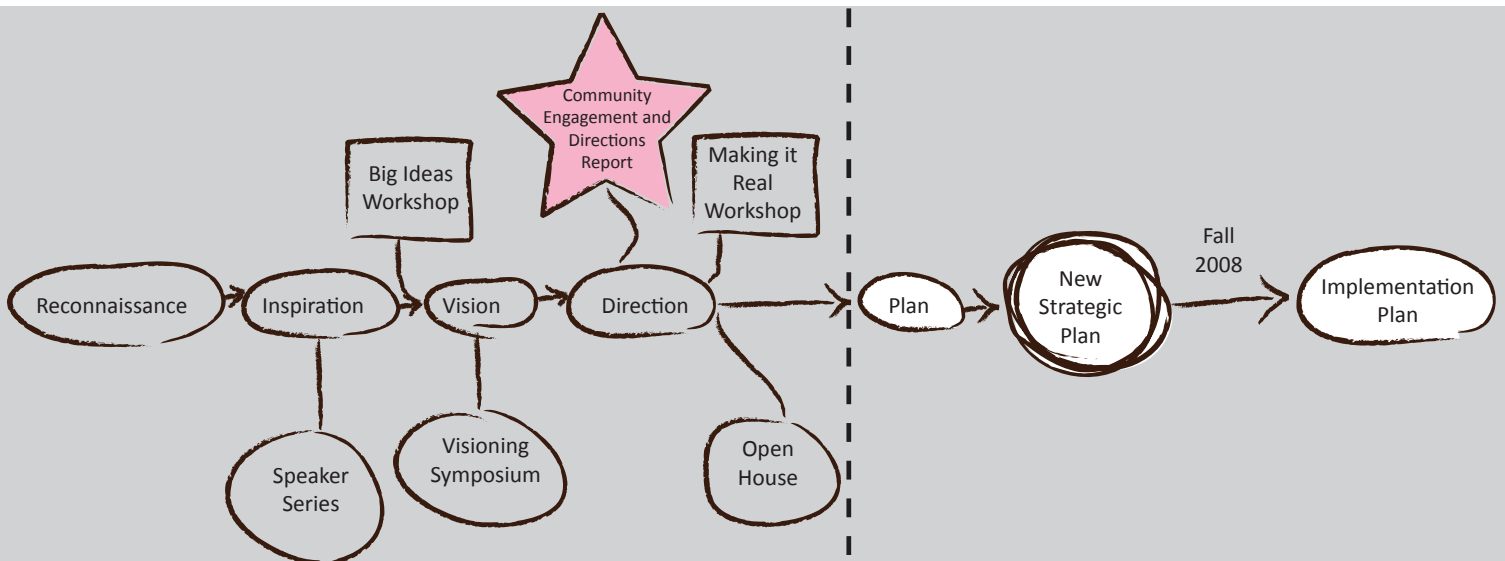
The Our Future Mississauga process was extensive in its reach, comprehensive in its collection of ideas. These ideas have stimulated thousands of conversations, and inspired everyone who has taken part in the process, from all segments of Mississauga.

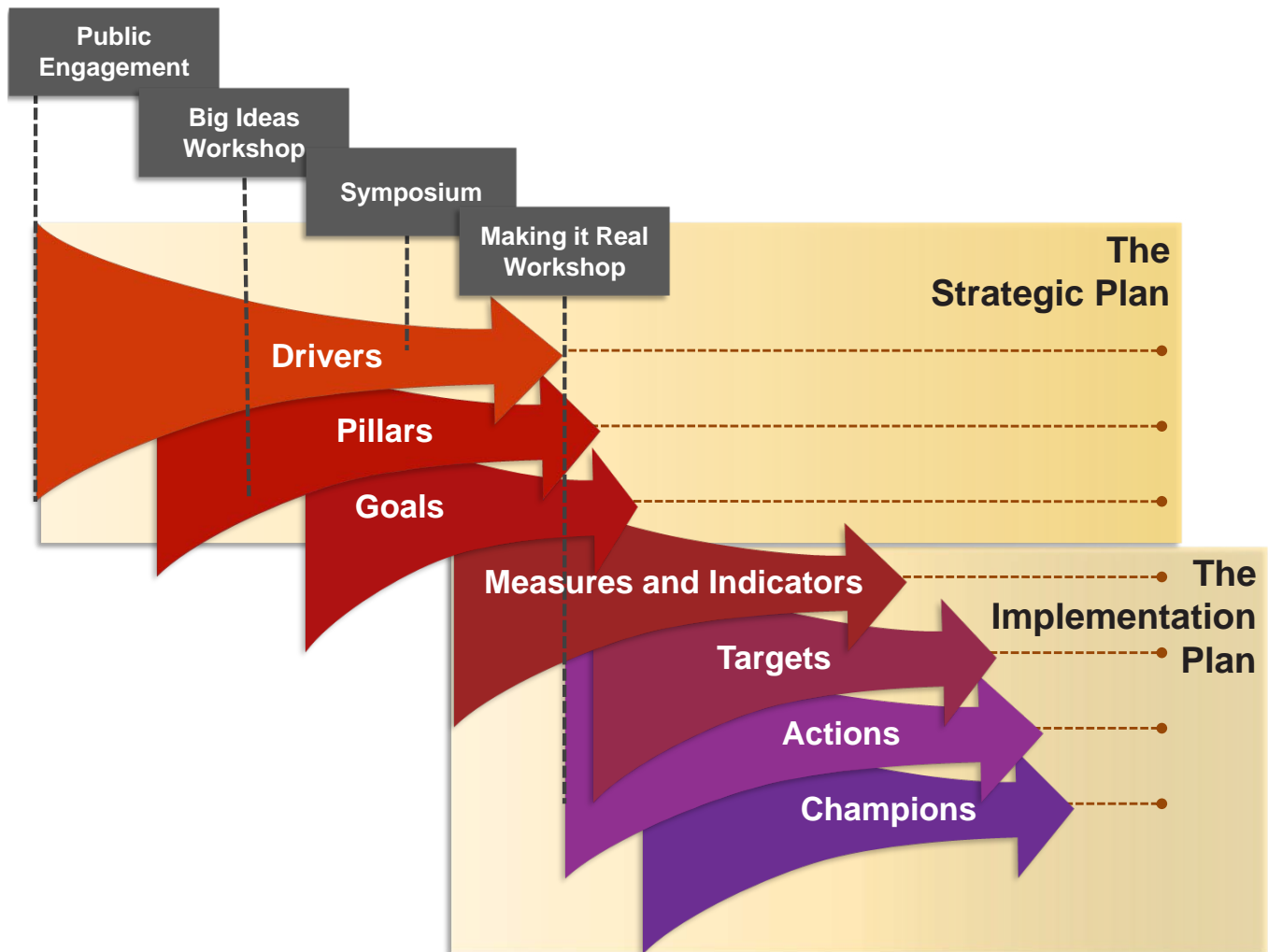
Now it's time to make strategic decisions, and put these ideas into action. The trick here, from a planning perspective, is going to be for the City to create a plan going forward that both recognizes and maintains the strengths of how it currently functions (such as service delivery), while at the same time allocating significant resources to the key areas that need to change. In this way, the Plan must be strategic. It is not possible to do all things at once. Choices must be made, priorities must be set.

Change is inevitable and essential. Yet not all change can happen at once. The City needs clarity in order to guide actions and capital investments.

The new strategic plan for the City of Mississauga will set those priorities, evolving from the work presented in this document. Throughout these next steps, the process will continue to be transparent. The Strategic Advisory Group and the Community Advisory Group will remain involved, and the Mayor and Members of Council will be responsible for setting the policy direction. Through open houses and other means, the public will have an opportunity to review plans and provide feedback.

The new plan will continue the momentum established by this process, and focus all of the passion shown by participants. Working together, we will plan and create Our Future Mississauga – a great 21st century city.



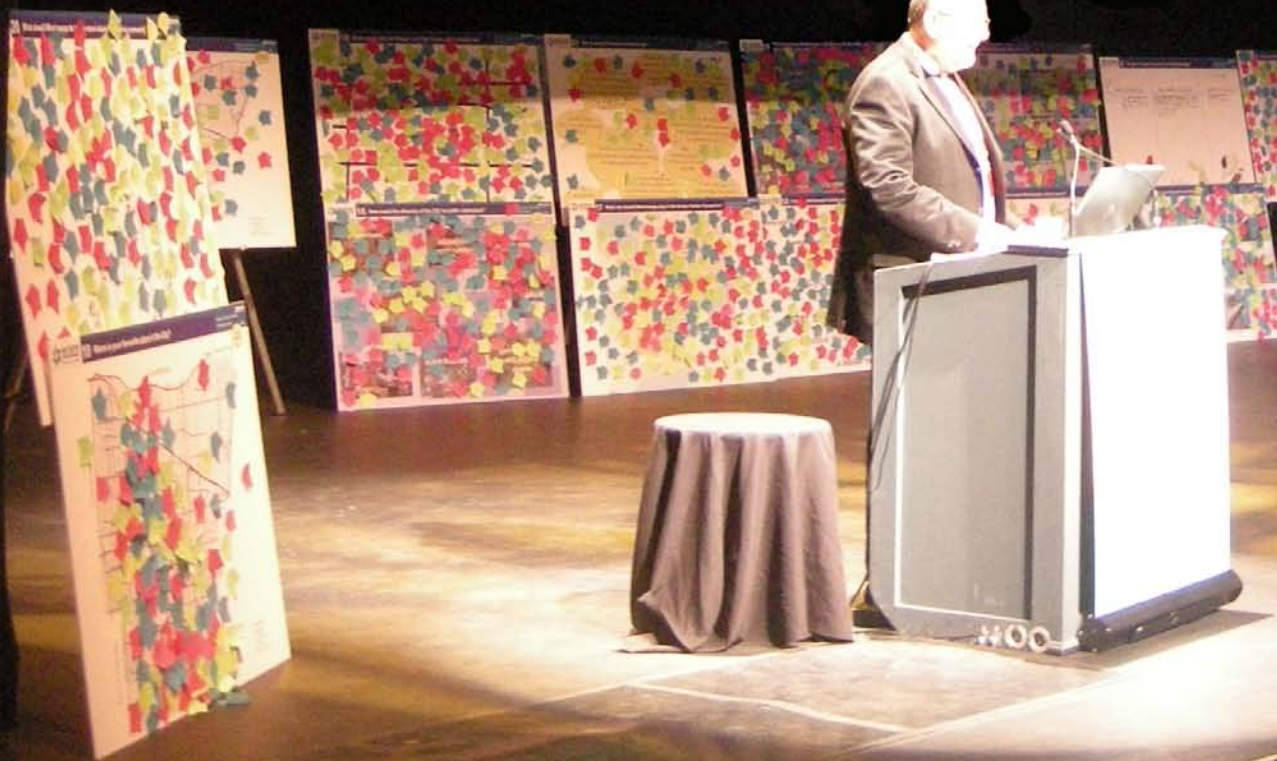


Our Future Mississauga - Strategic Plan Process

The Drivers for Change were arrived at through a significant level of participation and iteration. The process involved an integration of all of the themes that emerged in the various components of the public engagement process. As such, the Drivers comprise a comprehensive assessment of current opportunities and constraints that a new Strategic Plan for Mississauga will need to build upon.

Strategic Pillars for Change (areas of strategic change), in the context of the preparation of the Strategic Plan, require assessing the Drivers to establish how the City should evolve such that it builds upon its assets and addresses its deficiencies. The overriding goal in crafting Pillars is to establish the foundational elements for a new Strategic Plan that will enable Mississauga to become a great city of the 21st Century. The draft pillars in this document are a start – they will require further discussion, assessment, and analysis.

Goals, measures and indicators, targets, actions, and the identification of champions for each action will necessarily follow to make the new Strategic Plan specific and implementable.





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