



# Corporate Report

General Committee

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**DATE:** June 3, 2008

**TO:** Chair and Members of General Committee  
Meeting Date: June 11, 2008

**FROM:** Janice M. Baker, CA  
City Manager and Chief Administrative Officer

**SUBJECT:** **Draft Strategic Plan for the City of Mississauga in the 21<sup>st</sup> Century**

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**RECOMMENDATION:** That the report dated June 3, 2008 entitled, "Draft Strategic Plan for the City of Mississauga in the 21<sup>st</sup> Century" from the City Manager and Chief Administrative Officer be received and that staff be directed to consult with the public and report back to Council.

**BACKGROUND:** Mississauga's current Strategic Plan has been in place since 1999. Please see Appendix 1 for the Ten Vision Statements of the (current) Strategic Plan. While the existing Plan has served us well, it was crafted to provide direction during a period of rapid greenfield development. Mississauga is now entering a new stage in its evolution – one of intensification and urbanization. New issues have arisen as Mississauga has grown and therefore, the Strategic Plan requires updating to guide the City of Mississauga through this next phase of growth. This report follows from the report dated June 3, 2008 entitled "Our Future Mississauga: Community Engagement and Directions Report". The purpose of this report is to provide a description of the high level directions of the Strategic Plan – the principles, vision statements and strategic goals for each pillar, so that Council can approve in principle the direction of the updated Strategic Plan.

## COMMENTS:

The “Our Future Mississauga – be part of the conversation” community engagement process was a critical first step in the update to Mississauga’s Strategic Plan. The process was extensive in its reach and 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. The Strategic Plan process will now allow Council to set strategic goals including how to deliver on them. The Plan will need to recognize and maintain the strengths of how the city currently operates, while at the same time allocating resources to the key areas that require strategic intervention to reach our vision for the City’s future. In this way, the Plan must be strategic.

The Strategic Plan process will further the momentum established by the Our Future Mississauga process and will continue to be transparent by involving the public, the Mayor and Members of Council and the Strategic and Community Advisory Groups. Through open houses, the website and workshops, and circulation of the draft plan to key stakeholders, ample opportunity will be given to review the plan and provide feedback. The Strategic Plan will also give direction to numerous studies that will follow, most notably the Official Plan review.

Building upon the framework established at the Making it Real Workshop, the Strategic Plan will evolve in two distinct phases: phase one will deal with establishing the high level directions of the Plan and phase two will focus on developing a Plan for implementation.

### Phase One

#### **1. Directions of the Strategic Plan**

The Our Future Mississauga – Community Engagement process has provided the City with a great foundation to begin updating the Strategic Plan for the city. The Plan will be written in-house and the best thinking within the Corporation will be tested by a select group of expert advisors who will provide insight, on an as needed basis, to ensure that we are creating an innovative 21<sup>st</sup> Century Strategic Plan that is visionary and financially prudent. Through extensive community engagement, 18 Drivers for Change in Mississauga were identified. To provide logic to the starting point for the Strategic Plan,

it is important to understand the drivers. They are fully explained in the report titled “Our Future Mississauga – Community Engagement & Directions Report, June 2008”.

## **2. The Strategic Pillars for Change**

The Drivers for Change represent a comprehensive assessment of current opportunities and constraints that a new Strategic Plan for Mississauga will need to build upon. A “Making it Real Workshop” was held on April 3, 2008, to allow Members of Council, the Leadership Team, the Community Advisory Group and the Strategic Advisory Group to participate in a day to confirm the directions of the Strategic Pillars for Change. The direction for the pillars was confirmed at the Making it Real Workshop and the pillars for change have subsequently been refined to read as follows based on the feedback received:

Pillar 1 - Developing a Transit Oriented City

Pillar 2 - Ensuring Youth, Older Adults & New Immigrants Thrive

Pillar 3 - Completing our Neighbourhoods

Pillar 4 - Cultivating Creative & Innovative Businesses

Pillar 5 - Living Green

While the language of the Strategic Pillars for Change is slightly different from that contained within the report titled, “Our Future Mississauga – Community Engagement & Directions Report, June 2008”, the directions for the five pillars are consistent. The change was made to tighten up language and to slightly alter Pillar 5 to focus entirely on the environment. Health of individuals is still considered important, in fact it is now an over-arching principle in all of the Strategic Pillars for Change.

## **3. Overall Vision Statement**

Attendees at the Making it Real Workshop, in addition to confirming the direction of the pillars also indicated that an overall vision statement for the city is necessary to accompany the Strategic Pillars for Change. An overall vision statement is a “blueprint” for Mississauga. It is a picture of what success will look like when we have achieved the plan in 40 years time. To this end, the following vision statement has been crafted with input from the Strategic Advisory Group and the Community Advisory Group. The vision statement will be taken forward for review and comment by the public at the June 24<sup>th</sup> Open House:

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

There are many notions that have contributed to the crafting of this vision statement. They are as follows:

**“inspire the world”** – represents the engaged and energized population in Mississauga, as was evident through the Our Future Mississauga – be part of the conversation process. People connected with and expressed a strong passion for their city;

**“dynamic and beautiful”** – reflects a city of hidden jewels, our historic villages, the Credit River valley and our waterfront;

**“global city”** - represents where the world lives and our cultural diversity;

**“vibrant/celebrate”** – represents an exciting place to live. Creating places for people to gather/opportunities for cultural exchange and celebration;

**“safe”** – reflects Mississauga’s recognition as Canada’s safest city. People’s safety is important, it is part of what we do well and must be preserved as the city moves forward.

**“creativity and innovation”** – this notion speaks to the Strategic Pillar for Change around cultivating creative & innovative businesses. The city has been successful in economic development efforts and an area of emphasis moving forward will be around the need to encourage innovative, knowledge based businesses to create synergies for innovation as well as the importance of arts and culture in creating a vibrant city;

**“connected communities”** – represents the importance of transit and other modes of active transportation to connect our



communities;

**“diversity of our cultures”** - Mississauga is one of the gateways to Canada for new immigrants and this notion speaks to the tremendous opportunities that exist to better support new immigrants and allow for this diversity to express itself more prominently in the urban form of the city;

**“Lake Ontario and the Credit River Valley”** – represents the importance of the natural environment and it places Mississauga in the world;

**“A place where people choose to be”** – reflects a focus on people, this is where they choose to live, work, visit and play.

#### **4. Strategic Nature of the Plan**

The Strategic Plan needs to recognize and maintain the strengths of how the city currently functions, while at the same time allocating resources and accountabilities 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. The new Strategic Plan for the City of Mississauga will set that vision. To translate the five Strategic Pillars for Change into an actionable and achievable plan, it is necessary to elaborate each pillar into the following: principle, vision, strategic goals, measures, targets, actions and champions. This report will provide a description of the principles, vision statements and strategic goals for each pillar (phase one of the strategic plan process), so that Council can approve in principle the direction of the updated Strategic Plan. Following approval of the direction, phase two – assigning measures, targets, actions and champions to each pillar to implement the plan will begin. The following is a detailed overview of the outcomes of the phase one work that will be presented to the public at the June 24<sup>th</sup> Open House for review and comment:

#### **Pillar 1 - Developing a Transit Oriented City**

##### **Principle**

Mississauga is a city that values clean-air and healthy lifestyles. Through the promotion of transit as a desirable, affordable and accessible choice, transit will re-

shape the form of the city of Mississauga.

### **Vision**

Our future Mississauga is a city where people can get around without a car and where transit will directly influence and shape the form of the city. Transit will be a desirable choice that connects people to destinations and will underpin an environmentally responsible, inclusive, vibrant and successful city.

### **Strategic Goals**

***Develop Environmental Responsibility:*** to contribute to environmental responsibility by reducing private automobile use and developing compact mixed-use development.

***Connect our City:*** to contribute to a vibrant successful city by connecting communities within Mississauga and within the Greater Golden Horseshoe to support a 24 hour inclusionary city.

***Build a Reliable and Convenient System:*** to make transit a faster and more affordable alternative to the automobile - one that is frequent, clean, safe, reliable and convenient with a transit stop within walking distance of every home in the city and an intricate web of higher order transit.

***Increase Transportation Capacity:*** to add capacity to the transportation system through strategic investments in transit, road network and active mobility choices.

***Direct Growth:*** to direct growth with supporting transit-oriented development policies and deliberate civic actions.

## **Pillar 2 - Ensuring Youth, Older Adults & New Immigrants Thrive**

### **Principle**

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

### **Vision**

Our future Mississauga is a city of complete, healthy and

safe neighbourhoods where people can spend their entire lives - where teenagers want to be, where young professionals choose to locate, where immigrants are welcomed and their cultures become a visible part of the city's fabric and where people can age in place gracefully.

**Strategic Goals**

***Ensure Affordability & Accessibility:*** to provide a range of affordable and accessible housing, transit and service options.

***Support Aging in Place:*** to provide alternative housing types, designs and tenure in each neighbourhood.

***Attract and Retain Youth:*** to create opportunities for enterprise, cultural and artistic destinations and expression.

***Create Post-Secondary Institutions:*** to be an internationally recognized centre of higher learning with a range of post-secondary educational opportunities.

***Nurture Diverse Cultures:*** to provide more cultural exchange, understanding and opportunity for small-scale entrepreneurialism.

***Integrate Places of Religious Assembly:*** to build upon the synergies of 'places of religious assembly' to create complete communities where cultural diversity can become reflected in the physical form of the city.

**Pillar 3 - Completing our Neighbourhoods****Principle**

Mississauga is a city that nurtures a unique quality of life within each neighbourhood, where residents value the beauty and variety of the natural environment, engage in intelligent travel, and support a rich, healthy and prosperous social and cultural mosaic through all stages of the life cycle.

**Vision**

Our Future Mississauga is a beautiful City with safe neighbourhoods that support a strong and vibrant community

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- where all can live, work and prosper. People can play as a child, walk to meet a friend, fall in love and grow old.

### **Strategic Goals**

***Develop Walkable Neighbourhoods:*** to develop compact, mixed-use neighbourhoods that will provide the ability for residents to engage safely in all aspects of their everyday life within walking distance and evaluate all development and infrastructure projects against a test of 'pedestrian-first'.

***Build Vibrant Communities:*** to link urban areas and neighbourhoods that offer commercial, social, cultural, civic and recreational experiences accessible to all.

***Create Great Public Spaces:*** to provide opportunities for everyone to enjoy great parks, plazas and unique natural environments - walk or bike to a park, to the waterfront, river, creeks, natural areas, along beautiful streets and trails.

***Celebrate our Community:*** to promote our past, take pride in our diversity, get excited about the future and celebrate our uniqueness and innovation through art.

***Provide Mobility Choices:*** to provide residents and workers with the choice to walk, cycle, use transit or active modes of transportation because it is convenient, connected and desirable.

***Build and Maintain Infrastructure:*** to deliver infrastructure in a sustainable way.

***Nurture "Villages":*** to promote "village" main streets as destinations - not simply places to pass through.

***Maintain a Safe City:*** to actively maintain Mississauga as the safest large city in Canada.

***Create a Vibrant Downtown:*** to develop a vibrant downtown that will be the civic and cultural soul of the city as well as a strong economic centre.

## **Pillar 4 - Cultivating Creative & Innovative Businesses**

### **Principle**

Mississauga is a city that values a strong global business future, fostering a prosperous and sustainable economy that attracts and grows talent.

### **Vision**

Our Future Mississauga is a global hub of creative and innovative activity where talent and business thrive.

### **Strategic Goals**

***Develop Talent:*** to be an international destination rich in global and local talent, including post-secondary education, creative enterprise and realize the potential of foreign trained professionals.

***Attract Innovative Business:*** to be a dynamic, urban environment that is the preferred location for innovative, creative and knowledge based businesses and emerging industries.

***Meet Employment Needs:*** to provide the infrastructure and network of services, including leveraging opportunities with Pearson International Airport, that businesses and employees require to thrive.

***Promote Arts and Culture:*** to foster arts and culture as a key contributor to attracting talent and supporting creative businesses.

***Create Partnerships for Innovation:*** to leverage opportunities with colleges, universities, centres of excellence, research institutions and cultural institutions to foster innovation.

## **Pillar 5 - Living Green**

### **Principle**

Mississauga is a city that values its shared responsibility to

leave a legacy of a clean and healthy natural environment.

### **Vision**

Our Future Mississauga is a city that co-exists in harmony with its ecosystems, where natural areas are enhanced, forests and valleys are protected, the waterfront connects people to Lake Ontario and communities are nurtured so that future generations enjoy a clean, healthy lifestyle.

### **Strategic Goals**

#### ***Lead and Encourage Environmentally Responsible***

***Approaches:*** to lead and promote the utilization of technologies and tactics to conserve energy and water, reduce emissions and waste, improve our air quality and protect our natural environment.

***Conserve, Enhance and Connect Natural Environments:*** to be responsible stewards of the land by conserving, enhancing and connecting natural environments.

***Promote a Green Culture:*** to lead a change in behaviours to support a more responsible and sustainable approach to the environment that will minimize our impact on the environment and contribute to reversing climate change.

### **5. June 24<sup>th</sup> Open House**

The Our Future Mississauga process has been the most extensive community engagement process in the history of the city of Mississauga. In the spirit of continuing to engage the community, a public Open House will be held on June 24, 2008, where the draft directions of the Strategic Plan will be presented to the public for their review and comment. The Open House will formally conclude the Our Future Mississauga – be part of the conversation, public engagement process and will officially launch the public phase of the update to the City's Strategic Plan. Comments received will be consolidated and reported back to Council in the Fall. At that time, formal approval of the high level directions of the Strategic Plan will be sought.

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## **Phase Two**

### **1. Implementation Plan**

Phase Two will be to write an Implementation Plan. This Plan will outline actions to implement the higher level directions of the Strategic Plan and measures of success. The Implementation Plan will place an emphasis on developing actions that are visionary, but at the same time are achievable and financially responsible. Following approval of the direction of the Strategic Plan, work will begin on implementation. The overall vision statement depicts a forty year vision for the city and it will not be possible to achieve everything in year one. The Implementation Plan will develop measures and targets for each strategic goal in the Plan and it will also assign actions to make things happen. Actions will be organized into the following categories:

**Steady:** ongoing initiatives that are important and necessary for City functioning

**Bold:** big ideas that respond to challenges in creative ways

**Visionary:** forward thinking ideas that chart a new course

Actions will also be organized into short, medium and long term so that the public has a clear understanding of what will be delivered quickly and what will require a longer time period to achieve.

Some actions will be under the control of the City of Mississauga and will be readily achievable. Others will require partnerships or the City to exert influence. While some areas may not be under the direct control of the City, the City does have a strong element of influence to make things happen. There will be a number of actions and opportunities for the public to directly contribute and effect change. A report outlining the details of the Implementation Plan will be brought forward to Council later this year.

### **2. Financial Implications**

The Strategic Plan will be implemented through a variety of mechanisms. First, the Corporate Business Planning process will be the tool to make requests to fund the priorities outlined in the Strategic Plan. Second, the capital prioritization model will be updated to reflect the new priorities of the Strategic Plan and then continue to act as a filter to prioritize actions.

In addition, partnerships will play an important role moving forward. Where possible, the City will continue to partner with the private sector or other levels of government and agencies to realize actions.

Research will be undertaken to understand funding alternatives such as Tax Increment Financing (TIF) and Tax Increment Equivalency Grants (TIEG) as examples.

It should be noted that the new Strategic Plan represents a long term vision for the City. As such, not all priorities and possible initiatives can be addressed and completed in the short to medium term. New funding for strategic priorities would be considered by Council each year as part of the annual business planning and budget process and resources allocated or approved as appropriate.

### **3. Updating the Strategic Plan**

The new Strategic Plan will be a living document and it is intended that they plan will need to be reviewed on a regular basis. It is proposed that a 10 year cycle of reviews occur on the higher level strategic notions of the plan. The shorter terms actions will require review on a more regular interval to be determined.

### **4. Opportunity for Input by the Public**

The Mayor and Members of Council, City staff, the Community and the Strategic Advisory Groups have invested a great deal of time and energy in the Our Future Mississauga process and the intention will be to proceed in an open and transparent way through the update to the Strategic Plan. The June 24, 2008 Open House allows for the continued involvement of the community in this process.

### **The Conversation 21 Website**

Throughout the update to the Strategic Plan, the web will continue to be an important engagement tool. The conversation 21 webpage will be consistently updated to provide new information to the community on the status of the Plan's development.

**FINANCIAL IMPACT:** There are no financial impacts at this time. Financial impacts, where they exist, will be highlighted through the Implementation Plan.



**CONCLUSION**

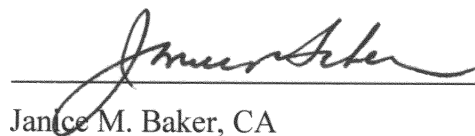
As the Community Engagement and Directions report states, "There are possibilities in this city that are given to very few others." That's what Stephen Lewis declared during the Speaker Series that was part of the conversation about Our Future Mississauga. The challenge for us as a city is how to capitalize 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. The community identified fascinating possibilities for change. Yet not all change can happen at once. It is the product of careful and visionary planning. The City's new Strategic Plan will now outline the details on how to get there. It will set priorities to guide actions and future decisions.

Phase one of the Strategic Plan update process has been completed and the outcomes are being brought forward for consideration by Council. After approval of the direction of the plan, the results will be taken forward to a public open house on June 24, 2008 for review and comment. Work will then begin on the implementation plan which will turn the high level directions of the plan into achievable actions.

The Strategic Plan will provide the visionary direction to help guide Mississauga over the next forty years. Some change will occur gradually, other elements can be realized immediately. The result will be a city transformed – a leading city for the 21st century.

**ATTACHMENTS:**

Appendix 1: Ten Vision Statements of the Strategic Plan



Janice M. Baker, CA

City Manager and Chief Administrative Officer

*Prepared By: Bruce Carr, Director, Strategic Planning and Business Services*

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General Committee

JUN 11 2008

MISSISSAUGA, CANADA



FOR THE NEW MILLENNIUM

Appendix 1

## 10 vision statements of the Strategic Plan

The City of Mississauga has 10 vision statements that comprise the *Strategic Plan for the New Millennium*. These statements will serve as the guiding principles for the City's corporate decision making process.

- 1 Mississauga will be a distinct major Canadian city.
- 2 The City Centre will be downtown Mississauga.
- 3 Mississauga will have distinct and recognizable communities.
- 4 Mississauga will have a dynamic and diverse economic base.
- 5 Mississauga will have a transportation system which allows for safe and efficient movement within and beyond the city.
- 6 Mississauga will provide the right services, delivered in a superior way, at a reasonable cost.
- 7 Mississauga will be an environmentally responsible community.
- 8 Mississauga will be governed in an open and responsive manner.
- 9 Mississauga will achieve excellence in public administration.
- 10 Mississauga will offer a diversity of cultural opportunities.