



Corporate Report

General Committee

JUN 11 2008

Clerks Files

PR.01.COM

Originators
Files

7

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: **Our Future Mississauga:
Community Engagement and Directions Report**

- RECOMMENDATIONS:**
1. That the report entitled "Our Future Mississauga: Community Engagement and Directions Report" from the City Manager and Chief Administrative Officer, be received for information and be used to develop the city's new Strategic Plan.
 2. That the use of the Council Chamber for the Our Future Mississauga Open House on June 24, 2008 from 1:00 p.m. to 9:00 p.m. be approved.

BACKGROUND: On June 6, 2007, in response to the report entitled "Building a City for the 21st Century", the following was approved:

1. That Council endorse the community engagement plan entitled "A Conversation with Mississauga about Building a City for the 21st Century" from the City Manager and Chief Administrative Officer date May 25th, 2007.

The "Our Future Mississauga – be part of the conversation" process was designed to engage Council, Senior Leadership at the City, City staff and the general public in a discussion about building a great city

for the 21st Century. The purpose of the project was to set the framework for the eventual update to the Strategic Plan of the city, with an emphasis on creating a detailed, action-oriented plan to make Mississauga a vibrant, healthy and sustainable city for the 21st Century. As Stephen Lewis declared at the Speaker Series on October 16, 2007, "There are possibilities in this city that are given to very few others." Now is the time to make those possibilities a reality.

Over the last nine months almost 100,000 stakeholders have connected with the "conversation" resulting in the largest public engagement process in Mississauga's history. The purpose of this report is to provide a summary of the results of the engagement initiative.

COMMENTS:

The community engagement phase of the Our Future Mississauga initiative is complete. The findings of the past eight months have been documented in the Community Engagement and Directions Report, attached as Appendix 1.

The "conversation" that began the initiative was around eight themes:

1. Getting around in Mississauga
2. Going "green" in the 905
3. Creating wealth in our community
4. Embracing our social diversity
5. Positively influencing our quality of life
6. Investing in creativity and knowledge
7. Creating a vibrant downtown
8. Realizing opportunities in the Golden Horseshoe

The Our Future Mississauga initiative was divided into five phases; **Reconnaissance, Inspiration, Vision, Direction and Plan.**

The Reconnaissance, Inspiration and Vision phases captured the ideas and initiatives that are ongoing in the city as well as gathered, literally, thousands of ideas from stakeholders across the city. The stakeholder groups included residents, businesses, community and cultural groups, school groups, rate payers associations, businesses and staff. Participants in the presentations, meetings and events represented a diversity of ages, geographical areas, socioeconomic and cultural backgrounds.

7b

The first three phases of the initiative included components such as stakeholder interviews, “Fresh Eyes” tour, community and staff meetings, Big Ideas “puzzle pieces”, the website www.conversation21.ca, the Speaker Series, Lunch and Learn sessions with the Mayor, Members of Council and the Extended Leadership team, Rogers television series, and the Visioning Symposium.

Each of these components built on the other and created a great deal of excitement and enthusiasm in the community. The success of the initiative is reflected, in part, by the diversity and numbers of stakeholders who engaged in the “conversation”. This was the largest community engagement initiative ever undertaken by the City and connected with almost 100,000 people. The following captures how the initiative successfully engaged such a large number of stakeholders:

- 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 Mayors Youth Summit, which resulted in the active engagement of youth in several aspects of the project.
- Over 200 invitations went to community representatives, recommended by Council and the Leadership Team, 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 were held with the Community Advisory Group and the Strategic Advisory Group, to ensure joint leadership in the evolution of ideas.

- Over 3,000 people attended the Speaker Series at the Living Arts Centre in the Fall 2007, with three of the four evenings sold out. Through feedback received, attendees called the series “stimulating”, “engaging”, and “inspiring”.
- Over 2000 City staff have been actively engaged in the initiative, not only as facilitators and expert resources, but as participants.
- An interactive web page, www.conversation21.ca, was launched in the Fall 2007, drawing almost 3,000 hits a day from September 2007 to May 2008.
- 6737 “big ideas” have been collected on puzzle pieces from events, presentations, community centres, libraries, schools, community groups and the website. These puzzle pieces created a picture of the desired future of Mississauga and were on display in the Central Library.
- 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 21, 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 initiative.

The Mississauga Summit, which took place on September 25, 2007, was a one day conference attended by key business and community

7d

leaders. It was designed to be a catalyst for development of solutions to address issues facing Mississauga. Appendix 2 is a letter from Shelley White and Brian Crombie, co-chairs of the Mississauga Summit describing their reflections on the Our Future Mississauga initiative.

Of special note during the engagement process are the Community Advisory Group members. Please see Appendix 3 for a list of Community Advisory Group members. Their participation was voluntary and they each contributed over 30 hours of their personal time to take part in meetings and events, the Rogers television production and provided their input and comment on the direction for the city. Appendix 4 is a letter from Shelley White, CEO United Way of Peel and Community Advisory Group member, with her comments on the Our Future Mississauga initiative.

As the initiative moved forward certain ideas and themes began to become apparent. A clearer picture of the direction for the city emerged. This was the Directions phase. In this phase the 18 Drivers for Change were developed by the consulting team, Office for Urbanism, and refined by the Mayor and Members of Council, the Leadership Team, Community Advisory Group, Strategic Advisory Group and the community at both the Big Ideas Workshop (January 15, 2008) and the Visioning Symposium (February 22 and 23, 2008). The Drivers for Change evolved to provide the direction for the city's vision for the future. The Drivers for Change were received for information by Council on May 21, 2008.

After settling on the Drivers for Change the Directions phase focussed in on how to turn the Drivers into the beginnings of a new vision and the Strategic Plan for the city. At the Making It Real Workshop (April 3, 2008) the consultant team provided a list of the areas they heard from the community were being done well in the city. These are areas the city must be steady. By contrast the model introduced areas where strategic intervention is require in order to truly bring Mississauga into the 21st century and beyond. These areas have formed the Strategic Pillars for Change. By focusing on these areas in our city, while still continuing on a steady path for those other areas, Mississauga will evolve into a world class city.

Based on the discussions at the Making It Real Workshop, the five

Strategic Pillars for Change were further refined to give structure and direction to the new Strategic Plan. The five Strategic Pillars for Change focussed on the environment, supporting youth, older adults and new immigrants, increasing opportunities and synergies for innovative business and talent, completing our communities and transit.

These Strategic Pillars for Change were further refined and the following are being considered as the direction for the new Strategic Plan:

1. Developing a transit oriented city
2. Ensuring youth, older adults and new immigrants thrive
3. Completing our communities
4. Cultivating creative and innovative businesses
5. Living green

The final step in the Directions phase is to test the Strategic Pillars for Change with the community. The Our Future Mississauga Open House on June 24th, 2008 has been designed to do exactly that. The Open House will be conducted in two parts; one, presentations in the Council Chamber followed by the Open House in the Great Hall. Further details of the Open House can be found in the report dated May 5, 2008 titled “Our Future Mississauga – Community Engagement Update”.

The final phase of the initiative is the Plan phase. Details of this phase as well as further detail on the draft Strategic Plan can be found in the report dated May 28, 2008 titled “Draft Strategic Plan”.

The Our Future Mississauga initiative has been extensive, inclusive and transparent. It has provided benefits to both the community and the City of Mississauga; for example:

- Engagement and connection with almost 100,000 stakeholders, the largest public engagement initiative in Mississauga’s history.
- The collection of over 11,000 “big ideas” through puzzle pieces and the Visioning Symposium. These ideas have not only contributed to this phase of developing the Strategic Plan but they

will be valuable as the Implementation Plan is created later this year.

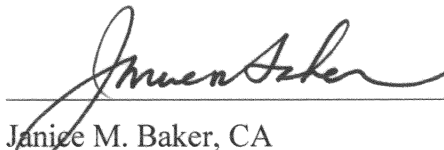
- Learning for staff about modern research methods that will be used for ongoing community engagement. Enriching and enhancing of multiple planning processes. Collaboration and sharing of information towards other significant studies such as the Arts and Culture Plan and the Official Plan.
- Furthering of Mississauga's reputation as a leader in public administration and community engagement.

FINANCIAL IMPACT: No financial impact.

CONCLUSION: The Our Future Mississauga initiative was the largest community engagement initiative in Mississauga's history. A wide variety of stakeholders from across the city engaged in a "conversation" about the future of the city. Ideas, suggestions and comments were collected through a variety of methods and distilled into the Drivers for Change. These Drivers informed the Strategic Pillars for change. These will be tested with the community to ensure the Strategic Plan that is developed for the city positions Mississauga as a city for the 21st century. Much has been accomplished and more is yet to come.

ATTACHMENTS:

- Appendix 1: Community Engagement and Directions Report
- Appendix 2: Correspondence from Shelley White and Brian Crombie, Co-chairs Mississauga Summit
- Appendix 3: Community Advisory Group Members
- Appendix 4: Correspondence from Shelley White, CEO United Way Peel and Community Advisory Group member



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

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

7g

General Committee

JUN 11 2008

Appendix 2



May 29, 2008

Mayor Hazel McCallion
and Members of Council
City of Mississauga
300 City Centre Drive
Mississauga, Ont.
L5B 3C1

Dear Mayor McCallion and Members of Council,

It is our pleasure to congratulate the City of Mississauga on the development of the Mississauga Strategic Plan Framework. It is an exciting plan that captures our vision for our city. Its balanced and progressive approach recognizes the both the importance of investing in economic development, infrastructure, human capital and the environment, as well as the interconnectedness that is inherent between these elements, to create a community that values sustainability and quality of life.

The principle themes that were identified at the Mississauga Summit included expansion of transit, the integration of immigrants, stewarding our environment, creating neighbourhoods, cultivating arts and culture, creating a vibrant downtown, generating business innovation and economic clusters, investing in human capital, developing our waterfront, rivers and parks, and expanding post secondary opportunities in our community. It is encouraging to see many of these priorities identified in the plan. Our common vision will serve as a catalyst for common solutions.

The Mississauga Summit looks forward to supporting you, members of council and staff, where appropriate, to realize the vision and goals that the Mississauga Strategic Plan Framework has established. It will be exciting to be part of the transformation that will make Mississauga one of the best cities in Canada and globally to live, learn, work, and play.

Sincerely,

A handwritten signature in black ink, appearing to read "Brian Crombie".

Brian Crombie
Co-Chair
Mississauga Summit

A handwritten signature in black ink, appearing to read "Shelley White".

Shelley White
Co-Chair
Mississauga Summit

Cc: Janice Baker, CAO, City of Mississauga
Bruce Carr, Director, Strategic Planning & Business Services

JUN 11 2008

Community Advisory Group	
Husain Aboghodieh	Graduate, University of Toronto
Sarah Balkissoon	Canadian Hindu Arts & Cultural Society
Glenn Barnes	Ontario Coordinator, Tetra Society of North America
Helene Burrowes	Co-Chair, Malton Community Festival
W.J. (Bill) Checkley	Vice President & General Manager , Pitney Bowes Management Services Canada Inc.
Audrey Chiang	Chair, Mississauga Board of Chinese Professionals & Businesses
Robert Freeman	Curator, Mississauga Art Gallery
Frank Giannone	President, Fram Building Group
Kathy Hay	Executive Director of Advancement, University of Toronto at Mississauga
Nance MacDonald	General Manager, Square One Shopping Centre
Mike Puddister	Director Restoration & Stewardship, Credit Valley Conservation Authority
Sameer Mian	Chairperson, Mayors Youth Advisory Committee
Kees Schipper	Citizen
Boyd Upper	Whiteoaks Lorne Park Community Association
Shelley White	CEO, United Way of Peel Region
Suzanne Robinson	Director, Mental Health Promotions, Canadian Mental Health Association



United Way
of Peel Region

Serving Mississauga, Brampton and Caledon

General Committee

JUN 11 2008

Appendix 4

May 29, 2008

Mayor Hazel McCallion
and Members of Council
City of Mississauga
300 City Centre Drive
Mississauga, Ont.
L5B 3C1

Dear Mayor McCallion and Members of Council:

It is my pleasure to congratulate the City of Mississauga on creating an excellent Strategic Plan Framework. I had an excellent experience working with City of Mississauga staff and consultants on the Our Future Mississauga project as a member of the Community Advisory Group.

The outcome of the Strategic Plan Framework is impressive. It is an exciting, intelligent and visionary plan that will continue to position the City of Mississauga as a great place to live, work, learn and play. The Pillars for Change and goals that support their achievement build on Mississauga's assets, as well as address the challenges within our community's changing demographics as well as the environmental, human service, and economic realities. It is a fully balanced plan. It recognizes that the City of Mississauga must invest in economic development, human capital, infrastructure and the environment, to achieve the quality of life, sustainability and build the resilient community we all want to experience.

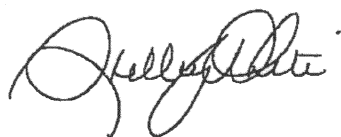
I commend the staff and consultants for the thoughtful and creative process that was used to develop the plan. From beginning to end, the project inspired our vision of what our city can be, engaged us in conversations with experts and our neighbours, and committed us to action. I heard from several people at the Speaker Series events how much they enjoyed hearing the excellent speakers and appreciated having the opportunity to ask questions. United Way of Peel Region and the Mississauga Summit would like to continue to work with the City of Mississauga to continue the Speaker Series as a way to educate and engage our residents, businesses and community leaders in important issues.

7j

I look forward to working with the City of Mississauga to support the implementation of the new strategic plan. The Pillars of Change that are focused on ensuring youth, older adults and new immigrants thrive, completing our neighbourhoods and cultivating creative and innovative businesses are perfectly aligned with United Way's priorities. The vision for these four Pillars are aligned with the recommendations that were brought forward in the Mississauga Summit.

It is very encouraging to see the interconnectedness in the priorities between our organizations. I am confident that this alignment will leverage the vision that we all share.

Sincerely,

A handwritten signature in black ink, appearing to read 'Shelley White'.

Shelley White
Chief Executive Officer, United Way of Peel Region
Our Future Mississauga Community Advisory Group member
Co-Chair, Mississauga Summit and
Proud Mississauga resident

Cc: Janice Baker, CAO, City of Mississauga
Bruce Carr, Director, Strategic Planning & Business Services