



Mississauga Economic Development Strategy 2020-2025

City of Mississauga

November 2019



MISSISSAUGA

HATCH

Acknowledgments

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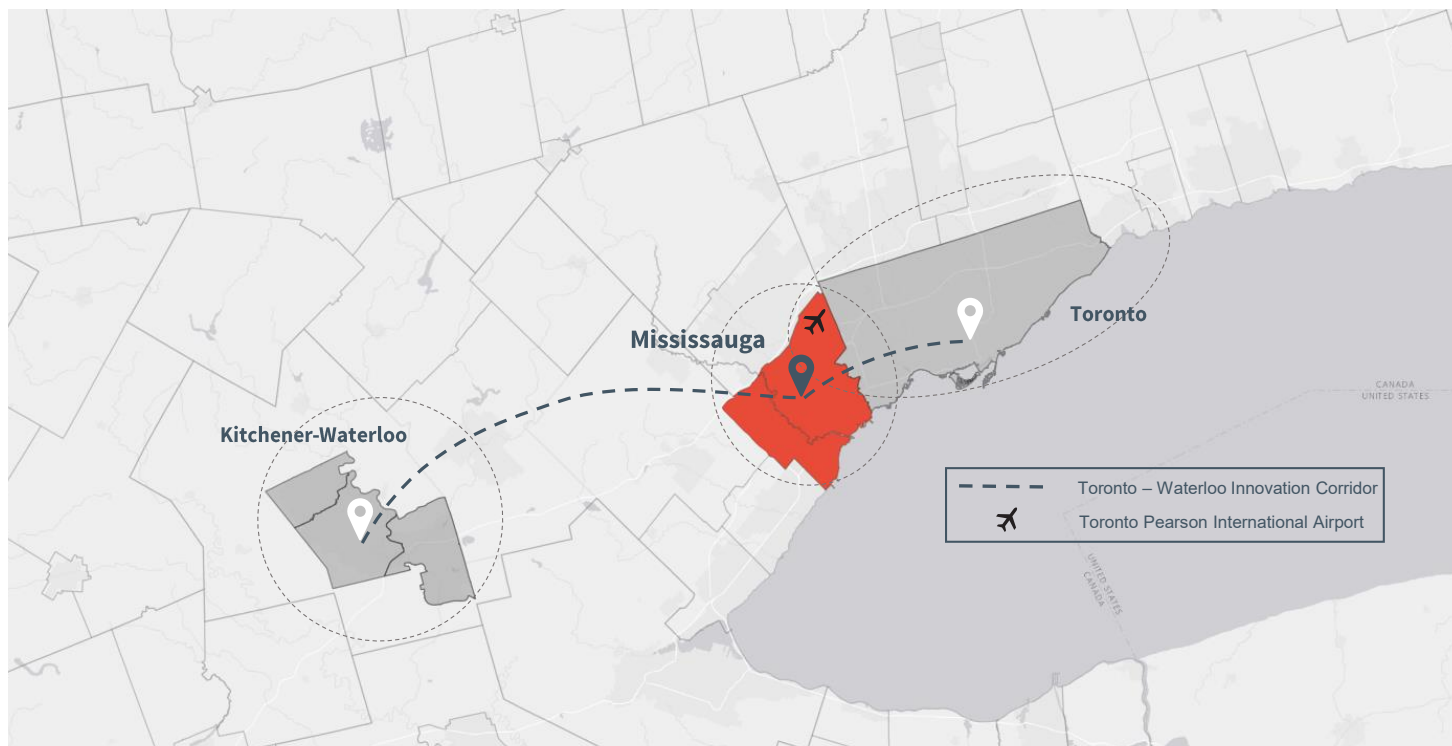
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A Vision for Mississauga

Mississauga will secure balanced growth by:

- supporting globally minded businesses
- developing distinctive places
- and delivering durable infrastructure

In its next phase of growth, the city will:

- strengthen its role in the Greater Toronto economy
- inspire businesses to innovate
- and build a resilient talent pool which can adapt to change

Mississauga has successfully grown over recent decades and has clear scope to further expand its economic contribution to the Greater Toronto economy. Mississauga has substantial assets which will be harnessed to drive the next generation of economic growth and prosperity.

We are part of one of the world's fastest growing major city economies and have one of the best-connected international airports on our doorstep. We have a huge talent pool which is highly skilled and extremely diverse, with strong connections to global markets and opportunities.

Mississauga generates \$55 billion per annum of economic output.
That is \$77k per person,
against \$56k for the province.

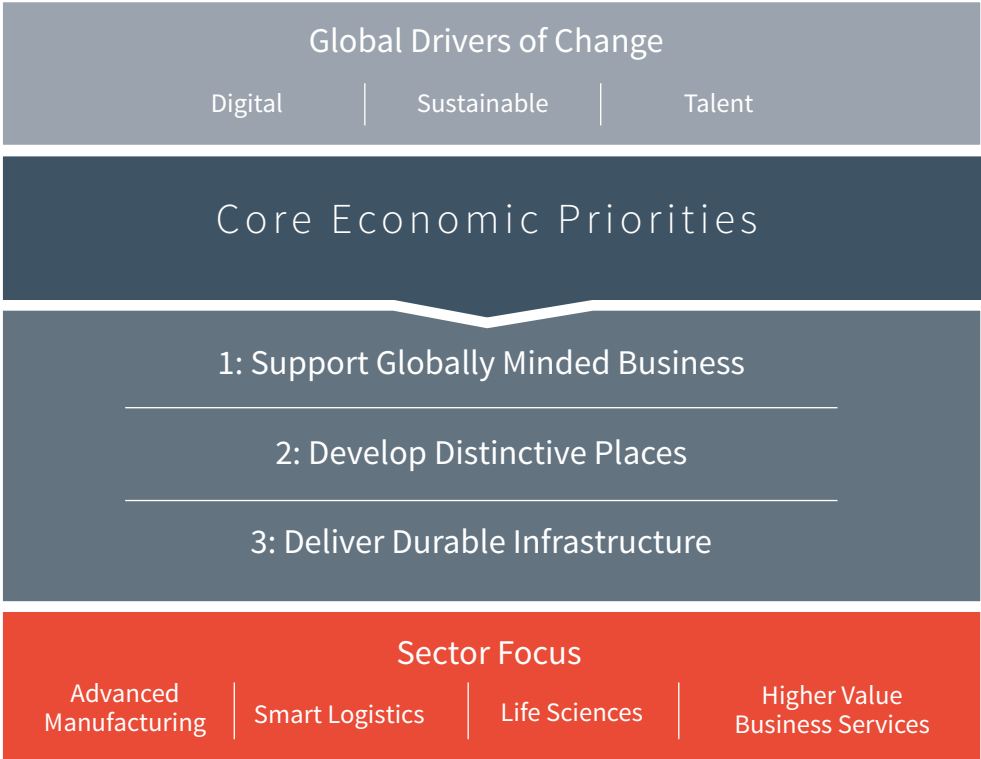
We are home to a thriving business base with a significant number of international and Fortune 500 companies operating in sectors with significant growth potential. Our small and medium sized businesses also generate vital jobs and are the bedrock of our economy. Mississauga

Mississauga has the opportunity to grow by nurturing more new start-ups, embedding innovation in its companies, and attracting investment for its established larger businesses and its smaller enterprises. We will work with our residents, workforce and businesses to ensure we maintain our competitive edge and continually refresh our offer.

We are not complacent and do recognize the challenges we face. Mississauga cannot continue to grow on a business as usual trajectory. We are running out of land and in many places our infrastructure is operating at capacity. We know that there are global challenges coming our way and we need to capitalize on key drivers of change (digital disruption, environmental pressures and the competitive search for talent). Mississauga is well-placed to rise to these challenges, but we will need to upgrade our infrastructure and create more attractive places for people to live and work in if we are to succeed. The city's growth focus needs to shift from developing land and drawing in new businesses to making best use of the assets we have and encouraging greater levels of innovation and entrepreneurship among our existing businesses. We have the talent and ambition to make this happen.

The Economic Development Strategy for 2020-2025 sets out the city’s priorities for growth. The City of Mississauga has developed this strategy with stakeholders in the business, education and wider community. The city will work with partners and investors to secure investment, deliver change and animate action. Partnership and collaboration will be at the heart of this collective approach. Our strategy also reflects the city’s commitment to deliver against globally important priorities. For example, we have orientated our ambitions around a more inclusive and sustainable economic development agenda that more closely aligns with the United Nations’ global Sustainable Development Goals.

The Mississauga Economic Development Strategy 2020-2025: Our Priorities



Global Drivers of Change Impacting on Mississauga

All cities around the world face a common set of global challenges which will shape opportunities for sustainable growth and the solutions they can deploy. Mississauga will embrace these challenges and our strategic plans will capitalize on the opportunities they will create.



Digital



Sustainable



Talent

Driver 1: Exploiting Digital Technology Solutions

The global economy is deeply immersed in the fourth industrial revolution, driven by the latest wave of digital technologies which are permeating into every aspect of our lives. The profound changes taking place will continue into the foreseeable future as escalating processing power unlocks new possibilities and stimulates a new generation of products and services which could transform the business landscape and peoples' lives. The Mississauga economy already has a flourishing business base that is well-placed to capitalize on opportunities driven by:

- **Big Open Data:** new sources of data that are increasingly being collected and accessed in real time, allowing businesses and communities to make better informed decisions about the choices they face. Big open data will allow businesses to operate more efficiently, allow organizations to deliver more targeted and tailored services to clients, and help transform the choices people make in their everyday lives.
- **Artificial Intelligence:** new digital processing power that increasingly allows computers to emulate human judgement and behaviour, which are reshaping patterns of employment and business processes right across the economy. New solutions and opportunities are emerging for agile and innovative businesses and talent.

- **Automation:** emerging digital technologies are transforming how we engage with the physical world at work and in our leisure time. Machines are disrupting established employment and business models. They pose a threat to established practices for our businesses, and at the same time present fresh opportunities for entrepreneurs.



Driver 2: Innovating for Sustainable Solutions

It is becoming commonplace in Canada, and across the world, to embrace a wider appreciation of what economic progress and success look like. Increasingly, we need to look at the impact we are having on the world's resources, habitats and environment. The life chances of local people and businesses are a clear indicator of underlying economic resilience. Expectations for the places in which people live, work and play are being shaped by:

- **Resource Management:** economic development has driven a massive upsurge in demand for raw materials and put pressure on our shared resources. The next generation of economic growth must be underpinned by a clearer commitment to better use scarce assets in order to avert a climate catastrophe and ensure sustainable ways of living. Businesses and places which act first will secure advantage by generating new sustainable products and services.
- **Public Space:** forward looking cities are increasingly aware of the importance of local surroundings on the welfare of the people who live and work there. Successful places provide opportunities for more sustainable active leisure and engagement among friends, family and neighbours. Local people and visitors underpin economic change and increasingly expect to be able to live and work in attractive places. Businesses too are increasingly drawn to compelling places where they can attract talent and establish long-term roots.
- **Value Shift:** progressive businesses and organizations are increasingly focused on leaving a positive lasting legacy. Leaders recognize they have a responsible stewardship role and are motivated to secure change that reduces long-term environmental harm, creates durable assets and stimulates positive inter-generational progress. Successful places and businesses increasingly adopt a rounded view of success which goes beyond simple economic measures to embrace well-being and equity over a longer-term horizon.



Driver 3: The Competition for Talent

The world is increasingly mobile and digital technologies increasingly allow us to live and work wherever we choose. Economic growth is becoming rapidly dependent upon the knowledge and skills of its workforce. Successful places and businesses need to compete harder to attract and retain the talent to sustain their growth, animate the next generation of agile change and ensure they remain affordable for people across the earnings scale. The competition for talent has four factors:

- **Knowledge:** the economy relies increasingly on people with the right balance of technical and softer skills. The education system is under pressure to ensure people have an appropriate mix of technical and creative skills as they emerge into the workforce and businesses need to invest in securing, refreshing and retaining the essential know-how needed in knowledge intensive, innovation focused workplaces of the future.
- **Movement:** the competition for talent means that people have an increasing array of choices about where to live and work. Whilst the workforce is more mobile, individuals and companies are more discerning when it comes to meeting and collaborating. Successful places
- have to provide an affordable mix of housing, services, cultures and lifestyles in order to attract and retain residents and businesses.
- **Aging:** developed economies like Canada have an aging workforce and population. This drives demand for businesses to create new opportunities which extend working lives and harness the accumulated wisdom of older workers at risk of leaving the labour market. A next generation workforce needs to be better equipped with technical skills to maintain business processes and have the chance to engage in life-long learning to ensure their skills stay relevant over the course of their working lives.
- **Culture:** successful places and businesses harness the talent and reflect the true diversity of all their people. Success goes beyond simple economics and reflects the need for people to have a sense of belonging to the places in which they live and work. This puts a real emphasis on cities and businesses to make assertive steps to ensure they have an inclusive sense of identity which holds people together.



Our Focus on Place & Sectors

As Mississauga responds to the global drivers of change, the city must target its efforts on the places where growth can make the greatest contribution to our overall strategic ambitions and on those business sectors which have the long-term potential to safeguard our competitiveness.

Place Focus

Mississauga is historically an amalgam of different townships that have grown into distinct character areas with different functions, many of which align with the municipality's approach to city management. This includes the Downtown, Major and Community Nodes, Corporate Centres, Employment Areas, Neighbourhoods and Special Purpose Areas. Each of the city's distinct character areas has a unique set of assets and functions that jointly create the economic geography for the next wave of the city's economic growth.

Mississauga will continue to capture economic growth opportunities for the benefit of the whole city but will prioritize its focus around those places with greatest scope to support the three strategic priorities at the heart of the Economic Development Strategy. These are best reflected by being grouped into the following areas:

- **Economic Growth Centres:** places with the greatest potential to drive forward the next phase of Mississauga's economic growth and which require a collaborative strategic approach that draws on the insight, investment and energy of all the city's departments, organizations and businesses.
- **Knowledge Intensive Districts:** smaller locations outside the growth centres but which have scope to accommodate more employment and new business activity in our priority sectors.
- A set of critical **Economic Connections:** transportation links across the city that are vital for interconnectivity, travel and distribution of people and goods.

Economic Growth Centres

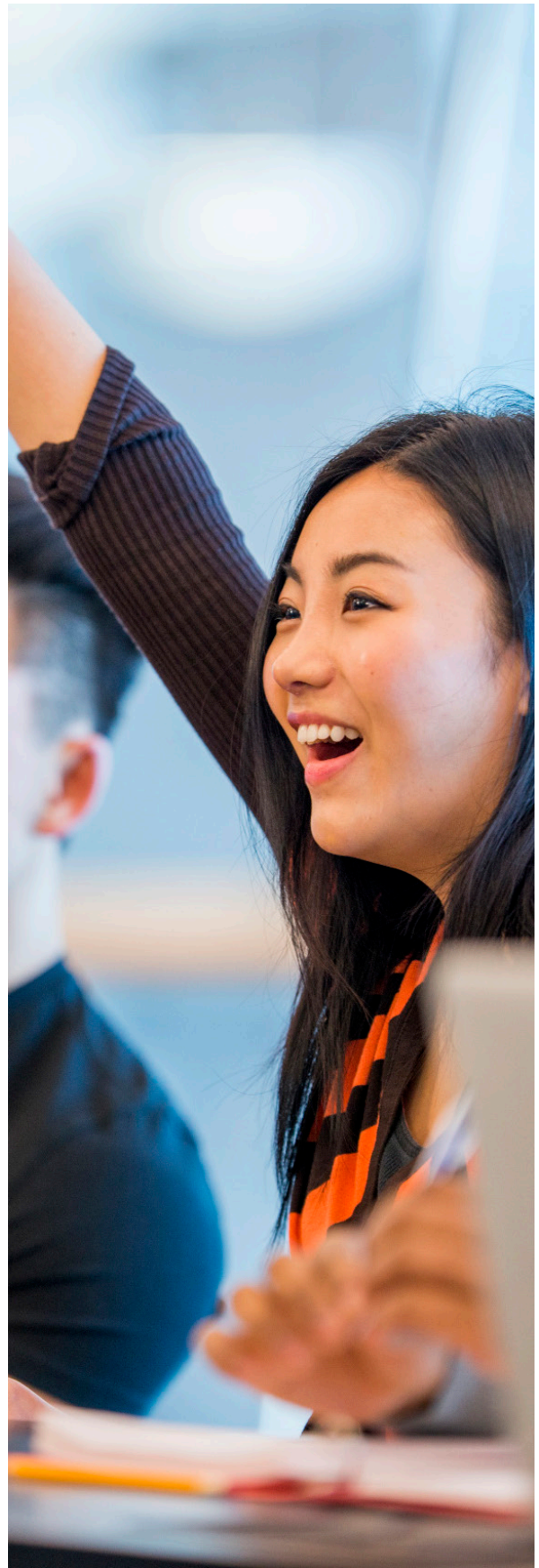
Mississauga has three distinct economic growth centres, which each have clear potential to accommodate economic growth to benefit all of the city, and in a way that shapes Mississauga's offer right across the Greater Toronto Area. The future economic growth of these centres requires a long-term, strategic and comprehensive approach which looks at all the factors driving their performance and develops a clear plan for balanced growth to harness their full potential. These economic growth centres are:

- **Pearson 401 Aerotropolis:** a large commercial area expanding beyond the boundary of Mississauga along the 401 corridor, which serves the whole GTA and has real potential to become a globally significant economic hub underpinned by growth in logistics, life sciences and advanced manufacturing sectors. The airport is also a critical meeting point for business travellers and tourists, and a gateway for new immigrants coming to Canada, with plans to build a major transit hub that will improve connectivity to the airport and across the West GTA region. The city must work with the Greater Toronto Airport Authority and neighbouring municipalities to align strategic growth priorities and unlock the private and public investment needed. **Aim:** Ensure long-term airport related development is properly aligned around a growth plan that harnesses the full potential of the airport's connectivity.

- **Downtown:** the Mississauga downtown area has all the elements of a conventional city core - civic buildings, cultural facilities, Sheridan College, a transit interchange and a retail heart. The current centre of Mississauga has recently had an injection of high-density residential development, but the area lacks a thriving office market and other leisure destinations that would bring a steady flow of people onto the streets. The city will prioritize investments that bring people and employment to the Downtown and help capitalize on the Hurontario Light Rail Transit (LRT) investment in the pipeline. **Aim:** Foster a thriving Downtown with commercial, cultural and civic functions at its heart.
- **Port Credit:** along the lakeshore, large residential developments with retail/leisure elements are in the pipeline at Lakeview Village and Port Credit West. Nestled in between is the traditional centre of Port Credit which has a vibrant night time economy right beside leisure trails along the lake and offers good access to downtown Toronto via the GO Train station. In the coming years, Port Credit will be connected to the Downtown area via the LRT. **Aim:** Draw more people in to live, work and spend time and money in Port Credit by maintaining its accessibility, reducing traffic through its heart, offering affordable housing, securing low-cost start-up workspace, supporting more independent outlets and hosting cultural activities.

Knowledge Intensive Districts

In addition to the three Growth Centres, Mississauga will also channel economic growth opportunities to its Knowledge Intensive Districts. These are locations that have attracted significant core employment growth¹ and/or significant research and development activity which can play an important role in securing our strategic ambitions. They are already home to important businesses, research facilities and knowledge-based activities that the city needs to consolidate and build upon. Outside our Growth Centres, there are two already recognized Knowledge Intensive Districts in the city - Meadowvale and Sheridan Science Park. A third location, the University of Toronto Mississauga Campus, will also be prioritized. Each of these Districts has growth opportunities for spin-out, scale-up and inward investment, but each of them requires better connections to transit, more walkable public realm and a wider set of local amenities if they are to fulfil their growth potential. **Aim:** Promote these destinations more assertively and work closely with the university, developers and business park operators to ensure a joined-up and collaborative approach to economic growth.



¹ "Planning the next GGH" Pamela Blais, Metropole Consultants, and The Neptis Foundation. November 30, 2018

Corridor Connections

To unlock the full potential of our Economic Growth Centres and Knowledge Intensive Districts, Mississauga needs to continuously strengthen its travel connections to ensure local residents, workers and visitors can sustainably connect to future economic opportunities. The city's strategic priority will be on developing a transit-focused network that can sustain Mississauga's growth ambitions. The key corridor connections critical to the city's further sustainable growth are:

- **GO Network:** continuously extending the frequency, efficiency and reach of bus and rail connections across the city and into downtown Toronto to allow businesses to draw on a larger and more flexible pool of labour.
- **Dundas Connects:** a key route passing across the city which is central to securing a more integrated network that better connects the places where people work, live and relax.
- **Lakeshore Connecting Communities:** the Lakeshore Corridor, as defined by the Lakeshore Road Transportation Master Plan and Implementation Strategy, is 13km long east-west, and includes Lakeshore Road between Southdown Road and the east City limit and Royal Windsor Drive between the west City limit and Southdown Road. The corridor is a vital arterial route which intersects other important transit routes, including the Hurontario Spine.
- **Hurontario Spine:** as the LRT establishes this important north-south link from Port Credit up through and extending to Downtown, the opportunities which it unlocks need to be carefully coordinated to ensure an appropriate balance between residential and commercial development and the creation of more walkable, human scale development along the route.
- **401/403/407/QEW Highways:** these major road arteries through the city are already running at close to capacity and risk becoming a drag on growth unless steps are taken to encourage more transit development closer to where people live and work. We need to focus efforts on using technology to increase ride sharing, reduce peak flows and cut the number of single occupant car journeys.
- **Airport Connections:** better connections linking the airport and its planned Transit Hub through to Port Credit and the Downtown area are vital if Mississauga is to fully capitalize on the international gateway opportunities tied up in the aerotropolis project that sits on its doorstep.

Mississauga's economic place priorities provide a broad guide to where each of the opportunities and challenges are located and help demonstrate how Mississauga can develop a stronger sense of its localities and secure more effective economic growth across the city. The broad functional economic areas that make up our city need to be further refined around the city's planning and service delivery frameworks to ensure alignment and concentrate development ambitions around these priority areas. This will allow the city to use the appropriate policies in each location.



Sector Focus

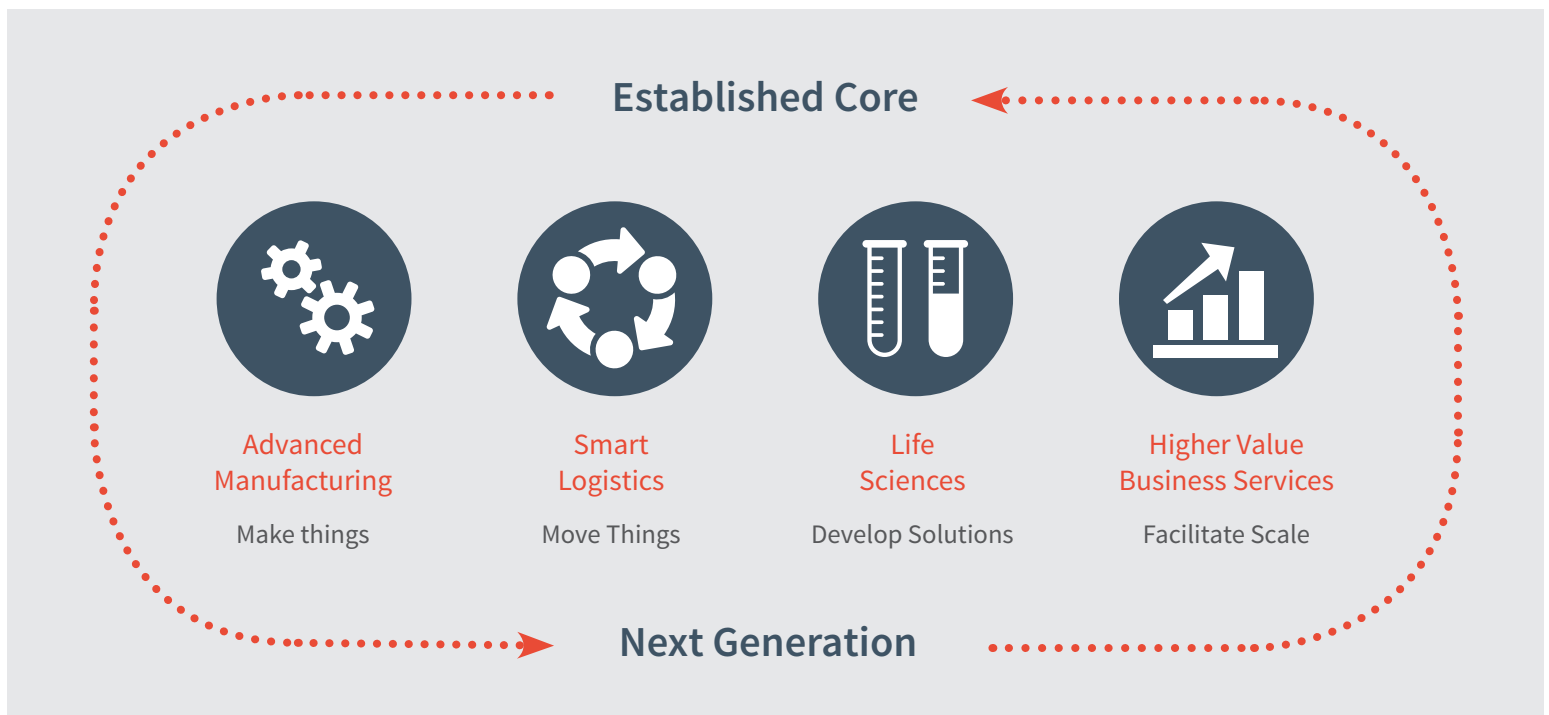
Mississauga has a diverse business base and will continue to support all businesses with growth prospects. We will focus most effort on our globally-minded businesses which:

- **trade internationally**
- **recruit people from other countries**
- **or which address one of the three global challenges (digital, environmental, talent).**

Mississauga needs to continue to attract new businesses in established and emerging sectors, however the thrust of our strategic economic development efforts will increasingly focus on encouraging innovation and entrepreneurship from within:

- **those elements of the economy on which we already rely most for jobs and economic output and**
- **those growing sectors with further growth prospects going forward.**

This points to four broad sector groupings as the focus for strategic growth.





Advanced Manufacturing

Despite global competitive pressures from lower cost countries, Mississauga continues to have a strong base of manufacturing businesses which sustain a significant number of local jobs. It is home to a set of globally minded companies which trade internationally, compete on the basis of their knowledge assets, embrace technology, are focused on cleaner-tech solutions and which have a bright future in global markets. Mississauga will nurture its existing base and secure a growing competitive advantage among a new generation of advanced manufacturing businesses.

Prominent Sub Sectors

- Aerospace
- Automotive
- Food & Beverage
- Cleantech



Smart Logistics

Movement and storage of goods has traditionally been a lower value sector which consumes significant land in patterns of low-density employment. But industry is rapidly changing and globally minded businesses are emerging from within Mississauga's logistics sector, increasingly relying on digital technology to trace, manage and move goods. Logistics businesses also face new opportunities to embrace more efficient and lower carbon modes of transport powered by electricity and which rely on autonomous route planning. The city will focus on being a strong location for smart logistics to ensure its established base stays competitive and a new generation of enterprises emerges at the cutting edge of sector practice.

Prominent Sub Sectors

- Transportation
- Distribution & Delivery
- Warehousing & Storage



Life Sciences

Despite growing competitive challenges, the city is committed to supporting its existing base of life sciences firms and securing a new generation of complementary businesses which will strengthen its status as Canada's second largest life sciences sector. The industry has significant global growth potential which relies heavily on creating the right sort of business environment and attracting the talent to generate new solutions and sustain new business models. The city will maintain its focus on supporting commercialization in BioPharma and Rare Disease, Diagnostics and Molecular Genetics, Medical Devices and Digital Health to secure its competitive position and identify the next generation of life science businesses in areas such as Informatics.

Prominent Sub Sectors

- Pharmaceuticals
- Biotechnology
- Diagnostics
- Medical Devices
- Digital Health



Higher Value Business Services

Mississauga and the wider Toronto economy has a recognized base of information technology and financial services businesses which provide essential support to a wide range of sectors around the globe. Mississauga is also home to a large concentration of corporate head offices. The city will continue to support its existing base and help secure a new generation of globally minded companies that use digital technology to provide new solutions, such as fintech and media production, and which rely on global talent to maintain their competitive innovation edge.

Prominent Sub Sectors

- Finance & Insurance
- Business Technology
- Financial Technology
- Business, Management, Scientific & Technical Support Services

The four sector priorities will guide the city's investment and focus. The city will continue to support businesses outside these sectors, particularly in fast emerging areas and where there is a wider crossover contribution to the city's strategic priorities, for example around the cultural sector which has an important role to play in building a stronger identity for Mississauga and stimulating a wider set of community benefits.

The Mississauga Economic Development Framework is built around the three global drivers of change, our critical places and essential sectors. Our strategy has three priorities:

- **Priority 1: Support Globally Minded Business**
- **Priority 2: Develop Distinctive Places**
- **Priority 3: Deliver Durable Infrastructure**

Each Priority contains a set of Strategic Themes and a series of proposed Actions which the city will take forward to deliver change. The Themes and their rationale are set out below with a selection of associated Priority Actions. A fuller overview of all the Actions can be found in the accompanying Economic Development Strategy Action Plan.

Mississauga's Economic Priorities

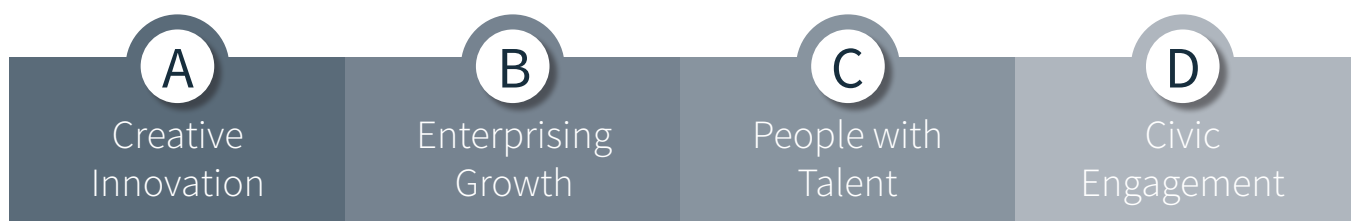
Priority 1: Support Globally Minded Business

Mississauga will maintain its established base of businesses and aim to secure the next generation of growth from its existing sector strengths. The city has a strong track record of growth from which to build and adapt. We will prioritize support for our four established sectors and work with their leaders to understand how best to draw out the enterprise opportunities and innovation potential among our businesses and institutions to ensure they successfully respond to the global drivers of change. The city will adopt a rounded approach to driving competitiveness which complements the focus on places and infrastructure.

The Evidence

- Mississauga is home to nearly 95,000 businesses, ranging from small and medium-sized businesses to global multinationals. There are over 1,400 multinational corporations and 75 Fortune 500 companies and many small businesses providing a strong source of employment in the area. Mississauga generated \$55bn of economic output in 2015, nearly 10% of Ontario's total, and local productivity is \$77k per capita, compared to \$56k for the province.
- The city has an established core of sectors with a significant and growing economic footprint. Established activity is strongest within manufacturing, logistics, life sciences, financial and business services, Mississauga has double the Canadian level of specialization in some of these sub-sectors. The next generation of priority sectors will be heavily reliant on securing globally excellent knowledge and skills among their employees.
- The labour market is highly qualified and diverse – 70% of the working age population have a postsecondary certificate, diploma or degree and a similar proportion of immigrants were granted permission to work in Canada because their skills help address national labour market needs. But Mississauga's stagnating workforce and aging population could still impact on businesses' ability to replace retiring skilled staff with young talent.
- Mississauga is ranked second lowest across Canada's major urban centres for creating start-up businesses and has the third lowest rate of scaling companies (i.e. firms with over \$10M of capital) of its rivals. Firms in Mississauga also lag competitor cities in Canada in securing major public funds for innovation, commercialization and talent.

Our Support for Globally Minded Businesses distils into four Strategic Themes:



A Creative Innovation

Mississauga will harness the significant innovation potential within its priority sectors and its research institutions to drive up the city's competitiveness.

Our focus will be on:

- Driving up investment (government and private) in formal R&D within our established base of businesses and research institutions.
- Facilitating innovation focused start-ups and spin-out businesses from large companies and universities.
- Ensuring effective workspaces to enable creative innovation to take root across the city.
- Developing a strong innovation reputation for the city through a network of innovation leaders.

Rationale:

- Canada invests less in R&D than its international rivals.¹
- Canada generates fewer patents than competitor countries like Sweden and Korea.²
- Mississauga firms lag competitor cities in Canada in securing major public funds for innovation, commercialization and talent.

Priority Actions

- **Innovation Hubs Program:** ensure a network of workspaces across the city offering attractive and affordable places for innovation start-ups and scale-up businesses to establish themselves and grow. The innovation hubs should offer easy access to other entrepreneurs and the support businesses need to realize their potential. The hubs program should better coordinate existing facilities such as RICs, Edge and ICube and work with developers and operators to bring forward new facilities in all parts of the city.
- **Applied Research Hubs:** support University Toronto Mississauga, Sheridan College and big business to establish new facilities to drive R&D around the University Toronto Mississauga campus, Sheridan Research Park, Downtown and Port Credit. Work should be undertaken to bring potential entrepreneurs together through networking opportunities and peer support to stimulate collaboration and provide inspiring learning sessions to cultivate demand for new research hubs. The city should stimulate demand and encourage partners to better understand the requirements of emerging entrepreneurs.
- **Scale Up Network:** establish a membership organization for entrepreneurs to offer peer support, networking opportunities to stimulate collaboration and inspiring learning sessions to help entrepreneurs to boost their ambition and confidence. The network would help champion Mississauga's start-up and innovation credentials, contribute to a stronger level of interest in entrepreneurship and provide ready access points to investors, collaborators and suppliers who want to meet businesses with scale-up potential.
- **Civic Engagement:** engage local businesses in helping the city solve critical economic, social and technological issues through a series of competitive challenge/hackathon type events where businesses, researchers, students and entrepreneurs are invited to come up with novel solutions that help the city perform better and which could generate a future business. Corporate sponsorship should be sought to facilitate the events and offer small amounts of seed / start up prize funding for ideas with merit and the city should provide piloting opportunities to test ideas in the local environment, grow the green economy and help deliver the city's Climate Change Master Plan.

1 <https://data.oecd.org/rd/gross-domestic-spending-on-r-d.htm#indicator-chart>

2 <https://data.oecd.org/rd/triadic-patent-families.htm#indicator-chart>

3 Innovation & Entrepreneurship Study 2019

B Enterprising Growth

Mississauga will rejuvenate its business base by boosting start-up and scale-up performance.

Our focus will be on:

- Developing a stronger reputation for Mississauga as a base for business start-ups.
- Attracting more investment (public and private) to support the acceleration of scale-up growth.
- Ensuring a vibrant workspace scene offering affordable, attractive landing spots in each of our priority places.
- Offer expert support and insight to help more start-ups transition into successful scale-ups.

Rationale;

- Mississauga is ranked second lowest across Canada's major urban centres for creating start-up businesses⁵.
- Mississauga has the third lowest rate of scaling companies (i.e. firms with over \$10M of capital) of its rivals.

Priority Actions

- **Mississauga Boost:** a reimagined Mississauga Business Enterprise Centre (MBEC) transitioning to be a proactive hub where entrepreneurs, innovators and small businesses can access support and advice, in a refreshed and dynamic space. The newly-branded offer would relocate to a more prominent and business friendly location alongside other agencies and businesses offering support to small businesses. It should offer front of house/promotional space to the major innovation facilities in the city and desk space for large businesses committed to supporting innovative start-ups through mentoring, collaboration or investment. It should look to become a central market-place where entrepreneurs can meet each other and where the city's reputation for enterprise and innovation can be anchored.
- **Angels and Mentors for Scale-Ups:** create an identifiable network of private sector angels and mentors to help local entrepreneurs with scale-up potential to develop rigorous business plans and navigate investment options. The network of volunteer angels and mentors should be drawn from the investor community and people with first-hand experience of setting up and scaling-up their own businesses. They should be encouraged to help nascent enterprises develop credible business plans and navigate their businesses towards scale-up, guiding their preparation and engagement with external investors along the way.
- **Accelerator Program:** an intensive 3-month support offer to local entrepreneurs to develop a business plan and present an investable proposition to investors. The Accelerator would, by invite only, offer on-site mentoring, business planning, marketing and technical support to entrepreneurs. Entry offers would be made to entrepreneurs following a Shark Tank/Dragons Den type competition. The competition would be open widely and include people outside Mississauga with an interest in launching their business in the city.

⁵ Mississauga Entrepreneurship and Innovation Study, 2019

C People with Talent

Mississauga will attract, develop and retain the talent its priority sector businesses need to drive and sustain their growth.

Our focus will be on:

- Producing a stronger flow of higher skills from our educational institutions.
- Responsive learning programs to match the ever-evolving requirements of employers.
- Novel learning methods to offer world-class modern teaching.
- Lifelong flexibility matching people's ongoing learning needs through the different stages of their working life.

Rationale:

- Mississauga faces a combined challenge of a stagnating workforce and an aging population which will impact on businesses' ability to replace retiring skilled staff with young talent.
- The city has a relatively strong talent pool and a very successful record in bringing in new talent from around the globe, but local unemployment continues to be high compared to neighbouring areas.
- The next generation of priority sectors will be heavily reliant on securing globally excellent knowledge and skills among their employees.

Priority Actions

- **Enhanced Work Opportunities Program:** initiate a more strategic approach to work-based opportunities for learners by targeting businesses in priority sectors to provide opportunities for students to better understand career opportunities in their sector and to better link college provision to business needs. A more strategic approach to student co-ops would see more students being encouraged to explore work in emerging careers and sectors, to develop their softer creative and communication skills in a work environment and to help young people develop better contacts with business leaders. The program would also help students develop their resumes and make more informed future learning choices, and would be underpinned by a commitment to learning and improvement to find out what works best for students and employers.
- **Future Skills Insight:** as the local economy evolves and diversifies in response to the global drivers of change, the city should work with Sheridan College and UTM to better understand the emerging skills needs of Mississauga's priority sectors. Work should be undertaken to develop an improved sense of the profile of emerging skills gaps as new technologies are adopted and older members of the workforce head towards retirement. The insights of business should be better harnessed alongside a regular program of foresighting and workforce mapping/planning for major sectors, to ensure learning programs offered locally remain relevant to employer requirements.
- **Next Gen Management and Leadership:** a program of learning, offered to mid-tier employees in existing companies across Mississauga, to prepare workers for the next career stage and ensure they have the skills and insight needed to become the next generation of local business leaders. The focus of learning should be on leadership to drive innovation and diversification responding to the global drivers of change. This initiative should aim to build on and bring together existing training/learning opportunities available at Sheridan and University of Toronto Mississauga, plus incorporate online modules delivered by institutions around the world. The program should create cohorts of future business leaders, nominated by their employers who would also be ambassadors for Mississauga's commitment to its economic ambitions.

D Civic Engagement

Mississauga will work closely with its established business base to harness their insights and boost their profile to help secure more investment into the city.

Our focus will be on:

- Local business leadership to generate a high-powered, shared public-private voice working for Mississauga.
- Investment promotion to better draw on the relationships and financial potential among the city's major employers.
- GTA engagement to confidently partner with and shape the shared growth agenda across neighbouring jurisdictions.

Rationale:

- Mississauga is home to over 1,400 multinational corporations and 75 Fortune 500 companies whose supply chain linkages, profile and investment potential could be better harnessed to help drive the next wave of growth in the city.
- Mississauga makes a substantial economic contribution to the Ontario and GTA economy and has above average levels of productivity.
- The city must work with neighbours to plan for infrastructure investment and create a shared plan for business and residential development.

Priority Actions

- **Specialist Sector Support and Councils :** building on the existing councils for Life Sciences and Advanced Manufacturing, the city should create counter-part councils for Smart Logistics and Higher Value Business Services. These councils should each bring a range of relevant business voices together to articulate priorities, identify shared challenges and initiate collaborative action. The focus of the councils should be on advising the city on investments and support needed to secure the next generation of growth in our four priority sectors. The councils should be business-led but animated by the EDO team in the city and tasked with mapping local businesses, establishing stronger networks across the sector, identifying local growth barriers, promoting the case for innovation and diversification in response to the global drivers of change and creating action plan ideas to better drive growth in their sector.
- **Confident Engagement:** senior city corporation staff should work together to agree how best to engage confidently with the business community, public sector agencies and neighbouring municipal partners as well as provincial and national government. The city needs to make its case confidently to partners so that it can build on the major contribution it already makes and demonstrate how it could deliver more for the GTA economy with the right long-term investment profile. A series of Actions are needed from the EDO to harness the influence of larger businesses based in Mississauga, engage with transit agencies, collaborate with neighbours and align priorities among local delivery partners such as University Toronto Mississauga, Sheridan College and Trillium Health Partners – Mississauga Hospital.



Priority 2: Develop Distinctive Places

Mississauga is historically an amalgam of different townships that have grown into distinct character areas. In that time, the global competition for talent has sharpened and businesses are now embracing a wider appreciation of place in their choices about where to locate. Mississauga has much to offer people and businesses, but it needs to continue to be attractive as it moves into the next phase of its growth. The city needs to respond to the rapid pace of global change and focus on making its existing places work better so they can sustain further growth.

The evidence

- Although 95% of residents rate their quality of life in Mississauga as excellent or good, the city lacks a clear identity around which to promote itself.
- The city has a series of character areas which together lack pulling power and do not help improve active lifestyles, streetscape viability or visitor perceptions.
- Many of our centres are dominated by cars and passing traffic; more than 4 in 5 trips are made by car and single occupant commuter car use is high.
- Although Mississauga has a large mid-range office market, the traditional downtown core does not provide ready access to work for the large local residential base, despite growing trends towards more central locations with flexible workspace solutions.
- The city also faces a growing housing affordability challenge which makes it difficult for new younger residents to establish themselves locally.
- Over half of Mississauga's residents were born outside Canada and the city has a great platform to celebrate and harness its cultural diversity to help further drive economic growth.

This requires the city to drive forward a program of place-based change focused on three Strategic Themes:



A Connected Working Places

Mississauga will ensure new and growing businesses can find appropriate and accessible workspace for each stage of their growth journey.

This will involve:

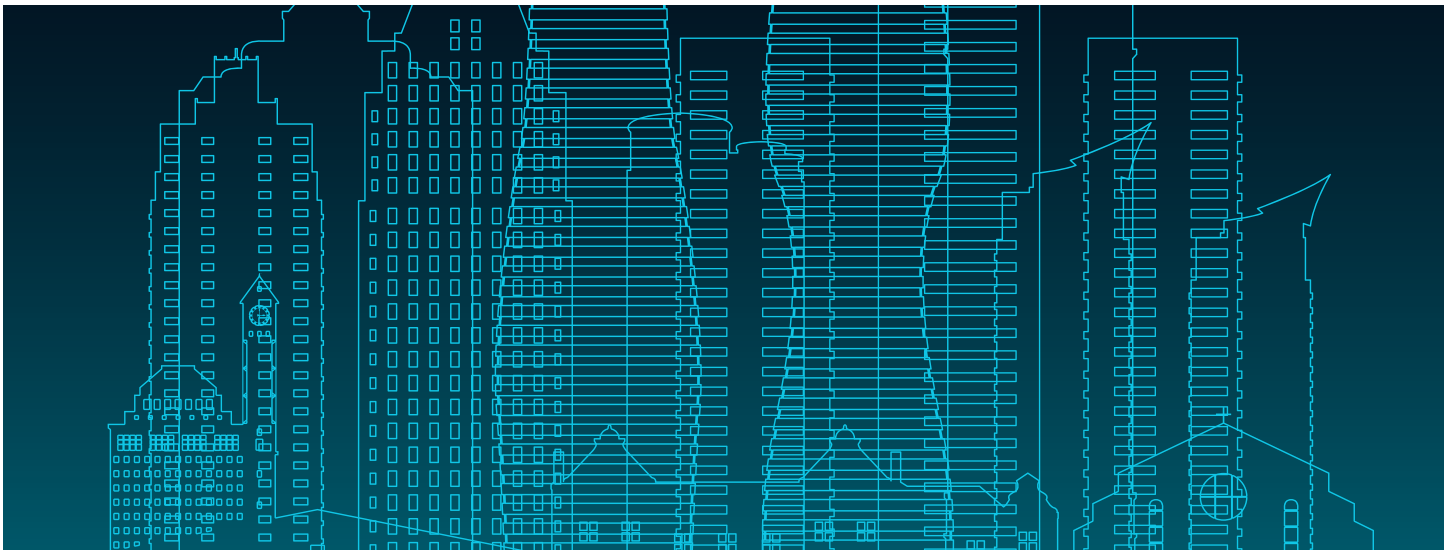
- Planning powers to guide relevant developments into appropriate destinations.
- Incentive schemes to draw in new developments to fill market gaps.
- Economic-led strategic planning to align land use policy with our long-term growth ambitions.

Rationale:

- Mississauga has grown rapidly around car dominated employment sites. The road network is running at capacity, limiting the city's scope to attract more in-commuters.
- The office market is increasingly moving towards central locations and flexible solutions which allow businesses to distribute teams connected by technology and reduce travel to hard-to-reach work places.

Priority Actions

- **Downtown Community Improvement Program:** continue to promote the Community Improvement Program for at least two more years, but review performance to adjust the approach to capitalise on the starting success it is now beginning to generate. Continue Downtown Community Improvement Plan for office uses and examine if any other areas would benefit from a similar program. Continue to advocate for Regional participation.
- **Retention Strategy:** examine land-use planning tools to encourage retention and improvement of office space in the Downtown. Opportunities to de-risk the costs of upgrading older office / marginal property (or converting other premises) into modern attractive workspace should be explored.
- **Boost Hotel Offer:** in line with its Tourism Masterplan, the city should engage with hotel developers to nurture a stronger flow of investment in new accommodation around the Lakeside, in the Downtown area and at Toronto Pearson Airport. Work is needed to ensure business and leisure visitors can find a range of attractive places to stay which complement residential areas, create new trade for businesses and align with emerging office developments. Levers such as the municipality's Accommodation Tax could be used to help accelerate development.



B People-Centred Spaces

Mississauga will implement planning and investment policies to create more shared public spaces for local residents and visitors to enjoy.

This will require a focus on:

- Investment in new leisure and culture facilities for local people and residents to interact with.
- Making our streets and squares more welcoming for walking to boost activity levels.
- Stronger program of cultural events to attract local people and visitors to public spaces.

Rationale:

- Mississauga has few focal points for people to enjoy shared spaces which impacts poorly on active lifestyles, streetscape viability and visitor perceptions.
- Mississauga is overly car dependent for access to work and leisure. Too few of our places are designed around people.
- Existing assets, such as the lakeshore, have significant potential to be reimagined with an increased role in activating visitor, cultural and leisure pursuits.

Priority Actions

- **Port Credit Creative Innovation District:** the city should commit to an innovation/culture masterplan for Port Credit to secure development investment which builds an identity for the creative arts, digital innovation, cultural economy and leisure activities. The area around Port Credit including the marina should prioritize investment in initiatives aimed at retaining and attracting young creative people with innovation and enterprise potential, and should include new low cost flexible workspace, performance spaces, and maker-labs as well as leisure opportunities. The lakeside location and transit connections make this a unique place asset which requires clear and agreed strategic parameters placed around its development.
- **Cultural Anchors:** the city should be ambitious about building new cultural facilities which can generate new visitors from outside Mississauga and boost its image across Canada. In line with the Mississauga Culture Master Plan, work is needed to explore the scope for year-round destinations which can better animate the Downtown in particular. Ideas include a People's Museum to recognize the history and culture of the First Nations, Inuit, Metis, other global Indigenous peoples; and immigrants in the story of what is now known as Canada and Mississauga, with accompanying food and events in the centre of Mississauga. Other avenues to explore should include a stronger art gallery offering, river/lakeshore revitalization and rapid action to build on the findings of the on-going Stadium scoping study.
- **Tactical Urbanism:** the city should extend the initial experiments undertaken in Summer 2019 to redirect traffic around public spaces in the Downtown area. The policy should move from piloting to more permanent and regular actions to reduce traffic, particularly in the city's strategic priority growth nodes in Downtown and Lakeside, and also look at other potentially high footfall locations for further piloting. For example, in the summer of 2020, the city should aim to experiment with single lane in traffic on Lakeshore Road (under the Lakeshore Connecting Communities Master Plan) through Port Credit to strengthen the night and day time economies and encourage more walking. This should be accompanied by a program of weekend events to draw in visitors and help drive trade for local business.

C Engaged Communities

Mississauga will work hard to develop a stronger identity for the city, based on its diverse community of residents.

Our focus will be on:

- Developing space for distinct home country-themed activities to celebrate our diversity.
- Events to bring the community into public spaces to engage people across our character areas.
- Neighbourhood consultations and engagement to harness local insights into our plans.

Rationale:

- Mississauga lacks a clear sense of identity which could hold back our growth aspirations as we promote the area to investors and potential in-movers.
- Mississauga has a highly international resident base with over half of local residents born overseas and many different languages spoken at home.
- Mississauga needs to continue attracting talent from around the country and the globe to sustain its workforce and drive the next phase of our growth.

Priority Actions

- **Welcome Offer:** the city should establish a service to help new arrivers to Mississauga to quickly engage with opportunities for work and life in the city. This should include sign-posting to English language learning, training and accreditation in Canadian professions, start-up advice for entrepreneurs and job search support to help speed up new arriver's integration into working life.
- **Corporate Activism:** a city-led program to get local companies to sponsor park clean up and maintenance and help improve the public realm across the city. This initiative should be used as a platform to better engage local businesses in the life of the city and encourage a stronger climate of commitment among leaders and workers across Mississauga to help it better develop community capacity.
- **Culture Program:** as the city takes control of programming at the Living Arts Centre and further develops its program for Celebration Square, opportunities to showcase the city and engage local businesses in the opportunities which arise from festivals should be seized and lessons for how the Downtown area can be brought more to life with more walking and exploration should be harnessed.

Priority 3: Deliver Durable Infrastructure

The economic expansion of Mississauga has out-grown the transport, digital and place infrastructure upon which our city relies. We have extended our use of land assets around our road network which is now operating at close to capacity and our transit systems need to continue being upgraded to accommodate the next wave of economic growth. New technology-driven solutions have also emerged which can be deployed to help increase the city’s productive capacity and ensure we play our part in tackling the global climate change challenge. We need substantial investment in our infrastructure to ensure we have a durable set of assets which can sustain our long-term growth and achieve our strategic ambitions.

The evidence

- Residents of Mississauga already highlight traffic, road congestion and inadequate public transit as problems in the city. Expected population and employment growth will increase travel to, from, and within the city. By 2041, Mississauga’s transportation system could have to accommodate an extra 254,000 trips per day, which would mean an extra 165,000 car trips on the road. To meet the city’s First Transportation Master Plan objective of a 50% sustainable mode split, more than 430,000 daily trips will need to switch from the car to transit or a more active mode of travel.
- Transport is a major source of greenhouse gas emissions in Mississauga, accounting for 32% of the city’s overall footprint and contributing to air pollutants. Traffic-related emissions in the Greater Toronto and Hamilton Area are estimated to be responsible for up to 1,000 premature deaths each year.
- Housing affordability is becoming more stark and housing choices for many households are being narrowed. More than a quarter of middle income households and 70% of all low income households in Mississauga now face affordability challenges. The city has an increasing proportion of residents living on a low income and more people are struggling with the essentials. This will affect businesses’ ability to attract and retain critical staff in lower and mid-range paying roles.
- Mississauga’s fixed and mobile connectivity compares well to national coverage. The city is an attractive commercial investment proposition for the fast-moving market in digital connectivity, yet Mississauga must work to accelerate gigabit capable connections ie full fibre and 5G to more commercial locations in order to remain competitive.
- Despite positive perceptions of good health, active lifestyles are a challenge and nearly a quarter of residents are obese, with a further 35% overweight. Only a quarter of residents are active during their leisure time and our built environment is not conducive to active lifestyles. We risk storing up real health problems that could adversely affect our economic growth prospects unless action is taken.

This requires the city to drive forward a program of durable infrastructure investments that will focus on three Strategic Themes:



A Transit Driven Growth

Mississauga will assertively pursue a massive increase in transit accessibility to ensure the next generation of our economic growth is fuelled by workers using accessible, sustainable, integrated and affordable public transport.

Our focus will be on:

- Securing investment to extend existing transit networks to drive major modal shift change.
- Implementing novel solutions to make better use of existing capacity (i.e. smart tech).
- Supporting transit-oriented development around stations to better embed investment and drive ridership.

Rationale:

- Expected job growth will generate extra commuter demand over coming years. The road network around the city is running at capacity and further expansion will likely induce more cars and further increase the city's carbon footprint.

Priority Actions

- Much of our transit related effort requires leadership from transit agencies supported with case making and advocacy from the city. The city has an identified list of high priority transit related actions that should be advanced over the coming years. These are all long-term and complex initiatives but each of them could unlock further growth for the Mississauga economy by opening up new sites and helping businesses access a wider pool of workers to fuel their growth.
 - **Pearson Transit Hub:** work with the Airport Authority to develop upgraded surface public transport access to the airport from Mississauga and other parts of the GTA.
 - **Higher Order Transit Oriented Development:** review of opportunities to anchor development at GO stations and LRT stops to deliver accessible employment and de-risk network extension.
 - **Kitchener-Malton GO Extension:** promote extension of GO to provide better transit connections along to the Kitchener Waterloo Innovation Corridor.
 - **Milton GO Two-way:** promote a rapid all-day service through to Milton from downtown Toronto and through the centre of Mississauga.
 - **Aerotropolis Masterplan:** work with GTAA and other municipalities to develop a land use vision and economic plan to deliver growth around the airport which capitalizes on the wider opportunity for transport, city building and sector competitiveness. The masterplan vision should align wider priorities for growth along an agreed aerotropolis corridor and also ensure that Pearson can extend its international air hub offer with good ground access by road and transit while securing growing air side capacity.

B Smart Digital Solutions

Mississauga will aim to harness investment in new smart solutions to deliver a sustainable, prosperous and inclusive future for its residents and businesses.

This will involve a focus on:

- Positioning Mississauga as a test bed for smart solutions to pressing urban challenges.
- Next Generation Digital Connectivity to ensure every home and workplace is connected to cutting edge services and global markets.
- Deploying Smart Grids Technologies for our future energy resilience and lowering of our carbon footprint.

Rationale:

- There has been a rapid escalation in demand for digital connectivity and our next generation of economic growth will be even more dependent on widespread access to reliable and affordable, fixed and mobile digital connectivity.
- New technologies to better manage traffic, offer customers higher quality services and better manage our use of scarce resources could improve efficiency in our economy, boost the resilience of our infrastructure and help better attract the latest wave of innovators to operate from our city.

Priority Actions

- **Urban Innovation Test Bed:** building on our SMRTCTY strategy, Mississauga should aim to position itself as North America's capital for urban innovation by offering the city test bed where new technological solutions to the global challenges facing cities (talent, digital technology and climate change) can be deployed for first mover advantage. This should explore piloting of new technologies such as autonomous vehicles, innovative local energy generation/storage and distribution, mass electrification of vehicle fleets for delivery and capitalizing on the city's nascent clean tech sector to reduce the city's carbon footprint.
- **Connected Spaces:** the city should ensure all places where people work operate as world class digital connectivity hotspots which give entrepreneurs and creatives ready access to people and tools which can open up new markets, stimulate collaborative innovation and help drive footfall for other local businesses. The city should work with telecoms operators to explore how it can use its own assets and leverage with workspace developers/operators to ensure Mississauga has comprehensive digital coverage (i.e. gigabit fibre/5G).
- **Lakeside Net-Zero Energy Showcase:** as the major investments arrive along the lakeshore in Mississauga, the city should engage with developers to promote and support zero carbon energy solutions for generation, storage and waste reduction/loss. The city should aim for these landmark developments to be test pilots for positive environmental change, proving the case for new ways of heating buildings, which could generate spin off growth opportunities for local business and be rolled out on new developments and retro fits across the city. This will capitalize on the city's emerging status as a clean-tech hub.

C Human Centred Development

Mississauga will place people at the centre of future physical development and explore opportunities to repurpose existing infrastructure for more people-oriented activities, further enabling a shift to sustainable and accessible transit modes.

Our focus will be on:

- Open spaces connected to nature to better harness our green and blue assets.
- Walkable spaces accessible by foot to encourage more active leisure.
- Bike access to boost cycling for pleasure and commuting.

Rationale:

- Physical activity levels in Mississauga point to a growing health and obesity challenge which will impact on the competitiveness of our economy and labour force.
- Mississauga needs to ensure its residents have good levels of well-being and are able to navigate the challenges of modern life.
- Mississauga's economic growth has created an affordability problem for lower income workers who cannot readily afford to have their families live locally.

Priority Actions

- **Walkable Place Design:** the city should implement its Complete Streets Design Guidelines which would introduce new standards for master-planning approval that tilts the focus of development towards pedestrian and cycling access and helps reduce car dependency in local neighbourhoods and for short journeys. The city should aggressively adopt best practice in design standards and urban traffic management to progressively create more active travel options and encourage more vibrant street level activity.
- **Electric Connect Network:** Mississauga should proactively establish a regulatory framework for electric cycle/scooters, and secure private sector investment to fast track new low impact travel solutions which can help bridge the gaps between existing transit opportunities and better connect people to work without relying on car travel. This action should aim to ensure low cost, low carbon connections are increasingly the norm for first/last mile and short trips across the city. There are opportunities to link this to Mississauga's Smart City initiatives and effective integration with digital infrastructure assets.
- **Integrated Cycle Highway Network:** the city should implement an assertive program of investment to ensure all human-centred modes of movement are properly sign-posted, connected and maintained across Mississauga aiming for a complete network of walking and cycling routes that safely connect places for living, earning and working as well as leisure. The network should extend across the streets of the city and into its natural ravines to create a fully integrated web of safe routes which can provide a low-cost, active alternative to car journeys and fully expose the city's natural assets.

Driving Change and Capturing Our Achievements

The Economic Development Strategy for Mississauga sets out our three strategic priorities for growth and a series of high priority actions for which the city's Economic Development Office will spearhead delivery. The Economic Development Strategy reinforces and complements the strategic plans and commitments already adopted by the city. This includes:

Mississauga City Wide Strategies

- Official Plan
- SMRTCTY Mississauga
- Tourism Master Plan
- Transit Priorities
- Culture Master Plan
- Building Transportation
- Parks and Forestry Master Plan
- Cycling Master Plan
- Climate Change Master Plan

Local Plans

- Dundas Connects
- Vision Cooksville
- Inspiration Lakeview
- Inspiration Port Credit

The Mississauga Economic Development Office will continue to work in collaboration with colleagues in other departments of the city corporation and engage with partner agencies such as University of Toronto Mississauga, Sheridan College and the Mississauga Board of Trade (MBoT), as well as neighbouring municipalities and regional bodies operating across the GTA and Peel.

This strategic framework sets out a long-term route map for action by the Economic Development team. This strategic framework document is complemented by:

- Two baseline data digest documents that provide the supporting evidence underpinning the priorities in the strategic framework:
 - A Baseline Community Profile
 - An Environmental Scan
- EDO Delivery Plan: which sets out the sequencing, resources, skill-sets and behaviors needed for the EDO to meet its responsibilities
- Action Plan: a longer list of projects that align with the strategic priorities of this Economic Development Strategy which will be regularly updated as new initiatives come forward and planned actions evolve

These documents reflect extensive the consultation that has been undertaken to fully understand Mississauga's economic potential and the barriers to the city realizing its growth potential. This consultation included city departments, provincial representatives, business leaders, developers, educators and members of the start-up and innovation ecosystem. Citizens have also shaped the strategy via an online survey.

Performance Indicators to Capture Our Achievements

The city is determined to drive forward economic growth priorities in this strategy and is committed to capturing the evolving performance of the city economy and the actions it supports. An early next step for the EDO is to develop a detailed monitoring plan and evaluation framework for each project to ensure achievements are captured and oversight intelligence is available to help steer delivery. This will also support the prioritization of initiatives, help to assess the value of investments made by the city and demonstrate the city's contribution to wider strategic priorities in the GTA, Ontario, nationally and globally, including to the UN Sustainable Development Goals.

Each action will require its own set of performance indicators which should consist of:

- **Outputs:** key performance indicators that capture the timely roll-out of projects and reflect the day to day actions of the delivery team. Examples could include workshop events delivered or businesses supported.
- **Results:** intermediate benefits generated in the medium time frame which should be drawn from a menu of strategically important indicators, based around:
 - New Jobs Created (by priority sector)
 - New Businesses Started (by priority sector)
 - New Scale-Ups Assisted (by priority sector)
- Office Floorspace Developed (sqm in Strategic Economic Growth Nodes and by Major Transit Station Areas)
- New Intellectual Property Registered (by priority sector)
- Premises with Improved Digital Connectivity (fixed and mobile)
- New Investment Secured (number/value of investment in site/premises/ start-ups)
- Development Planning Consents Approved (focusing on key growth locations)
- Transit Ridership Uplift
- College/University Admissions on Priority Sector Relevant Courses (by priority sector)
- **Outcomes:** which reflect the overall impacts our actions have on headline strategic priorities and which allow us to assess the efficiency, efficacy, and effectiveness of the actions that we support.
 - Overall Growth: GDP
 - Competitiveness: GDP per capita
 - Overall Quality of Life: City Satisfaction Survey result
 - Increases in Working Age Population
 - Transportation mode shift from Car to Transit/ Cycle/Walk

Strategy Implementation Oversight

A refreshed Mississauga Economic Development Advisory Board (EDAB) will provide the city EDO with ongoing strategic guidance on the implementation of the Economic Development Strategy. The EDAB will be refreshed to ensure it has the right membership and representation to perform three important roles:

- **Action Sign Off:** EDAB will review all Actions before going into delivery.
- **Oversight of Implementation:** EDAB will assess regular monitoring and evaluation intelligence on impact and progress towards the city's economic strategic priorities.

- **Strategy Refresh:** EDAB will provide the EDO with independent advice as the Action Plan and Strategic Framework priorities need to be refreshed in the coming months and years.

The EDO team will undertake a quick review of EDAB membership to ensure it provides the right balance of representation and skills to provide the independent and objective economic advice needed for effective strategic oversight.



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HATCH