

<p>Date: May 11, 2021</p> <p>To: Chair and Members of General Committee</p> <p>From: Paul Mitcham, P.Eng, MBA, City Manager and Chief Administrative Officer</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: May 26, 2021</p>
--	--

Subject

Mississauga Matters: Summary of Priority Issues and Engagement Strategy for a Potential 2021 Federal Election

Recommendations

1. That the report entitled “Mississauga Matters: Summary of Priority Issues and Engagement Strategy for the 2021 Federal Election” from the City Manager and Chief Administrative Officer dated May 11, 2021, be endorsed as the City of Mississauga’s priority issues pertaining to the potential 2021 federal election; and
2. That the engagement tactics outlined in the report be approved for implementation, in the event of a 2021 federal election.

Executive Summary

- There is a strong likelihood of a federal election in 2021, although the date remains uncertain at this time due to the current Parliament sitting in minority;
- The 2021 Federal Budget has passed through Parliament, however there could be other votes of confidence that could trigger a federal election or the government could call an election;
- If a federal election is called in 2021, it is recommended that the City once again undertake a “Mississauga Matters” campaign, similar to those conducted during the 2019 federal election and the 2018 provincial election;
- Mississauga Matters campaigns showcase the City’s federal priorities and call on all candidates to pledge their support for the City. The campaigns involve the use of a variety of tactics including earned and paid media; social media; production of information materials and collateral for stakeholders, residents and businesses; and engagement forums to provide information to both candidates and the community on the City’s priorities.

- During the 2018 provincial election, the Mississauga Matters campaign reach was a total of 397,906 people and during the 2019 federal campaign, the reach was 1,013,728 people;
- The federal government is an important partner in ensuring the City of Mississauga meets its objectives, realizes its vision, and achieves its city-building priorities, specifically through proper funding mechanisms and investments;
- In February 2021, the City of Mississauga submitted its annual federal pre-budget submission containing 12 recommendations;
- A federal election affords the City of Mississauga the opportunity to engage with political leaders and candidates on key issues of importance. While there are many issues of importance between the City of Mississauga and the federal government, it is recommended that the City focus on four main themes in our engagement strategy:
 - Sustainable investments in infrastructure, transit, and a green recovery
 - Affordable Housing, especially the missing middle
 - Strengthening the federal/municipal relationship
 - COVID Recovery – Support for business and the community
- The Mississauga Matters campaign will use as its foundation the recommendations of the federal pre-budget submission as a guide in our public advocacy efforts.

Background

The current federal Parliament is in minority, meaning an election can be called if the government is defeated on a confidence vote. While the government passed the 2021 Budget, there is speculation, although no confirmation as of yet, that an election could be called in 2021. There are confidence votes pending before the Summer recess of Parliament. The current government was elected in October 2019. Minority Parliaments in Canada on average survive less than 2 years.

The City of Mississauga is an important stakeholder to the federal government and our residents will be directly affected by the outcome of a federal election. It is important that the City of Mississauga not only makes its top priorities known to the local candidates and party leaders, but also engages residents, businesses and key stakeholders to demonstrate the importance of Mississauga's priorities and why Mississauga matters to them. Our City is home to six (6) federal ridings, all of which are currently held by members of the governing party.

Over the past many provincial and federal election cycles, the City of Mississauga has developed and deployed advocacy and engagement strategies. These previous engagement strategies have informed residents, businesses, and stakeholders about important municipal priorities and enlisted them as supporters of the City's message. They have also informed local

candidates from all parties running in the six (6) local ridings about the City's priorities and what our expectations are for the party that forms the next provincial or federal government. The City's election engagement strategies have been entitled, "Mississauga Matters" and have primarily included a mix of earned and paid media tactics, as well as significant social media activity.

Mississauga Matters 2018 Provincial Campaign

In 2018, the City of Mississauga undertook a provincial advocacy campaign to showcase our priorities to the provincial parties and local candidates. The campaign featured a number of tactics, including significant presence on social media, information and advocacy materials (printed and digital), videos and visual materials, as well as a debate in the Council Chamber featuring 4 local candidates.

The results of the social media campaign, using the #MississaugaMatters hashtag were as follows:

Channel	Total Posts	Total Impressions	Total Engagements
Twitter	26	129,202	3,154
Facebook	21	226,385	9,443
Facebook (Paid)**	7	151,770	5,634
LinkedIn	4	15,346	420
Total	51	370,993	13,017

**Impression: number of people reached*

Engagement: number of likes, comments, post shares

***Paid ads are included in the total posts*

Based on the metrics collected, the total number of people reached was 397,906 (target of 100,000 impressions)

Multiple departments within the corporation provided input and information and helped execute the strategy. Preparation work on the campaign began in January 2018 and the campaign was fully implemented between May 9, 2018 and June 13, 2018. The total spend for this campaign was \$23,667.

The themes for this campaign were:

- Connected, seamless, rapid transit
- Sustainable funding for infrastructure
- Affordable middle-class housing
- Reducing the burden on municipalities through legislative changes

Mississauga Matters 2019 Federal Campaign

In 2019, the City undertook a campaign during the federal election to again showcase Mississauga's priorities to residents and engage candidates. The campaign focused heavily on social and earned media, as well as paid digital activities. The engagement results and reach of the campaign were as follows:

City Website (MississaugaMatters.org) views: 6,961

VHO Signs: 73,834

Digital Ads: 231,000 (based on outlet metrics)

Stay Connected Print Brochure: delivered to 228,960 households

Social Media:

Channel	Total Posts	Total Impressions	Total Engagements
Twitter	17	454,648	7,182
Twitter (Paid)**	6	418,414	6,442
Facebook	12	18,325	1,212
Total	29	472,973	8,394

**Impression: number of people reached*

Engagement: number of likes, comments, post shares

***The 6 promoted posts were included in the total 17 posts*

Based on the metrics collected, the total possible number of people reached was 1,013,728.

As in 2018, multiple departments within the corporation provided input and information and helped execute the strategy. Preparation work on the campaign began in July 2019 and the campaign was fully implemented between September 15 and October 21, 2019. The total spend for this campaign was \$23,000.

The themes for this campaign were:

- Investments in infrastructure
- Affordable housing
- Public Transit

Appendix 2 provides a sample of the materials developed.

Pre-Budget Submissions

In February 2021, Council approved the City's 2021 federal pre-budget submission (Appendix 1). The document contained 12 recommendations:

Recommendation 1: Continue to provide Safe Restart funding to municipalities to deal with the ongoing impacts of COVID-19 on city services and operating budgets.

Recommendation 2: Deliver sustainable, long-term and predictable funding for infrastructure renewal, transit, and active transportation projects to keep our communities moving.

Recommendation 3: Provide the funding and support necessary to assist Mississauga in realizing our major infrastructure projects.

Recommendation 4: Support a green recovery through investments in projects that mitigate the impacts of climate change and increase the resiliency and adaptability of our communities.

Recommendation 5: Invest in the Mississauga community to create great places and amenities for everyone.

Recommendation 6: Partner with cities to fund and build affordable housing to close the supply gap and ensure everyone has a safe place to live.

Recommendation 7: Support our small businesses and sectors hardest hit by the pandemic to kick-start the local and national economy

Recommendation 8: Ensure tourism industries can rebound through investments in existing programs and the creation of new funding streams

Recommendation 9: Keep workers safe by providing adequate sick pay

Recommendation 10: Invest in innovation to jumpstart the economy and help entrepreneurs succeed

Recommendation 11: Provision of meaningful financial support for domestic and foreign direct investment (FDI)

Recommendation 12: Assist in the recovery and growth of the air transportation sector

Comments

While the federal government is limited in its direct interaction with municipal governments, in recent years there has been a shift towards a strengthened relationship. This has resulted in increased funding (i.e. doubling of the Federal Gas Tax in 2019 and 2021), as well as unprecedented investments in housing, infrastructure, transit, and green infrastructure. The future success of cities requires the ongoing engagement of the federal government. All parties must understand the importance of cities and commit to strengthening the federal/municipal relationship.

It is recommended that the 2021 campaign again be titled “Mississauga Matters” to demonstrate not only the importance of our City to the next federal government, but also to local residents, businesses and stakeholder groups. The title has an additional meaning as through the engagement strategy we will also discuss priority matters pertaining to the City of Mississauga.

Since 2015, the Federation of Canadian Municipalities has undertaken sustained advocacy efforts with the federal government to enhance the relationship between cities and the federal government, secure new funding for municipalities, and advocate for our priorities (transit, housing, infrastructure, climate change adaptation and mitigation, etc.). It is likely FCM will once again undertake an advocacy campaign during the upcoming federal election to encourage each party to maintain and enhance the federal government’s relationship with municipalities. Their objective is to make local issues into national issues. Our “Mississauga Matters” campaign will seek to align with the relevant priorities of FCM, as well as the Big City Mayor’s Caucus.

The FCM 2021 federal Budget priorities include:

1. Housing for an inclusive recovery;
2. Proven infrastructure funding tools;
3. A rural lens on national recovery;
4. Western economic solutions;
5. A community-drive, green recovery; and
6. Tackling pandemic-related shortfalls.

Four of FCM’s six recommendations are aligned with those in Mississauga’s federal pre-budget submission.

Sustained pressure from municipalities in recent years, including from Mississauga, has resulted in significant gains for the sector and unprecedented investments. From 2019-2021 alone, the City of Mississauga has been allocated \$642 million from the federal government and \$444 million from the provincial government through programs such as Safe Restart, Clean Water and Waste Water Fund (CWWF), Public Transit Infrastructure Fund (PTIF), Investing in Canada Infrastructure Program (ICIP), and the Federal and Provincial Gas Taxes.

Mississauga Matters – Priority Issues

The strategy for the Mississauga Matters campaigns relies upon keeping the number of priorities streamlined and limited. If the strategy has too many messages or too many priorities, it will be difficult to engage our target audiences and deliver our message effectively. Our approach will be to keep advocacy at a high level focused on the four themes:

- **Sustainable investments in infrastructure, transit, and a green recovery**
- **Affordable Housing, especially the missing middle**
- **Strengthening the federal/municipal relationship**
- **COVID Recovery – Support for business and the community**

Using the 2021 federal pre-budget submission as a guide, the overall message to federal parties and candidates will be:

“Mississauga needs a committed federal government partner to provide consistent, predictable, direct and long-term funding to allow us to build Mississauga into a world-class city and effectively recover from the effects of the COVID-19 pandemic.”

Sustainable Investments in Infrastructure

The quality of life of Mississauga residents depends on basic infrastructure like roads, bridges and storm water systems, but also on parks, trails, community centres and other amenities being in a state of good repair. As of 2021, Mississauga owns an estimated \$12.4 billion in infrastructure assets.

Mississauga’s infrastructure is funded through a combination of property taxes, debt financing, gas tax revenues, development charges, storm water fee revenue, as well as reserve funds the City has set aside. More recently, Federal and Provincial funding programs have provided significant infrastructure funding to Mississauga, in particular the Public Transit Infrastructure Fund (PTIF), the Clean Water and Wastewater Fund (CWWF), the Investing in Canada Infrastructure Program (ICIP), the Community, Culture and Recreation (CCR) program, and the Federal Gas Tax, now called the Building Canada Fund.

In 2021, the City of Mississauga needs \$409M to replace its current infrastructure. In order to fund this infrastructure, the City will utilize \$55 million from tax revenue and \$63 million from Federal Gas tax funds, leaving a funding shortfall of \$291 million. Current funding levels are not enough to meet our growing capital pressures.

Municipalities own 60% of all infrastructure in Canada, yet only receive 9 cents of every tax dollar collected, compared to approximately 44 cents for the province and 47 cents for the federal government. Municipalities like Mississauga need the federal (and provincial) government to provide more long-term, predictable funding for infrastructure.

In the 2019 federal budget, the government announced a doubling of the Federal Gas Tax. In 2021, the federal government has again committed to a doubling of the Federal Gas Tax. The 2021 commitment will result in funding of \$80M (subject to agreement with the Region of Peel). While these ad hoc increases in funding are appreciated and will be applied against the City's capital budget pressures, it is the City's objective, and that of the entire municipal sector, that this direct funding from the federal government to municipalities be enhanced and predictable on an annual basis.

The traditional funding delivery model for most funding programs requires bilateral agreements with the provinces, which is cumbersome and does not allow municipalities as much say with respect to the projects that receive funding. A direct, allocation-based funding model from the federal government is the most efficient way for cities like Mississauga to build infrastructure in a timely fashion. It is important that all parties understand the importance of these investments to our community.

The campaign will specifically highlight the need for:

- Investments in the waterfront, including Lakeview Village and the Port Credit Marina;
- Investments in parks and public spaces; and
- Funding for active transportation, trails and cycle paths.

Supporting recommendations from the federal pre-budget submission:

Recommendation 5: Invest in the Mississauga community to create great places and amenities for everyone.

Recommendation 3: Provide the funding and support necessary to assist Mississauga in realizing our major infrastructure projects.

Transit Transportation Investments

As a subset of sustainable infrastructure, investments in transit continue to be a priority for the City of Mississauga with the federal government. In 2016, the federal government committed to Phase One of the Invest in Canada Infrastructure Plan (ICIP), which provided the City of Mississauga with \$58 million (50/50 cost share). This allowed us to make significant investments in our transit and mobility infrastructure across the city, most notably purchasing 77 new diesel-hybrid transit buses. Phase 2 of ICIP has allocated \$843 million to the City of Mississauga over 11 years (40% federal; 33% provincial; and 27% municipal).

Through these programs the City has purchased new and greener buses, invested in cycling infrastructure and trails, received funding for the Lakeshore BRT, and received commitments to fund other transit-related infrastructure. Funding for the

Dundas BRT, for instance, remains outstanding as part of the City's ICIP funding request. It is critical that this project is approved and work can advance.

In February 2021, the federal government announced a new transit funding stream for \$14.9 billion over the next 8 years, and \$3 billion in permanent funding starting in 2026. While these investments were included in the 2021 Budget, the timelines and horizons are long, meaning they could be eliminated or changed by successive governments. Maintaining pressure for continued transit funding and investments is essential for Mississauga to realize our transit and transportation goals.

As per the federal pre-budget submission, it is recommend that the campaign highlight the following priority projects:

- Federal funding for infrastructure related to Regional Express Rail (RER), particularly on the Milton Corridor to allow for all-day, two-way service;
- The Downtown Mississauga Terminal and Transitway Connection;
- Restoring the Downtown Loop to the Hurontario LRT;
- Finalizing funding for the Dundas BRT;
- Funding for a bus maintenance and storage facility zero-emission conversion; and
- Funding to transition the City's bus fleet to zero emissions vehicles.

Supporting recommendations from the federal pre-budget submission:

Recommendation 2: Deliver sustainable, long-term and predictable funding for infrastructure renewal, transit, and active transportation projects to keep our communities moving.

Green Recovery

The federal government's strengthened climate plan 'A Healthy Environment and a Healthy Economy,' will require all municipalities to play a critical role in meeting established targets. Mississauga is already taking action on climate change through its endorsement of the Federation of Canadian Municipalities recommendations for a green and inclusive economic recovery and through the development of the City's first-ever Climate Change Action Plan (CCAP).

The City's 10-year CCAP plan focuses on both community and corporate actions that decrease greenhouse gas (GHG) emissions and help the City become more resilient to changing climate conditions. These actions include:

The federal government has committed \$17.6 billion towards a green recovery to create jobs, build a clean economy, and fight and protect against climate change. More details on this plan and what it means for municipalities is outstanding.

Mississauga is seeking committed funding from all levels of government and all parties to help advance transformative climate action projects. We need a sustained commitment from all federal parties to a green recovery from COVID-19 and to making investments to help our City achieve our climate change objectives.

Supporting recommendations from the federal pre-budget submission:

Recommendation 4: Support a green recovery through investments in projects that mitigate the impacts of climate change and increase the resiliency and adaptability of our communities.

Affordable Housing

In 2017, Mississauga took the lead as a lower tier municipality in developing a made-in-Mississauga plan to address issues of housing affordability in our City. The goal of “Making Room for the Middle” strategy is to protect existing and generate more affordable housing stock (up to \$420,000 ownership / \$1,580 per month rental) for Mississauga’s middle-income earners (\$58,000 - \$108,000 household income). Housing is considered “affordable” when a household pays no more than 30% of their income on housing. In Mississauga, almost a third of middle-income households are spending more than 30% of their income on housing, demonstrating a significant housing affordability issue exists in Mississauga.

The goal of “Making Room for the Middle” strategy is to make 35% of Mississauga’s housing stock affordable (\$250,000 - \$400,000 ownership/\$1,200 per month rental) for middle-income earners (\$55,000 - \$100,000 household income).

According to recent reports, the average cost of a home in Mississauga has now reached over \$1 million for the first time (April 2021). The COVID-19 pandemic has not slowed the growth of the housing market in Mississauga as prices continue to rise by double-digit percentages annually. It is becoming increasingly difficult to purchase a home or rent in Mississauga. While the federal government has recently announced funding for subsidized housing, it has done little to address the so-called “missing middle” cohort that continues to experience difficulty getting into the housing market.

Mississauga’s plan identified 40 recommendations, of which seven require federal support to give the City and affordable housing developers the ability to incentivize the building of affordable, middle-class housing. These recommendations include:

1. Create enduring and sustainable funding programs that realize developer timeframes and financial needs (e.g., low-cost loans and grants);
2. Expand affordable homeownership assistance to individuals (e.g., shared equity mortgage programs);
3. Consider taxation policies that incent affordable housing (e.g., HST rebates, tax incentives for new or rehabilitated purpose-built rental housing and second units);

4. Explore tax credits and exemptions for affordable housing (e.g. income tax credit for second unit homeowners, low income housing tax credits);
5. Expand programs for housing developers to access financial backing and insurance to build more affordable housing (e.g. rental construction financing);
6. Work with senior levels of government to make their surplus lands available for affordable housing; and
7. Provide standardized local housing data and consistent methodologies to measure housing affordability.

One of the greatest barriers to affordable housing is access to reasonably priced land. As a landowner, the federal government is in a position to have a significant impact on the affordable housing supply by implementing a Housing First approach when disposing of surplus federal lands suitable for housing to the City or non-profit housing providers. In addition, the federal government can provide additional assistance to non-profit housing producers in the form of seed money or a feasibility grant in order to bridge the gap to National Co-investment and other funding.

Supporting recommendations from the federal pre-budget submission:

Recommendation 6: Partner with cities to fund and build affordable housing to close the supply gap and ensure everyone has a safe place to live.

COVID-19 Recovery – Support for Business and Communities

It is likely the upcoming federal election will be dominated by the COVID-19 pandemic and the handling of the crisis by the current federal government. While the federal government has committed unprecedented funding to deal with the impacts of COVID-19, the pandemic is far from over and its effects will be felt for many years to come. In Mississauga, the City's budgets will continue to be impacted by the effects of COVID-19 into 2025 and possibly beyond.

At the same time as the federal government is assisting the municipal sector, it must also continue to assist our business community. Some sectors (life sciences, healthcare, etc.) have fared well through this pandemic, while other sectors (aerospace, hospitality, manufacturing) have been hard hit. In particular, small businesses and the tourism sector have experienced unprecedented losses.

Supporting recommendations from the federal pre-budget submission:

Recommendation 7: Support our small businesses and sectors hardest hit by the pandemic to kick-start the local and national economy

Recommendation 8: Ensure tourism industries can rebound through investments in existing programs and the creation of new funding streams

Recommendation 9: Keep workers safe by providing adequate sick pay

Recommendation 10: Invest in innovation to jumpstart the economy and help entrepreneurs succeed

Recommendation 11: Provision of meaningful financial support for domestic and foreign direct investment (FDI)

Recommendation 12: Assist in the recovery and growth of the air transportation sector

Strengthening the Federal-Municipal Relationship

Over the last six (6) years, the relationship between the federal and municipal governments in Canada has been strengthened. Municipalities, including Mississauga, have been invited to attend Federal-Provincial and Territorial (FPT) meetings on infrastructure and the federal government has engaged with cities in a way not witnessed before. At the same time, the federal government has made unprecedented investments in infrastructure, including \$180 billion over 11 years through the Invest in Canada Infrastructure Program (ICIP).

Infrastructure funding has traditionally been delivered through a bilateral agreement between the federal and provincial governments. The federal government, through the work of FCM and municipalities across Canada, including Mississauga, has allocated funding specifically to municipalities for transit, infrastructure, and green infrastructure. However, under the bilateral agreements, the provinces control the intake of projects and must approve and then submit projects from municipal governments to the federal government. While municipalities have been allocated funding, there is no guarantee the province will approve our projects. The recent experience with the ICIP program underscores the difficulty with advancing projects in a timely fashion due to long approval times.

There is still a great deal of work to be done to continue to strengthen the bilateral relationship between the federal and municipal governments in the years to come. It is important that as the 6th largest City in Canada, Mississauga delivers this message to our local federal candidates, party leaders, residents and businesses. This progress must continue with successive federal governments and become the norm. FCM and the Big City Mayor's Caucus have been delivering the same message.

COVID-19 has added new pressures to municipalities. After significant advocacy throughout 2020, the federal and provincial governments developed the Safe Restart Program, which allocated \$4 billion to municipalities in Ontario to offset revenue losses (POA, transit, recreation, etc.) and to ensure municipalities could weather the pandemic and continue to provide critical services. Cities need both capital and operating support.

In total, Mississauga has been allocated \$46M in Safe Restart Funding. The program is a good example of the how three levels of government can work together to support municipal service delivery. While the focus of the federal and provincial governments has traditionally been on capital investments, the COVID-19 pandemic has underscored the need for investments in municipal operations as well. Safe Restart should be a starting point in a discussion about a new federal fiscal model that supports municipalities.

Supporting recommendations from the federal pre-budget submission:

Recommendation 1: Continue to provide Safe Restart funding to municipalities to deal with the ongoing impacts of COVID-19 on city services and operating budgets.

Target Audience for This Campaign

The City of Mississauga's federal election strategy will have three distinct target audiences:

- Political parties and party leaders
- Local party candidates registered with Elections Canada in Mississauga's 6 federal ridings
- Residents, businesses, and other important stakeholders in our City.

The overall messages will be tailored to suit each of these audiences in an effort to achieve maximum engagement from each group. For the vast majority of residents, basic messages and information will likely be sufficient. However, for those residents, stakeholders and candidates who wish to learn more, additional materials, technical documents, and reports will be made available on each of our priority issues. A sample of literature produced during the 2019 federal election can be found in Appendix 2.

Engagement Tactics

The federal election may occur in the Spring or Fall of 2021. Staff in Strategic Initiatives will work with staff across the corporation to develop advocacy materials based on those created during the 2019 federal election campaign and the 2021 federal pre-budget submission. The engagement tactics fall into three categories:

1. General Engagement:

- News releases and media alerts
- Web information, including:
 - Information for candidates and residents on the City's priority issues
 - Downloadable and shareable information brochures
 - Videos and shareable content
 - 'Get out the vote' message
- Information links to candidates running in each riding

- Social media outreach and paid promotion (where warranted and measureable)
- Paid advertising in targeted publications (where applicable)
- Outreach to both mainstream and multi-cultural media
- Partnerships with the Region of Peel and other local municipalities where applicable
- Partnerships with other local agencies (i.e. MBOT, Peel Region, United Way, residents' associations, etc.), as well as industry organizations like FCM and AMO

2. Targeted Candidate Engagement:

- Open letter from Mayor to all local candidates*
- Open letter with questionnaire to all party leaders
- Candidate and stakeholder outreach to inform about the City's priorities
- Candidate and resident information session (virtual)

** The City will only engage with official political parties and local candidates registered with Elections Canada*

3. Targeted Resident and Stakeholder Engagement:

- Video(s) designed to promote engagement that can be easily shareable across multiple media platforms
- Standardized messages for residents and businesses to send tailored and targeted messages to candidates and parties in support of Mississauga's priorities.
- Articles for Mayor and Council newsletters, websites, and email messages

Impact of COVID-19

COVID-19 has dominated the news cycle and will likely continue to do so for the near future. This will create a challenge for the Mississauga Matters campaign, which is why some targeted paid advertising and boosted social media posts are recommended. While message penetration may be an issue, the recommendation is still to proceed with this campaign as many of the themes and messages relate to COVID-19 recovery and a continued positive relationship with the federal government, no matter which party forms government, is critical to Mississauga's success.

The City has also recently engaged or is in the midst of engaging with residents and the community on topics such as waterfront parks and urban agriculture, for example. Mississauga Matters and the associated issues are of importance to the City as well.

Strategic Plan

The Mississauga Matters Campaign will address the Move, Connect, Green and Prosper pillars of the City's Strategic Plan.

Financial Impact

Total costs for this strategy will not exceed \$35,000 if all engagement tactics are deployed. Costs will be funded through existing operating budgets.

Conclusion

It is recommended the City engage the political parties who wish to form the next federal government on the City's key issues of importance, as well as residents, businesses, and key community stakeholders. A robust engagement and advocacy strategy supports this goal.

Attachments

Appendix 1: City of Mississauga 2021 federal pre-budget submission

Appendix 2: 2019 Federal Election Infrastructure Brochure



Paul Mitcham, P.Eng, MBA, City Manager and Chief Administrative Officer

Prepared by: Robert Trewartha, Director of Strategic Initiatives