

2023

FEDERAL

PRE-BUDGET

SUBMISSION



Mayor's Letter

On behalf of our Council and the residents of the City of Mississauga, I am pleased to present our 2023 federal pre-budget submission. As you prepare Canada's 2023 Budget, we ask that you keep in mind our priorities and recommendations, many of which are shared by municipalities across Ontario and the country. I know that by working collaboratively to develop solutions to the challenges we face, we will continue to advance our efforts to ensure that as we continue to grow, that Mississauga remains a city with a great quality of life – a place where people can and choose to be.

The City of Mississauga is deeply appreciative of the continued investments that the federal government has made in our community. The \$271 million in federal funding invested through the Investing in Canada Infrastructure Program will allow us to upgrade our existing transit infrastructure, purchase new, more sustainable hybrid buses and help us get shovels in the ground for the bus rapid transit corridor along Dundas Street. Mississauga also welcomes the federal government's targeted investments in key industries in our city, including the recent \$9 million investment to enhance Cyclone Manufacturing's production facilities and strengthen its position within the aerospace sector. Projects like these will support our local economy and help us progress our goal of creating more livable, walkable and accessible communities for our residents that are regionally integrated with our neighbours.

Despite our robust recovery from the worst days of the pandemic, Mississauga is projecting a \$52.5 million year-end deficit for 2022. This deficit is primarily driven by reduced revenues from transit, recreation, and the payment in lieu of taxes we receive from Pearson International Airport. The City is grateful for the \$160 million in joint provincial-federal support through the Safe Restart and COVID-19 Recovery Funding for Municipalities agreements, which will allow the City to cover part of this deficit and maintain service levels for



our residents. Still, ongoing financial pressure on Mississauga's budget is expected to continue into 2023, particularly as transit ridership slowly recovers to pre-pandemic levels.

At City Hall, we continue to find efficiencies, refine processes and develop our operations with LEAN principles in mind, and are on track to find \$3.5 million in savings this year. Over the past 12 years, we've managed to find over \$77 million in efficiencies and savings without impacting service levels. Mississauga has become the "poster child" for government savings and we will continue to do our part to run efficiently and effectively.

All levels of government have a responsibility to work together to ensure that we deliver the services, housing and infrastructure that our residents need, and that we do so in a fiscally responsible manner.

Council has approved the information and recommendations contained within, which reflect our City's top priorities as they relate to the federal government. We stand ready and willing to work with your government to deliver for our residents and businesses.

Thank you for your consideration.

Sincerely,

Bonnie Crombie
Mayor

Executive Summary

Strong Cities Build a Strong Country

The role of local government has never been more important. During the pandemic, the federal and provincial governments have been strong partners with municipalities. In Mississauga, funding received to date has been used to offset our operating deficit and ensure that we offer consistent, and reliable services to our residents.

Moving forward, we need continued support and collaboration from our government partners. Strong, long-term, and predictable funding partnerships are essential to ensuring that Mississauga can deliver the services, build and maintain critical infrastructure, and provide the amenities that make our community a great place to live.

MISSISSAUGA TODAY

Canada's sixth largest city and home to almost 800,000 people



Economic Engine

More than 94,000 businesses, 75+ Fortune 500 companies and 1,400 multinational firms.



Strength in Diversity

145+ languages spoken and 55% of our residents born outside of Canada.



Canada's Most Connected City

828 km fibre optic network connecting 346 sites.



Quality of Life

3 major hospitals, 3 post-secondary campuses, 489 parks, 22 km of waterfront, 393 km trails, 373 sports fields, 3 beaches, 24 community centres, 25 ice pads, 19 pools, 18 libraries, 5 live event venues, and 3 museums.

STRONG MUNICIPAL PARTNER



Mississauga has a strong reputation for fiscal responsibility and budgetary planning.

- 19 years – AAA Credit Rating
- 33 years – GFOA award budget reporting
- 24 years – GFOA award financial reporting



Continuous Improvement

Mississauga's Continuous Improvement program drives efficiency with \$77.1 million in total cumulative savings since 2009. \$3.5 million in savings identified for 2023.

\$52.6 B

Economic output in Mississauga in 2020.

Our 8 Recommendations

CITY BUILDING

1

Work with municipalities to develop new revenue and funding tools, as well as predictable funding streams, to ensure cities can fulfill their responsibilities and properly invest in infrastructure growth and renewal.

2

Provide the funding and support necessary to assist Mississauga in realizing its priority transit projects.

3

Provide investments in projects that mitigate the impacts of climate change and increase the resiliency and adaptability of our communities.

HOUSING AFFORDABILITY

4

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

LOCAL ECONOMY

5

Continue targeted support for sectors hardest hit by the COVID-19 pandemic, including main street businesses, recreation, travel and tourism, creative sector and air travel. Support should be sector specific when appropriate and prioritize non-repayable financial assistance.

6

Invest in talent development and access.

7

Prioritize investments that support a fair and inclusive economic recovery.

8

Develop and fund education and skills retraining programs to ensure an adequate supply of labour in the trades and construction industry to meet the demands as a result of the province's housing target of 1.5M homes in 10 years (120,000 in Mississauga).

CITY

BUILDING

2023

FEDERAL

PRE-BUDGET

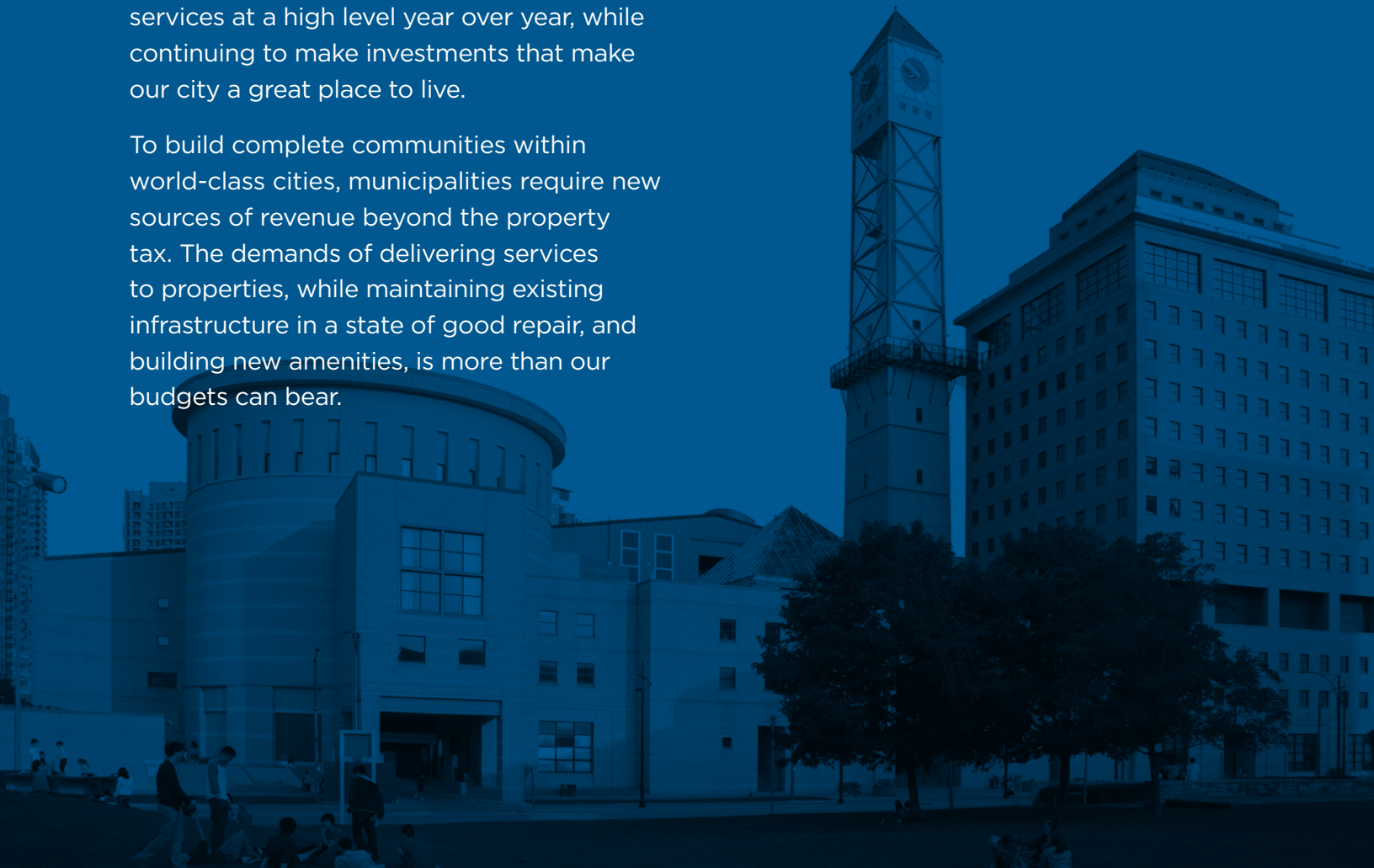
SUBMISSION

City Building

The City of Mississauga is a dynamic, diverse and growing city, home to almost 800,000 people and over 94,000 businesses. As the City continues to grow, we face increased challenges that go beyond the day-to-day pressures of a growing city, such as transit, aging infrastructure, climate change, and the need to address the growing backlog of Provincial Offence Notices in our courts. In addition, there is a growing demand for services that surpass the availability of revenue and resources to implement them. Mississauga runs an efficient and effective government and has maintained its 'AAA' credit rating for 19 years and has received multiple financial awards. While we are fiscally responsible, the growing challenges and responsibilities we face are making it increasingly difficult to continue to deliver services at a high level year over year, while continuing to make investments that make our city a great place to live.

To build complete communities within world-class cities, municipalities require new sources of revenue beyond the property tax. The demands of delivering services to properties, while maintaining existing infrastructure in a state of good repair, and building new amenities, is more than our budgets can bear.

Cities are faced with a host of new issues, such as responding to climate change, adapting to changes in the national and global economies, navigating global pandemics, and much more. Cities need the support of federal and provincial partners to not only fund critical infrastructure, but also provide support for our operations. The important role cities play and the fiscal instability we face has been made clear throughout the COVID-19 pandemic. All three levels of government must work together, and there must be a recognition that municipalities need greater powers or greater support to meet their responsibilities in the 21st century.



Recommendation 1

Work with municipalities to develop new revenue and funding tools, as well as predictable funding streams, to ensure cities can fulfill their responsibilities and properly invest in infrastructure growth and renewal.

As a service provider, the City has scaled down services during the pandemic (recreation, transit, etc.) in response to lower revenues and public health measures. Despite Council taking decisive action and implementing measures including temporary hiring freezes, temporary lay-offs, reducing discretionary costs, and deferral of capital projects, the City continues to face a year-end deficit from COVID-19, of \$52.5M.

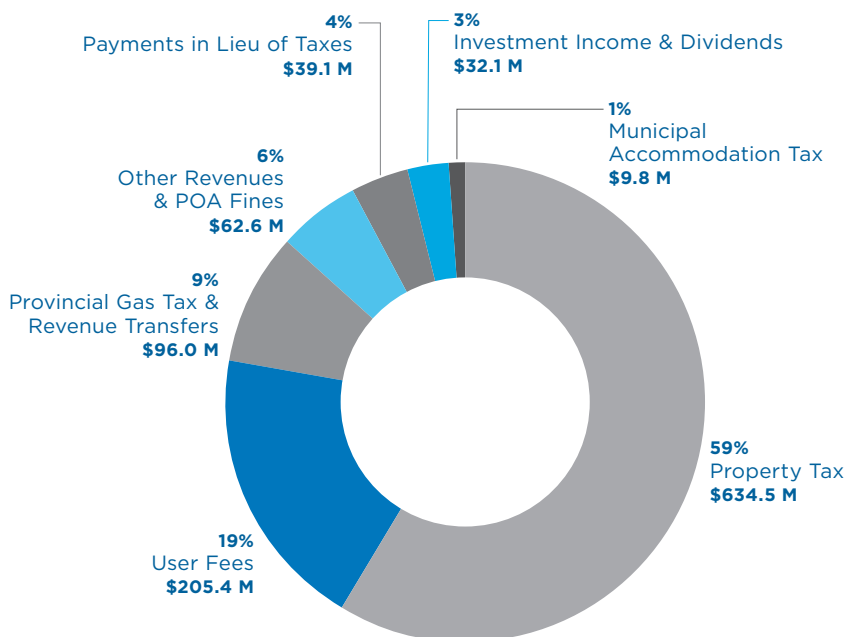
The City of Mississauga is appreciative of the \$156 million in support it has been allocated from the federal and provincial governments in the form of the Safe Restart Agreement as well as the removal of the 5 per cent cap on payments in lieu of taxes (PILTs) for the GTAA. It has helped lessen the financial impacts of this pandemic, and allowed us to continue to provide necessary services. This is still not enough. The rise of new variants signals that effects of this pandemic will be felt throughout 2023 and beyond. Mississauga will continue to incur financial pressures due to lower revenues from reduced air travel (PILTs), recreation and culture programming (fees), transit ridership (fares), and hotel occupancy (Hotel Occupancy Tax).

As we move forward in 2023 and through the stages of recovery from the pandemic, the City of Mississauga will need the continued support of both the provincial and federal governments in order to financially recover effectively over the next few years.

While we run an efficient and effective government, the City's main source of revenue is property tax, and tax rates must remain affordable for our residents and businesses, now more than ever. Currently, property taxes do not provide enough revenue for cities to deliver the critical services and 21st century amenities residents require.

Municipalities face a growing need for consistent and reliable funding sources as well as greater decision-making autonomy to deal with a growing list of issues. In order build a more sustainable, equitable, and prosperous economy, all three levels of government must work together to ensure municipalities are given the tools we need to do our jobs properly.

**City of Mississauga
Revenue Sources (\$M)**



Recommendation 2

Provide the funding and support necessary to assist Mississauga in realizing its priority transit projects, including:

The City of Mississauga requires a reliable, efficient and sustainable inter-regional transit system. In order to construct our major transit priority projects outlined below, we require a committed federal partner.

i. Restoring the downtown loop to the Hurontario LRT project

In March 2019, the Ontario government announced scope changes to the project that removed a key component of the Hurontario Light Rail Transit (HuLRT), the downtown loop. In order to help the City realize the full potential of downtown Mississauga, the downtown loop must be considered a funding priority.

Currently, thousands of jobs, businesses, and housing units are located along the Hurontario corridor and Canada's largest development by Oxford Properties will be built in Mississauga's downtown Square One District.

Moving forward with the HuLRT project inclusive of the downtown loop represents major steps towards transformational transit improvements that our residents and businesses within the downtown and along the Hurontario corridor are depending on.

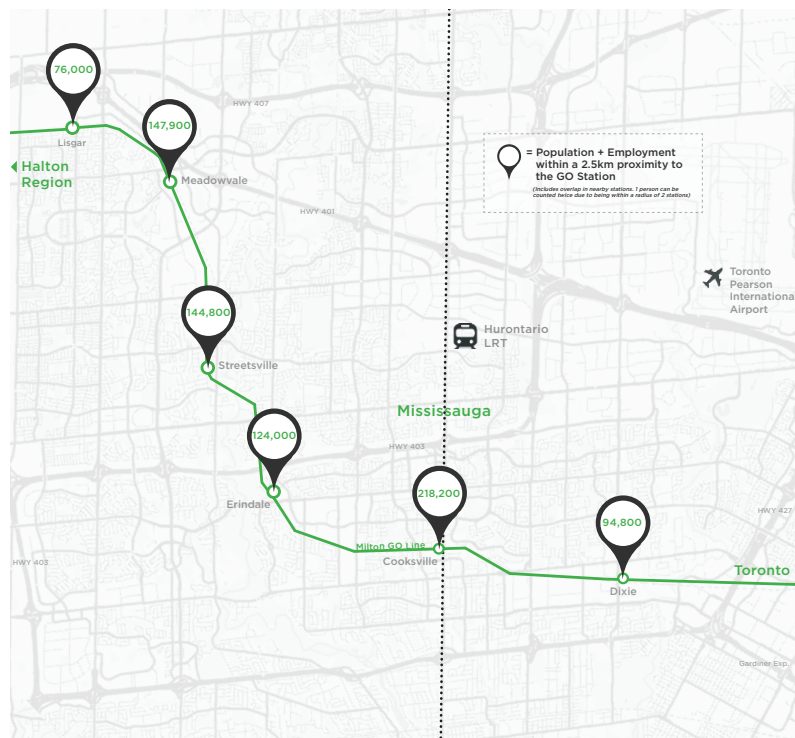
The Loop is critical to supporting the growth of the City's downtown core, which will grow by 50,000 people in the years to come. The Loop will allow people to live without a car and help the city achieve its vision of a livable, walkable downtown core.



ii. Support on Two-Way All-Day Service on the Milton Go Rail Corridor

The Milton GO Rail Corridor is a key local and regional rapid transit corridor that, with increased two-way, all-day service, will help respond to growing traffic congestion, meet the demand for inter-regional transit service and support economic development. The introduction of two-way, all-day service will also allow for improved transit travel within Mississauga, given the six GO rail stations located in the City. The City was advised that discussions on increased passenger service were occurring with Canadian Pacific Railway (CP), who own the rail corridor and use it for freight purposes. In addition, in 2021, the federal government announced \$500M in support for increased service on the Milton Line. **We ask that this commitment remain in 2023 and that the provincial government match it.**

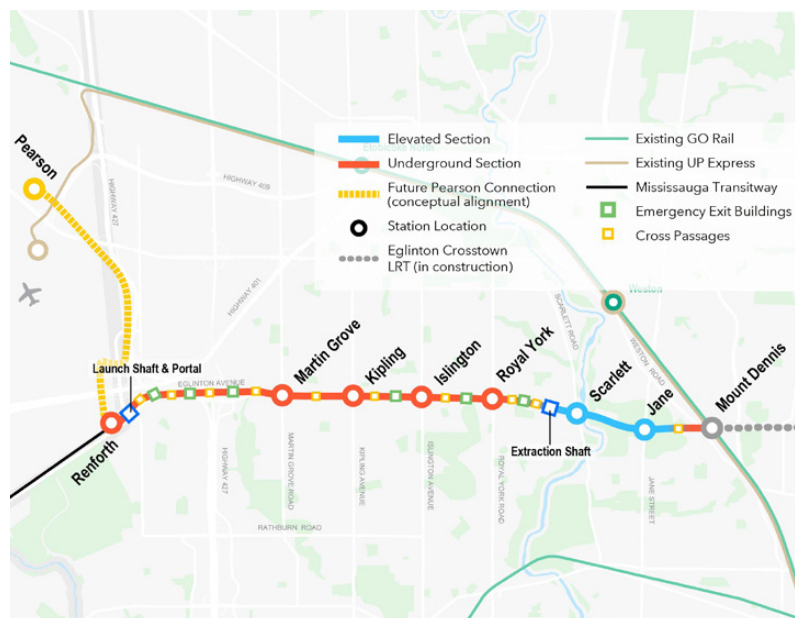
These are positive steps towards realizing increased service on this critical rail line, both for Mississauga and the GTHA. The City encourages the Government of Canada to continue these discussions and develop a plan for implementing increased passenger service on the Milton GO line as soon as possible.



iii. Eglinton Crosstown West Extension Light Rail Transit to the Airport

The Eglintown Crosstown West Extension (ECWE) Light Rail Transit (LRT) will extend from the Mount Dennis station in Toronto to the Renforth Station in Mississauga. Mississauga is a net importer of jobs and this key connection to the Mississauga Transitway will provide higher order transit options for Toronto residents working in Mississauga. This segment is currently under construction. The Eglinton West LRT is also proposed to extend to the Regional Passenger and Transit Centre (RPTC) at Pearson Airport.

This connection would run through the Airport Corporate Centre and provide access to the Airport Megazone employment area, Canada's second largest employment zone outside of Downtown Toronto. The City supports the addition of an LRT station in the Airport Corporate Centre to provide a direct transit link to jobs in this area. It is important the Government of Ontario fund the detailed design for the Pearson Airport connection to facilitate planning, design and construction efficiencies with the current ECWE LRT project.



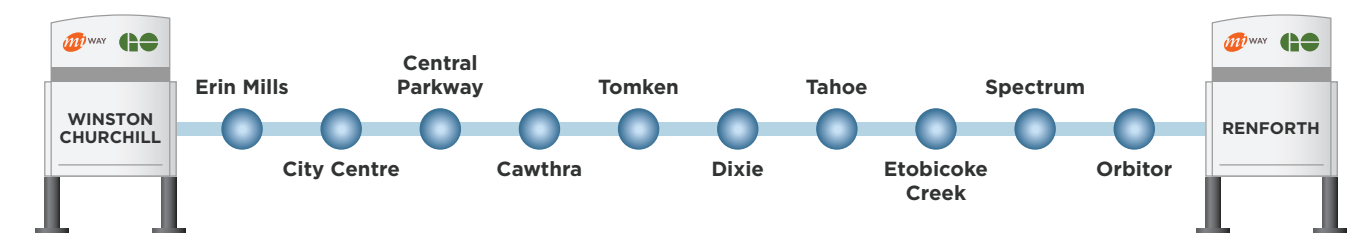
iv. Downtown Mississauga Terminal and Transitway Connection

Mississauga's 18 km, 12-station transitway has made it faster and easier for commuters to travel to, from and through Mississauga and across the region. While the west and east portions of the transitway have access to dedicated lanes, the downtown portion experiences delays because it relies on accessing local city streets.

The completion of the downtown segment of the Mississauga Transitway, with a dedicated transit corridor and new bus terminal, would provide for a continuous transitway that would maximize the benefits and success of previous investments.

This new terminal will support the Hurontario LRT, future growth in Downtown Mississauga and the urban context that is expected to be achieved in a city the size of Mississauga.

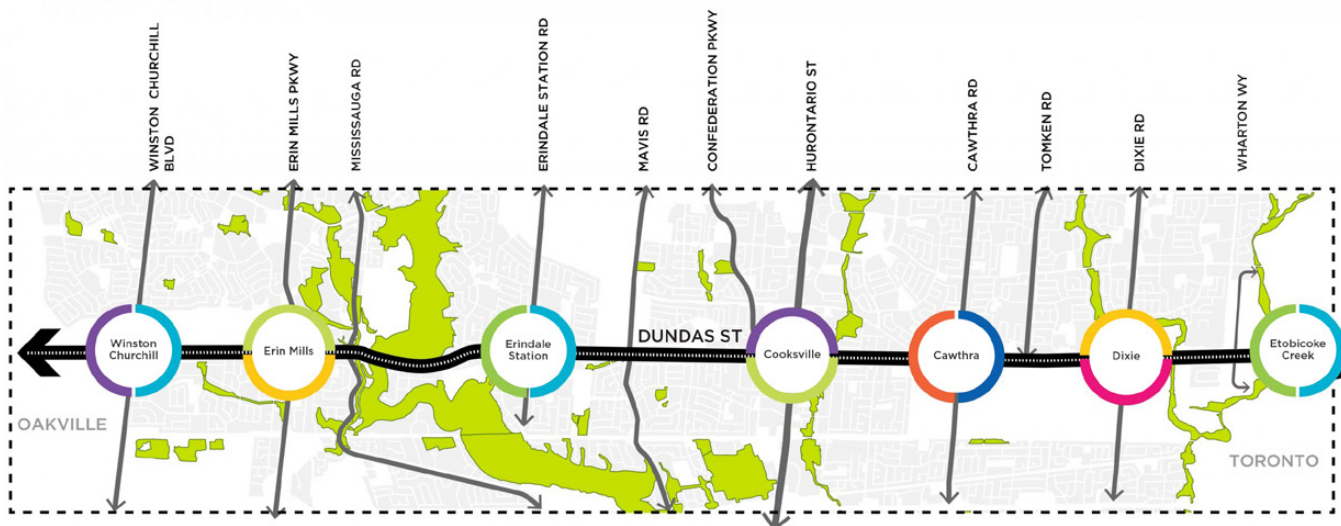
An Initial Business Case (IBC), jointly led by the City and Metrolinx, was completed in 2020. The next phase of study is the preparation of a Preliminary Design Business Case that requires funding to move forward. This is a critical step in supporting the continued development of Mississauga's downtown as well as transit connections to the western GTHA and Pearson International Airport.



v. Moving ahead with the Dundas Bus Rapid Transit Corridor

The City's Dundas Connects project produced a Master Plan for the Dundas Corridor, which makes recommendations on land-use intensification and rapid transit for Dundas Street. Specifically, the Master Plan recommends a Bus Rapid Transit facility for the entire length of Dundas Street. This supports major improvements to transportation, land use and the public realm along the Dundas Street Corridor.

The next steps in advancing this transit initiative are the completion of a Transit Project Assessment Process leading to detailed design and construction. Federal and provincial funding for this work, such as through ICIP - for which the City has applied, would ensure that rapid transit would be available to support the growth and redevelopment along Dundas.



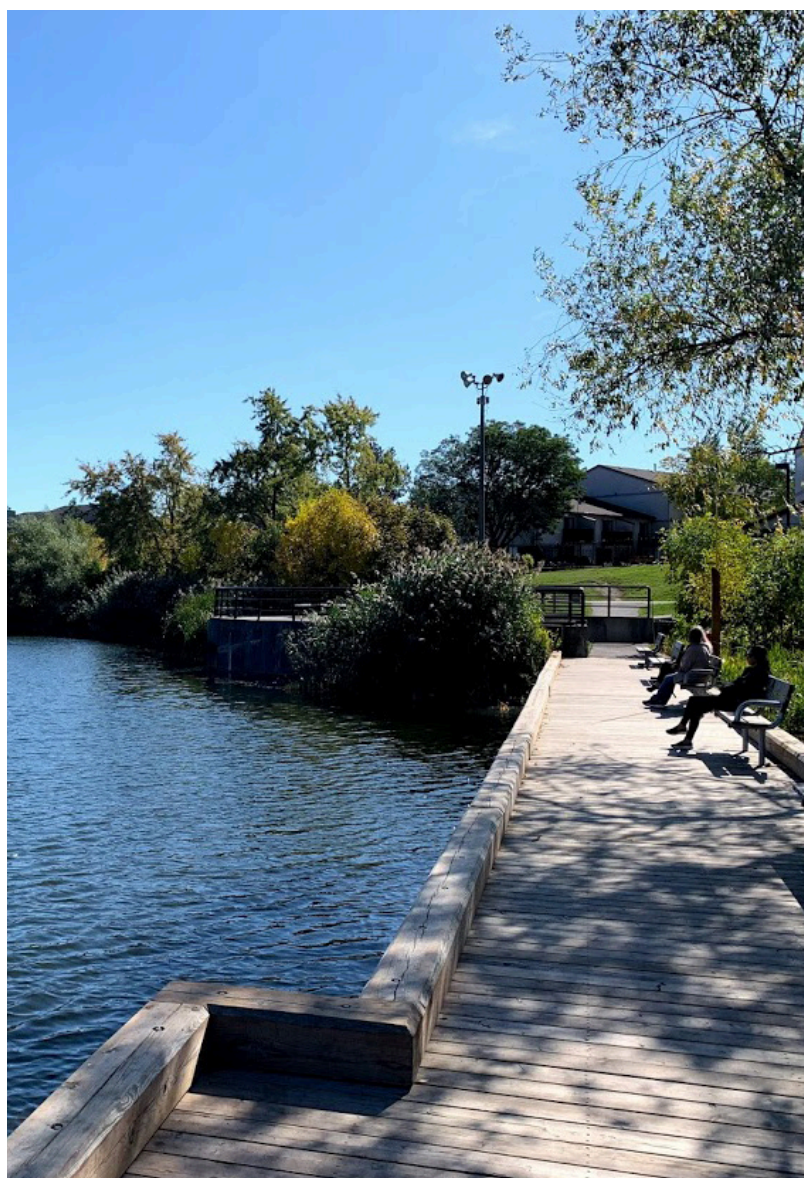
Recommendation 3

Provide investments in projects that mitigate the impacts of climate change and increase the resiliency and adaptability of our communities.

Mississauga is taking action on climate change with its [Climate Change Action Plan](#). This 10-year 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:

- Decreasing GHG emissions from our buildings, transport sectors and city vehicles;
- Building our resilience to the expected impacts of climate change;
- Increasing our capacity to deal with climate events;
- Accelerating discovery and driving innovation in regards to climate action to create jobs;
- Enhancing sustainable infrastructure investments and management practices to improve local resilience; and
- Supporting low carbon district energy systems and piloting hydrogen technology in our transit system.

We all have a role to play, and tackling it requires global action, and collaboration. Mississauga is seeking committed funding from all levels of government to help advance transformative climate action projects, which are described on the following page.



i. Supporting the transition of the City's bus fleet/storage and maintenance facility to zero-emission technology; and

In order to operate Zero-Emission Buses (both Battery-Electric and Hydrogen Fuel Cell), MiWay must convert their traditional diesel facilities to a facility that will accommodate charging or fueling infrastructure. This will require extensive structural overhauls, and in most cases, existing facilities may need to be completely rebuilt and future facilities constructed.

The cost for this is currently unfunded. In the case of battery-electric buses, there are two charging options, which include depot charging and on-route charging. If on-route charging is a viable option, this will lead to additional infrastructure required on-street and within terminals and stations. For hydrogen fuel cell buses, MiWay may need to install electrolyzers and fueling infrastructure.

From a maintenance perspective, Zero-Emission Bus technology is relatively new and will require technicians to learn new skills including high voltage systems. The estimated cost of this project is between \$200-250 million. In order for our infrastructure to accommodate such a transition, support from higher order levels of government is required.

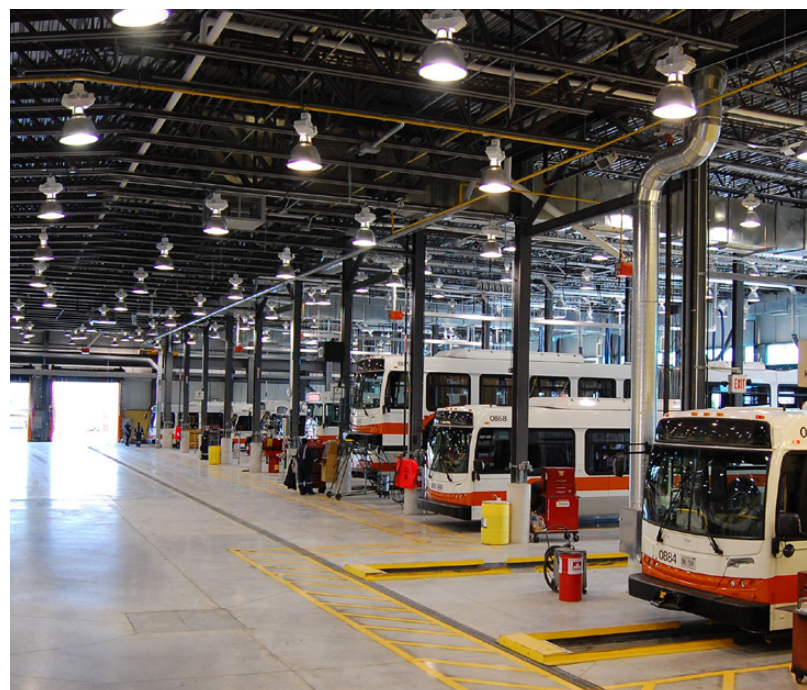


ii. Providing funding for the City's proposed hydrogen fuel cell bus pilot.

Mississauga Transit ('MiWay') is committed to reducing overall GHG emissions significantly over the next decade. As of 2020, roughly 70 per cent of the City's GHG emissions stem from public transit buses alone and MiWay must decrease emissions by 40 per cent by 2030 and 80 per cent by 2050.

In order to meet this target, MiWay will no longer purchase conventional diesel buses, and will be required to purchase zero-emission buses at some point over the next decade.

The cost of this premium is around \$200 million. Federal and provincial investments are necessary in order to transition the fleet and cover the premium. Environmentally-friendly, zero-emission buses have many benefits: they produce little to no greenhouse gas emissions; are simpler to maintain; easier to drive; and produce less noise pollution. We thank the federal government for their commitment of \$10.9M to this project. We continue to seek funding from the province of Ontario to make this pilot a reality.



HOUSING

AFFORDABILITY

2023

FEDERAL

PRE-BUDGET

SUBMISSION

Housing Affordability

The City of Mississauga has had a long-standing role in supporting the delivery of a range of housing. Our comprehensive land use planning policy program, “Making Room for the Middle” articulates a strong vision for diverse, inclusive, mixed-use communities. Planning tools have been adopted to facilitate new housing and communities.

As a result, Mississauga has earned a reputation as a great city. Mississauga's growth can largely be attributed to middle income earners – young professionals and families seeking the quality of life and affordable housing that was available. However, as the city continues to grow, the very qualities that made Mississauga great are increasingly at risk of being compromised. The cost of housing is increasing; rental vacancy rates are incredibly low; the supply of vacant land is dwindling and rising in price; and the cost of infrastructure to support development is increasing.

Collectively, this poses a significant challenge. Housing and its affordability must be at the forefront of our thinking. The provision of a range of housing choices for all household incomes is critical for the long term health and viability of our city.

Increasingly, middle income households are struggling to find housing appropriate to their needs and income level. Our research shows this will not improve without an intervention by the City and other partners

Since April 2022, four pieces of housing-related legislation have been passed by the provincial government – Bills 109, 3, 23, and 39. Each has directly impacted the ability of cities like Mississauga to bring more supply, and in particular, more affordable supply to the market. While the housing crisis is provincial and national in scope, much of the burden to address it has fallen to municipalities. Mississauga needs federal and provincial governments to provide more funding for affordable housing, to increase housing supply, and to enable municipalities to build complete communities.



Recommendation 4

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

The City of Mississauga has been a leader in reaching its density targets and providing affordable housing units. To truly close the supply gap, support is needed through the following funding and policy changes:

- 1. Allow more flexibility for Rapid Housing Initiative and similar programs**
- 2. Increase flexibility for shared equity first time homebuyers program**
- 3. Create financial disincentive for speculators e.g., laddered capital gain rate based on how long one owns an investment property**
- 4. Leverage the potential of Provincially and Federally-owned land by:**
 - Requiring a minimum number of affordable units be provided when selling surplus land to developers;
 - Offering surplus land to non-profit housing providers for a below market price; and
 - Evaluating co-development of provincially- and federally-owned lands with affordable housing uses.
- 5. Update HST tax rebates to be more reflective of current market, particularly for rental units**
- 6. Provide more funding for affordable housing producers**



LOCAL

ECONOMY

2023

FEDERAL

PRE-BUDGET

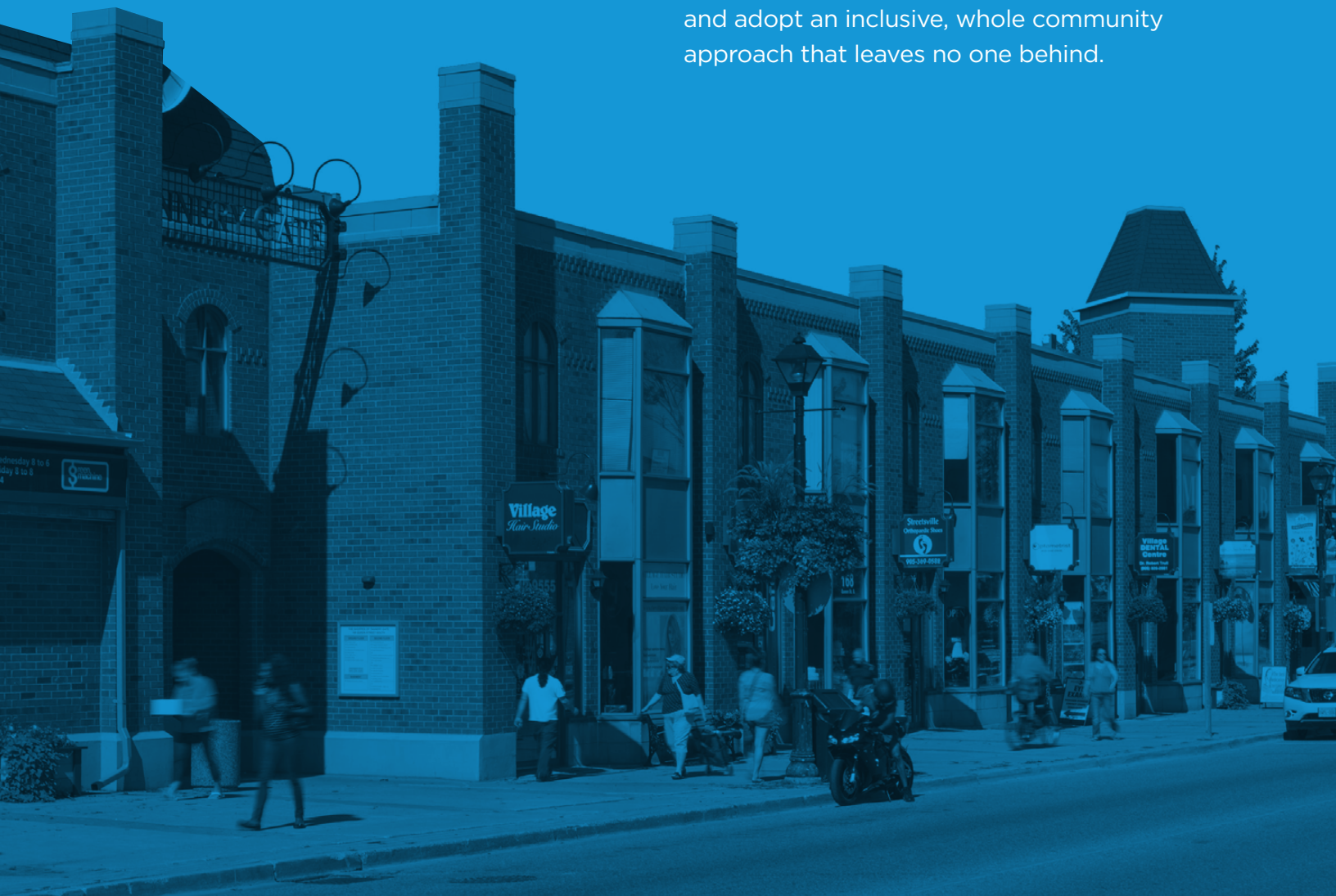
SUBMISSION

Local Economy

The City of Mississauga has a strong local economy, comprised of a highly diverse business community that reaches across a wide variety of sectors. Home to over 94,000 businesses, with a GDP of over \$50 billion, the City is a major contributor to the Greater Toronto Area economy. It is imperative that we remain responsive to the needs of the business community as recovery unfolds.

At the same time that provincial and federal governments are assisting the municipal sector, they must also continue to assist our business community. Some sectors (life sciences, healthcare, etc.) fared well through the pandemic, while other sectors (aerospace, hospitality, and manufacturing) were hard hit. In particular, small businesses, tourism, creative industries, and the air travel sector have experienced unprecedented losses.

While the City of Mississauga has and will continue to play a key role in helping the local economy, especially those hardest hit, we need active and engaged provincial and federal partners to work with the City and our local businesses to build back better; and adopt an inclusive, whole community approach that leaves no one behind.



Recommendation 5

Continue targeted support for sectors hardest hit by the COVID-19 pandemic, including main street businesses, recreation, travel and tourism, creative sector and air travel. Support should be sector specific when appropriate and prioritize non-repayable financial assistance.

i. Small Business Supports

The City of Mississauga recognizes that small businesses are the foundation of the economy. From traditional main street small businesses to local manufacturing, the economic health and vitality of these establishments directly impact the overall well-being of the local economy. Businesses within these sectors account for 11% of businesses and 13% of total employment in Mississauga and continue to face uncertain markets as we recover from the impact of COVID-19 and feel the impact of external global factors. Inadequate support for local business risks long term negative local economic impacts such as:

- loss of livelihoods by local business owners and their employees;
- reduced neighbourhood vitality; and
- reduced overall attractiveness of Mississauga as a place to live, work and play.

It is imperative that all levels of government remain responsive to the needs of the business community as recovery unfolds. Mississauga's small businesses and local economy need ongoing federal and provincial support to address their specific challenges and needs.



ii. Tourism and Cultural Industry Support

The COVID pandemic took a particularly heavy toll on the arts, entertainment, tourism and recreation industries. Relative to its size, this sector lost more jobs than any other sector. One in four workers from these sectors lost their job during the pandemic.

In Mississauga, the story is no different. Local creative industries and entrepreneurs have not seen their markets fully recover. There continue to be many unknowns about the future. Organizations are unsure of sustainable funding opportunities such as government and sector specific grants and if they will be able to cover costs as they continue to navigate the recovery.

In the Tourism sector, purchased accommodations continue to be impacted due to the industry not fully recovering and staffing shortages. For hoteliers and short-term accommodation owners, revenues are still down resulting in lower Municipal Accommodation Tax (MAT) revenue in 2022. Any resemblance of pre-pandemic MAT revenue, which is used to support the tourism industry, is highly dependent upon continued emergence from the pandemic and the public's willingness to travel.

As such, sustainable funding for the Tourism and Cultural industry is required from the federal and provincial governments. Not only will this support drive more people to our City but it will also help the local economy through tourism spending. Ensuring Mississauga remains competitive and attractive to film and music production is also a vital component of Mississauga's recovery efforts.



Illumi Mississauga. Image Credit: Tourism Mississauga

iii. Air Travel Support

Airports are recognized as economic catalysts for the communities they serve, delivering jobs and investments to the local municipalities. The impact of international airports is even greater; they provide links to global markets while fostering trade, investment and tourism.

Mississauga is home to Canada's largest airport. Prior to the pandemic, serving 50.5 million passengers annually, Toronto Pearson International Airport is a major global hub, providing Canadians with a gateway to the world. With over 330,000 surrounding jobs, the airport is home to the second largest employment zone in the country.

As the fourth largest global entry point into the U.S., it boards flights to 210 destinations and more than 22 million trans-border passengers annually. Unfortunately, due to COVID-19, passenger activity at Pearson International Airport fell by 69.5 per cent during 2020 and has yet to recover.

The impacts of the pandemic continue to be felt by the airline and aerospace industries. Continued support, as has been seen in other countries around the world, needs to continue to ensure this economic engine continues to run and support our local, provincial and national economy.



Recommendation 6

Invest in talent development and access.

Access to talent is a critical determinant of Mississauga's ability to retain, expand and attract businesses. Over 80% of Canadian business leaders have indicated labour shortages as the primary obstacle to meeting demand in today's market. The COVID-19 pandemic worsened pre-existing labour market challenges related to a lack of skilled talent and workforce aging and has not recovered to pre-pandemic levels. The federal and provincial governments must work together to ensure that Mississauga has a strong labour market so businesses can grow, prosper, and thrive.

The following actions will be critical to ensure that Mississauga businesses have access to the talent they need:

- Enhance existing and introduce new funding programs to address labour shortages that are locally appropriate and developed in partnership with industry, education, regional and municipal representatives; and
- Improve and expand pathways for immigrants to address industry and professional talent shortages.



Recommendation 7

Prioritize investments that support a fair and inclusive economic recovery.

The COVID-19 pandemic disproportionately impacted populations that are already disadvantaged by pre-existing socioeconomic structures. A full and inclusive economic recovery requires dedicated funding and targeted programming to address barriers experienced by each population. The federal and provincial governments must work with municipalities to ensure that everybody has an equal opportunity to thrive in our country, province and municipalities. We must work together. This is why Mississauga proposes the following actions to be taken to support a fair and inclusive recovery:

- Ensure access to affordable childcare;
- Keep our workers safe by providing adequate sick pay;
- Enhance existing and introduce new funding programs to identify and address barriers to the full participation of women, racialized and indigenous people and those with disabilities in entrepreneurship and labour markets; and
- Take proactive measures to ensure government support programs and procurement processes are open and accessible to under-represented groups, including women, racialized and indigenous people and those with disabilities, as well as small and medium enterprises.

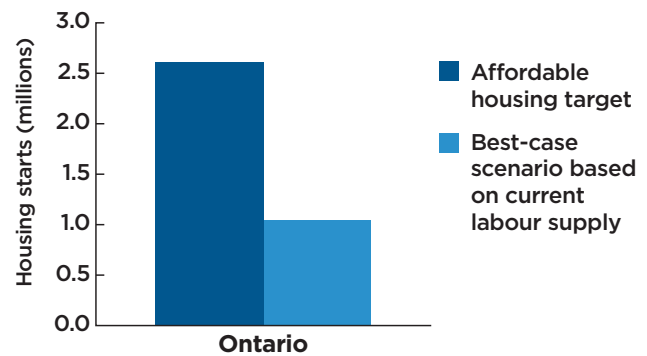


Recommendation 8

Develop and fund education and skills retraining programs to ensure an adequate supply of labour in the trades and construction industry to meet the demands as a result of the province's housing target of 1.5M homes in 10 years (120,000 in Mississauga).

A report from the Canadian Housing and Mortgage Corporation found that even in the best case scenarios, there will only be enough labour to increase housing starts above their baseline projections by 36% in Ontario. This would fall well short of the target set by the Government of Ontario and the City of Mississauga does not have the tools or authority to address this problem.

Significant action is required to address labour shortages that make housing targets beyond Mississauga's and the construction industry's capabilities.



Source: Provincial authorities, Statistics Canada, CMHC



Conclusion

Municipalities play a vital role in the delivery of critical services that residents rely on, and are on the frontline of the continuing economic recovery. The City of Mississauga's Leadership Team and Council continue to deliver value for money and exceptional customer service to the residents of Mississauga.

The provincial and federal governments are important partners in ensuring the City meets its objectives, realizes its vision, and achieves its city-building priorities, specifically through proper funding mechanisms. Our recovery plans and supporting actions will need to remain agile to respond to changing external forces such as the lingering affects of the pandemic, inflation, global conflicts and supply shortages. One thing we can be certain of, whatever challenge we face, we can only overcome it if we work together.

For more information visit mississauga.ca or email us strategicinitiatives@mississauga.ca

2023

FEDERAL

PRE-BUDGET

SUBMISSION