

City of Mississauga
Corporate Report



<p>Date: December 15, 2023</p> <p>To: Mayor and Members of Council</p>	<p>Originator's files:</p>
<p>From: Shari Lichterman, CPA, CMA, City Manager and Chief Administrative Officer</p>	<p>Meeting date: January 17, 2024</p>

Subject

2022-2026 Council Priorities

Recommendation

That the priorities listed in the corporate report dated December 15, 2023 from the City Manager and Chief Administrative Officer entitled "2022-2026 Council Priorities" be endorsed as the Council priorities for the remainder of the term of Council.

Executive Summary

- Mississauga's current Strategic Plan has been in effect since 2009, founded on five pillars (Move, Belong, Prosper, Connect, and Green), with 28 strategic goals and 119 actions. Staff continue to work on these actions and advance projects under the five pillars.
- Staff are working to refresh the current Strategic Plan, with public consultation commencing in 2024, following the Mayoral by-election.
- As part of the Strategic Plan, and at the start of each session of Council, the City's Leadership Team and Council meet to discuss and confirm the priorities for that session of Council.
- Two priority sessions have been hosted with Council, the first on July 13, 2023, which featured a conversation with Brent Toderian of Toderian UrbanWORKS, and the second on September 27, 2023. The second session was hosted in camera and featured a presentation from the City Manager and CAO, as well as open discussion and feedback from Councillors.
- This report provides an overview of the priorities discussed at the second meeting and seeks endorsement from Council of the 2022-2026 Council priorities. More detail on the priorities is also contained in Appendix 1.
- Staff will continue to work on the priorities outlined in this report and have planned for their implementation through associated master plans, as well as through the Budget

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and Business Plan process. Any additional priorities added may have a budgetary impact and will be accounted for through future reports and the Budget and Business Plan process.

Background

Strategic Plan 2009 – Present

The City's current Strategic Plan was developed in 2009. It was based on five pillars: Move, Belong, Prosper, Connect, and Green. Under these pillars are 28 strategic goals and 119 action items. To date, 97 per cent of these actions are in progress or have been completed. While the pillars of the current plan still form the basis of the work of the corporation and its strategic priorities, there is a need to update the Strategic Plan to reflect the current realities and environment in Mississauga and the pressures the city faces.

On March 29, 2023, Council approved a refresh of the City's Strategic Plan. This refresh will include significant public consultation and engagement with Council, residents and businesses, and other identified parties and groups. This engagement will take place through 2024. Public engagement will begin following the Mayoral by-election. This work will focus on a longer-term horizon and put in place goals to be achieved over multiple years.

Council Priorities Session

As part of this process, and to ensure City staff are meeting the expectations and delivering on the strategic priorities of the current Mayor and Members of Council, staff hosted two priority-setting workshops with Mayor and Members of Council.

The first workshop was hosted on July 13, 2023 and featured guest speaker, Brent Toderian of Toderian UrbanWORKS. Toderian is the former Chief Planner for the City of Vancouver nationally and internationally respected practitioner and thought-leader on cities and city-building, with over 30 years of experience in advanced urbanism, city planning, urban design, transportation and change management.

Following this workshop, the Leadership Team and Mayor and Council engaged in a session on September 27, 2023 to confirm Council's priorities for the 2023-2026 term of office. This session was facilitated by City Manager and CAO, Shari Lichterman and hosted in camera and observed by the City Clerk. To meet the requirements of the *Municipal Act*, the following report provides an overview of the agreed-upon priorities, as well as seeks confirmation from Council, in public session, that these are the right priorities.

Comments

The following is an overview of the agreed-upon priorities from September 27, 2023 Council priorities session. The priorities have been categorized under the five pillars of the current Strategic Plan – Move, Connect, Belong, Prosper, and Green.

MOVE Priorities

City staff will continue to work on the following priorities related to the Move pillar:

- Advancing the Transportation Master Plan (TMMP) and associated tactics
- Investing in and advocating for rapid, regional and local transit
- Building safe and complete streets
- Fostering an environment for multi-modal transportation

The slide deck in Appendix 1 contains more detail on the initiatives and projects under these priorities.

CONNECT Priorities – Housing

At a high level, the following are the priorities for the Connect pillar as they relate to housing:

- Advance the “Growing Mississauga: Housing Action Plan” and meet the provincial housing targets as pledged by Council in March, 2023;
- Refresh the City of Mississauga’s 10 year Official Plan;
- Maintain focus on the City’s Missing Middle Affordable Housing Strategy and keep housing affordability a top priority;
- Continue to advocate to the provincial and federal governments to provide support, both legislatively and financially, to help cities get housing built; and
- Educate the public and raise awareness about the importance of good planning to healthy, sustainable communities, and continue to work to engage the community in housing policy development and advocacy.

The slide deck in Appendix 1 contains more detail on the initiatives and projects under these priorities.

CONNECT Priorities – Community

At a high level, the following are the priorities for the Connect pillar as they relate to investments in the community:

- Increase parkland acquisition and development in priority areas;
- Enhance existing and build new cultural infrastructure and creative spaces;
- Invest in Fire and Emergency Services infrastructure to ensure public safety;
- Continue to invest in recreation programming that meets the needs of a changing population; and
- Build and upgrade community spaces that are sustainable and healthy.

The slide deck in Appendix 1 contains more detail on the initiatives and projects under these priorities.

BELONG priorities

At a high level, the following are the priorities for the Belong pillar as they relate to investments in the community:

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- Invest in recreation programming that meets the needs of a changing and diversifying population;
 - Invest in libraries, including new collections, programming, spaces and technology;
 - Work to make Mississauga an inclusive city to work and live by advancing the City's equity, diversity and inclusion (EDI) strategies, programs and projects;
 - Engage with the Mississauga community equitably; and
 - Enhance the City's efforts towards Truth and Reconciliation and advancing the Truth and Reconciliation's calls to action.

The slide deck in Appendix 1 contains more detail on the initiatives and projects under these priorities.

PROSPER Priorities

At a high level, the following are the priorities for the Prosper pillar as they relate to investments in the community:

- Invest in culture and creative programming, spaces, and infrastructure;
- Foster an ecosystem where innovation can flourish;
- Focus on small businesses, in particular main street competitiveness and the growth of our Business Improvement Areas (BIAs);
- Continue to work on attracting investment to Mississauga, especially in our priority economic sectors;
- Grow our creative industries;
- Develop our key sectors and advocate for continued investment from the higher levels of government.

The slide deck in Appendix 1 contains more detail on the initiatives and projects under these priorities.

GREEN Priorities

At a high level, the following are the priorities for the Green pillar as they relate to investments in the community:

- Advance Climate Change Action Plan to reach 80% emissions reduction by 2050, with a goal to achieve Net Zero;
- Continue to green the City's vehicle fleets, in particular transit vehicles;
- Advance alternative energy solutions, like District Energy;
- Continue to build green energy infrastructure to support a shift to green; and
- Work with local businesses to reduce their carbon footprint.

The slide deck in Appendix 1 contains more detail on the initiatives and projects under these priorities.

Business as Usual Operations

It is important to note that city staff continue to deliver on business as usual operations and programs, as well maintain our infrastructure and facilities in a state of good repair, while also building new assets. The strategic priorities of Council are layered on top of business as usual operations. Any additional priorities not listed herein, will have budgetary implications beyond what has been forecast to date.

Next Steps

Staff is seeking endorsement of the above mentioned priorities as the Council priorities for the remainder of the 2022-2026 term of Council. These priorities will be included in the refresh of the City's Strategic Plan and provide a strong foundation from which to build the next iteration of the plan.

Financial Impact

There is no financial impact associated with this report. Staff will continue to work to implement these priorities through the Budget and Business Planning cycle. Any projects or services added to the above list will have a budgetary impact that will have to be accounted for in future Budgets and Business Plans.

Attachments

Appendix 1: Council Priorities Presentation, September 27, 2023



Shari Lichterman, CPA, CMA, City Manager and Chief Administrative Officer

Prepared by: Robert Trewartha, Director of Strategic Communications and Initiatives