



A Meeting of Minds: Charting a Brave Bold Future

Proceedings of the September 25, 2007 conference
on creating a sustainable, healthy and prosperous
future for the City of Mississauga.



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A Message from the Honorary Chair

When I attended the Toronto City Summit in February 2007, I knew we needed to do something similar in Mississauga. To make it happen, I was fortunate to find two outstanding leaders in our community, Brian Crombie and Shelley White. They agreed to act as Co-Chairs to make the Mississauga Summit a reality and together we planned to bring our best strategic thinkers to the table to hear their ideas for making Mississauga a truly great international city for the 21st century.

As Mayor of Mississauga, I know firsthand what a wonderful City we have. In a few short decades, we have grown to become Ontario's third largest city and sixth in Canada. We are home to over 50,000 businesses and are blessed with one of the most ethnically diverse populations. But rapid population growth has strained our capacity to meet the needs of our residents and the property tax burden can no longer sustain our quality of life. The bottom line is there is a widening fiscal gap between needs and resources and the social, health and education costs must be removed from property tax.

Mississauga Summit 2007 was the start of a shift in focus from growth to livability. We have exciting plans for the future of Mississauga. To make them happen we need the citizens and the business community to continue to join together with us through initiatives like the Mississauga Summit.

Congratulations to all the people who made Mississauga Summit 2007 a great success!

A handwritten signature in black ink, appearing to read 'Hazel McCallion', written in a cursive style.

Hazel McCallion, C.M.

A Message from the Co-Chairs

On September 25, 2007 the City of Mississauga made history.

The first-ever Mississauga Summit brought together over 200 local leaders from the corporate, nonprofit and public sectors focused on a single mission – how to make Mississauga a vibrant and sustainable community.

As Co-Chairs we came to the project from very different worlds, one corporate and one nonprofit. With the resolute guidance of our Honourary Co-Chair Her Worship Hazel McCallion, we quickly learned that our differences were indeed our strengths. We realized that regardless of what sector we represented, we all faced the same systemic issues that impacted on our sector's ability to be resilient and to thrive. We also realized that there were a lot of energy and resources being expended working on these issues in silos across the community and if harnessed we had the potential to create a powerful brain-trust to guide the future direction of the City of Mississauga.

This report is a synthesis of what happened at Mississauga Summit 2007. It captures the essence of what was heard from the many speakers who presented facts, ideas and posed questions to kick-start the dialogue. Most importantly, the report summarizes the content of the dialogue between the participants, which took place in three Idea Incubators throughout the day.

We urge you to become familiar with the issues (and the *big ideas*) and use every opportunity to dialogue with others about how we can collectively be courageous and take the leaps necessary to chart a brave and bold future for Mississauga.



Brian Crombie
Co-Chair, Mississauga Summit 2007



Shelley White
Co-Chair, Mississauga Summit 2007

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Why a Summit?

There is a growing realization that the challenges facing Mississauga are complex and require a partnership of wide interests to find solutions that will help to transform the community. Successful urban centres recognize the importance of building capacity via civic engagement as a way of sustaining the vibrancy of its communities.

In March 2007, a group of 30 individuals representing Mississauga business, health, social and community interests gathered to bring focus to current issues that if left untended would seriously jeopardize the city's future. As a result of that initiative, a call to action was spearheaded by two like-minded individuals: Shelley White, CEO for Peel United Way, and local pharmaceutical executive Brian Crombie. Both individuals had attended, with Mayor Hazel McCallion, the highly successful and motivating Toronto Summit. From that day forward, White and Crombie as co-chairs, and Mayor McCallion, as honorary chair, conceived the idea of the Mississauga Summit.

A one-day conference attended by key business and community leaders, Mississauga Summit 2007 was designed to be a catalyst for development of solutions to address issues facing the fast growing and increasingly complex urban landscape of Mississauga including:

- addressing Mississauga's human services fiscal gap;
- building a strong, sustainable human and health services infrastructure;
- fostering economic development through partnerships, clusters and research;
- planning sustainable growth and development;
- making the most of environmental business opportunities;
- embracing our social diversity and integrating newcomers into the economy and society;
- enhancing our arts, culture and the

- heart of the City;
- building a vibrant downtown, waterfront and public parks; and
- addressing congestion, transit and transportation infrastructure needs.

The Summit featured thought-provoking insights from international, national and local speakers. Throughout the day a series of social networking and collaborative roundtables or *idea incubators* offered opportunities for participants to generate ideas about how to meet the challenges and opportunities of managing growth, capitalizing on diversity, creating a sustainable future and enhancing social development.

At the conclusion of the Summit, a few short term initiatives plus longer-term strategies were identified and are included in this proceedings report.

Successful urban centres recognize the importance of building capacity via civic engagement as a way of sustaining the vibrancy of its communities.

EXECUTIVE SUMMARY

On September 25 2007 equal numbers of Mississauga corporate, non-profit and public sector leaders came together for the first time to listen, to learn and to talk about creating an urban agenda for the City of Mississauga. The organizers had three main objectives (i) awareness; (ii) engagement and (iii) action. Mississauga Summit 2007 was the first step on a longer journey to meet these very formidable goals.

To put the day in context, a number of speakers spoke to the economic, sustainability and social capacity of Mississauga, Canada's sixth largest city. Relatively young as cities go, Mississauga is remarkably blessed with many assets. It is one of a handful of Canadian municipalities with a triple AAA rating and still debt-free. Mississauga has been the safest city in the country for seven years in a row. The City is the proud home to over 50 of Canada's major corporations including Canada's busiest airport and a community rich in global culture, all the while sited along 8 miles of picturesque shoreline on Lake Ontario. All in all, the City of Mississauga is a thriving metropolis – a place that people want to be.

The Summit audience heard that despite Mississauga's significant accomplishments to date, its future prospects are in jeopardy. A victim of its own success, the City has experienced a pace of growth that has outstripped resources essential to supporting this growth. With a population that has doubled in the last 20 years, Mississauga's human service sector's capacity to meet the human service needs of our community falls far short of what is required and arguably what is fair. Statistics revealed that, today in Mississauga, there is a \$700 million shortfall in social service funding and

\$950 shortfall in healthcare funding. The local economy, while strong, is feeling the effects of global influences. The funding challenges have been exacerbated by a loss of 100,000 manufacturing jobs in past five years and the evaporation of traditional revenue sources that came with the type of suburban development that has characterized much of Mississauga's earlier growth.

The audience was not surprised to learn about the ever-looming problem of moving people, good and services from place to place with a transportation system that needs huge investments in new infrastructure. However, what was not previously well understood was that the City is a net importer of labour - 122,000 inbound. On a daily basis, Mississauga receives more employees from Brampton than it exports to Toronto.

We learned that real transformational change does not come from simply solving problems. Change making comes from having a vision, pride of place and the desire to be great.

From the *idea incubators*, we were reminded that Mississauga has many tremendous assets with its diverse workforce at the top of the list. Yet, we also learned that much more needs to be done to leverage this diversity. The City has a unique opportunity to carve out a leading role and identity as a global centre for integration and diversity. We heard throughout the day that Mississauga needs a brand – perhaps we have the beginnings of one emerging from this Summit.

Another common theme from the Incubators was gridlock. Whether the topic was the Innovation Economy, Mainstreaming Sustainability or A Progressive, Humane and Caring Community, transportation issues factored in the discussion. It has become the tipping point, according to one Summiteer, that has put the urban agenda on the national agenda.

With a focus on livability and a movement from self interest to common cause, Mississauga Summit 2007 can be the start of some big leaps forward starting with asking the right questions, the "what if?" questions. How far and how fast we leap will depend on the power of courage of each of Summit participants to move this initiative forward.

Real transformational change does not come from simply solving problems.

Change making comes from vision, pride of place and the desire to be great.

Mississauga in a WORD or two

To break the ice, the first *idea incubator* started with asking each participant to give a one word descriptor of Mississauga. The results, in no particular order, were very revealing.

Hazel - under the radar - world-class - Hazel - potential - natural heritage abundance - potential - basket weave infrastructure - diversity - under funded - young - transportation - mobility - suburban - lacking - burgeoning - safe - changing - Mayor Hazel - great - cluster that needs to congeal - fiscally responsible - big and growing - suburbia - lifestyle - multicultural - livable city - great place to raise family - collaborative - opportunity - service - leadership - dynamic - townships - fun - beautiful - family - growth - heart - construction - heritage - vibrant - leadership - city - change - innovation - aging (demographic) - diverse - growth - Infrastructure - supporting change - demographic adaptation - heart - heritage - vibrancy - leadership - diversity - innovative - attractor - dynamic - creative - economic powerhouse - leader - melting pot - teamwork - success story - potential - welcoming - mosaic - complex - transportation hub - dynamic - diversify - diversify - Hazel - Hazel - diverse - Hazel the city that she built - challenging - multicultural center - mature - needs to decide on new identity moving forward - really moving in right direction - adolescent - progressive - fast-moving - lack of green space - disparent - vibrant - dynamic - livable - skilled - too adult oriented - big - multi-cultural - still developing - feisty - diversity - energetic - powerhouse - dynamic - diverse - bold - disconnected - innovative - safe - family - young - mall - big - diverse - aggressive - dynamic - diverse - thriving - feisty - multicoloured - Hazel - growing - suburban - dynamic - home - Hazel - fresh - extension of Toronto - progressive - opportunity - collaborative - opportunity - service - dynamic - fun - townships - beautiful - insular - prosperous - Hazel - bedroom community - balance - it's happening - disconnected - diffused - multicultural - in transition - dynamic - maturing

The Power of Dialogue

The Shift from Self Interest to Common Cause

Mississauga Summit 2007 opened with inspiring words from Ric Young, President, E.Y.E., The Social Projects Studio, on *Lessons from Mississauga about How to Change the World*.

Ric drew upon his experience as a social innovator working with three of Mississauga's largest corporations – GlaxoWellcome Canada Inc., E.I. duPont Canada Co. and AstraZeneca Canada Inc. With each engagement, Ric saw first hand, the proof of possibility, that people in society can make a difference.

Lessons for Change Making

The first lesson, according to Ric, is the **power of dialogue**. Working with GlaxoWellcome in the 1990's, he engaged employees in a powerful dialogue about what social cause they would support as a corporation. The process unlocked a passion to make a difference (which he suggests is there in all of us) from which a culture of caring emerged that ultimately lead to end of life care as the cause the employees chose to support. It was this shift from self interest to common cause that ignited the passion to make a difference.

The second lesson learned is the **power of leaps**. As a corporation, E.I. duPont was known for having a culture of innovation aimed at inventing new processes. Their success lay in making the investment of time and energy on clarification of the higher purpose – something that Ric called "the fuzzy first end". He observed how they used the science of complexity to think big about problem solving challenges. They took leaps of imagination, leaps of action and leaps across artificial silos to identify pattern changing ideas. But as an organization their social ingenuity was lacking, that is, until they applied the power of leaps to scale up their social thinking. Large scale system change does not come from baby steps.

The last lesson that Ric spoke about was the **power of courage**. He showed a series of vignettes that captioned poverty and despair in a number of communities across the country. These examples of segments of our population facing the most daunting challenges was what inspired AstraZeneca's Frontline Health initiative. It was the courage of Astra's employees to show compassion; courage to apply energies where needs are greatest that led to developing and championing frontline healthcare workers. Initially skeptical, these courageous frontline heroes, in time, developed trust based relationships with Astra. For Ric, it was evidence that "if you show courage you sow courage."

The Urban Millenium

We learned that for the first time in history, the majority of the world's population will be living in cities. This extraordinary demographic shift will mean a new set of not only challenges but opportunities. What that means for Mississauga, according to Ric Young, is that place-making should be the essence of the Summit.

What if?

Instead of asking what is wrong, Ric suggested that the better question to ask is what if?. For Mississauga Summit 2007, he challenged the audience to go beyond problem solving and focus on vision, pride of place and the desire to be great. Only then will the real intention of the Summit be realized. The Summit, as a process, has the potential to be transformational and should be embraced as an opportunity to be bold, brave and collaborative.

If you show courage you sow courage.

The Innovation Economy

What We Learned

The Facts

Derek Burleton, Associate Vice President and Director of Economic Studies, TD Economics, presented the results of the July 2007 update to the 2002 TD Economics Report, *The Greater Toronto Area Economy: Canada's Primary Economic Locomotive in Need of Repairs*. While the original report was quite upbeat about the prospects for the once economic powerhouse, what has transpired since that time has had a dampening effect.

Since 2003, manufacturing jobs declined but were offset to some degree by the strength of other sectors. Mississauga's relative standard of living didn't fair as well. With no growth in income and no growth in tax base, the City's future prosperity is at risk.

Derek went on to highlight **six challenges** and offer solutions to rescuing the downturn in Mississauga's economic prospects.

1 Cost Competitiveness

The GTA's cost edge has virtually been eliminated. While Ontario's auto strategy, Toronto Region Research Alliance (TRRA) and other initiatives are paying dividends other possible strategies for improving competitiveness include (1) shifting to more efficient taxation by replacing GST with a VA tax; (2) knocking down barriers to trade; and (3) incenting businesses to invest more.

2 Education and Skills

Despite significant new government funding since 2002, complex challenges remain. High school drop out rate remains stubbornly high. Educating and integrating immigrants is critical if Mississauga is going to replenish the employee pool from which local business need to draw. Innovative programs like Pathways to Education (Regent Park) is an example of what is working. Through mentoring they have lowered the drop out rate in just a few short years.

3 Urban Sprawl

The 2006 Census confirmed that the GTA's suburbanization continued unabated although at a slower rate in Mississauga (9.1%) than the 25%

gains in Vaughan, Markham and Brampton. One solution Derek offered, to slow the pace of sprawl, was improved development planning combined with a narrowing of the (416)-(905) business property tax differential.

4 Social Inequity and Poverty Worsening

The rising tide of economic growth did not lift all boats. There are no easy answers to address the self-perpetuating nature of poverty which is a particular challenge. On the plus side, governments have moved forward by making improvements to social assistance, increasing the minimum wage and new funding for affordable housing stock. Other opportunities exist for creative programming and should be explored, suggested Burleton.

5 Erosion of Infrastructure

Like education, infrastructure has received significant new funding since 2002. Transit has moved to the forefront of all levels of government's agenda. The creation of the GTTA offers promise to improve infrastructure management and lower costs. Further opportunities to address the infrastructure deficit include increased use of user-pay and P3 approaches.

6 Removing the Shackles from Cities

Recent changes to Ontario Municipal Act(s) have been a positive step. New tax powers for cities, while one solution, is not the answer as all taxes are not created equally.

So what needs to be done?

Mississauga has enjoyed booming growth and remains well positioned because of its solid fiscal position. However the City is maturing and running out of available land. As Mississauga matures, it may face some Toronto-style challenges going forward. What is required is a shift in strategy. Governments in the region will need to respond to these challenges with bold leadership and engage its corporate and public citizenry in defining a vision for its future growth and prosperity.

The Innovation Economy

What We Learned

The Panel

Developing Prosperity Partnerships

“Industrial clusters can develop by chance, but they can also be cultivated through the collaborative efforts of a region’s stakeholders, working together to nurture their existing assets. What is required is the presence of an ‘economic community’ – a place with a strong, responsive relationship between the economy and community that afford both firms and the community a sustained advantage.”
Dr Ulli Krull

the human resource environment; and development of the community environment, with the mission being, “To build an integrated series of programs that bridge business, institutional and community interests, that foster entrepreneurial and commercial investment leading to a competitive advantage in the marketplace and a competitive advantage in terms of quality of life for the community.”

The Centre was borne of a consortium of the biotechnology/pharmaceutical industry, government, UTM, Sheridan Institute of Technology and Advanced Learning, Humber College, The Credit Valley Hospital and Trillium Health Centre. The value proposition was that the Centre would provide opportunities/mentors and affect the agenda of academic institutions and investment decisions made by industry. On the ground for about 2 ½ years, the Centre has built a culture of collaboration and innovation where talent; technology; capital and entrepreneurship are driving the life sciences economic community.

The Life Sciences Cluster

Four leading advocates from Mississauga’s life sciences community addressed the collective assets the City already has in place that make Mississauga primed to assume a leading role as a centre for life science innovation and commercialization.

Dr Ulli Krull, Vice-Principal Research, UTM and Chair of the Western GTA Convergence Centre (WGTA), spoke briefly about the WGTA. At its essence it is an experiment “designed to examine how to achieve: *coordination and promotion; development of the business environment; development of*

Dr Krull applauded the Summit for facilitating a process for the community to dream together. He proffered that these opportunities are why Mississauga is a very dynamic community. The experiment of the WGTA-Convergence Centre is an example how one can drive economic development with a culture of collaboration and innovation. In the end you cannot distinguish the good of the community and economic good and for that reason, it makes sense to think together.

The Innovation Economy

What We Learned

The Panel

Global Competition is Key

Mark Jones, CEO AstraZeneca Canada Inc., inspired the audience with his call to action to “collaborate and advocate together”. He described his experiences within the globally competitive pharmaceutical industry and what its footprint has meant to Mississauga. With over 27 R&D companies, the industry has created 22,000 high quality jobs directly and 41,000 induced jobs and led to direct investments in local institutions such as The Credit Valley Hospital and Trillium Health Centre.

While Canada’s industry is very competitive with other global areas, it remains easy for us to lose equilibrium as growth opportunities recognize and reward investments. Mark reminded us that we have more in common than is different but to chart a brave new future as a community will require us to remain competitive.

Paul Lucas, President & CEO, GlaxoSmithKline Inc., spoke eloquently about how the City of Mississauga’s vision and partnership allowed the pharmaceutical industry to flourish. Twenty years ago there was no life science industry. The sector was characterized by a small number of jobs mostly in sales and marketing. Through a combination of changes to federal patent laws that protect intellectual property and a strong local vision, today, Mississauga has a vibrant life sciences cluster. Examples of how the vision was translated into real strategies included a good tax regime; large tracts of land; and access to airport. Today the results of this vision have translated into high quality jobs and \$1.2 billion dollar investments in hospitals/universities and start up companies.

Healthy communities means healthy business.

Janet Davidson, President and CEO, Trillium Health Centre, rounded out the partnerships discussion by coming at the topic from a public sector perspective and in particular as a healthcare provider. She provided statistics to illustrate how healthy countries are economic strongholds. In the US, \$1400-\$1800 in healthcare costs is added to the cost of every vehicle produced as compared to Canada. People are drawn to livable communities where quality healthcare is readily accessible. Wholesale transformation of healthcare is underway in Ontario and will be made possible because of meaningful partnerships.

So is the life sciences model transferable to other industries?

There was a resounding “yes” to the opportunities that abound to build collaborative relationships to drive future economic activity. Other sectors within Mississauga that have much to be gained by partnering are auto manufacturing, scientific/hi tech, aerospace and IT. There is a role for advocacy in building these partnerships as the new paradigm will mean operating in a multi-national environment which brings its own unique challenges and costs.

The Innovation Economy

What We Heard

About the *idea incubators*

In keeping with the power of dialogue concept that emerged from Ric Young's opening remarks, a series of IDEA INCUBATORS throughout the day allowed Summit participants to come together and brainstorm ideas related to the topic areas presented. There were 18 roundtables set up for this purpose. The results of these sessions have been summarized in the charts that follow. The complete content from each of the incubators are contained in the Appendices to this report.

The first *idea incubator* tackled the topic of Mississauga's Innovation Economy.

Mississauga's Top 10 Economic Assets

1. Diverse workforce
2. Concentration of major corporate activity
3. Quality of life
4. Age of infrastructure
5. Academic institutions
6. Access to highways
7. Municipal finances
8. Airport
9. Mayor and other civic leadership
10. Proximity to Toronto

Other common responses included arts/culture/recreation opportunities; the volunteer sector and healthcare institutions. Less often mentioned were the waterfront/river system and neighbourhoods.

BIG IDEAS for Growing the Economy

1. Platform for developing a strong vision/strategy and new ideas
Big picture thinking; Future-gazing; ThinkTank to invent new ideas
2. Global Centre for Integration
One stop shopping for integrating new immigrants; Diversity training for employers; ESL training for adults; Research; Program development
3. Entrepreneurship Incubators
Bring together entrepreneurs with investors; Focus on youth, home-based economy; Convergence of social innovation and technology
4. Mississauga Brand
Mississauga to Toronto What Cambridge is to Boston; Advertise the life sciences cluster; Unique architecture (e.g. Marilyn Munroe building)
5. Airport Shuttle Service
From locations such as Square One and GO stations.

Mainstreaming Sustainability

What We Learned

The Power of Green

An early adopter of a belief system that economics and ecology can go hand in hand, GE has a number of world class success stories to share. Their company-wide commitment to addressing environmental challenges such as cleaner, more efficient sources of energy and reduced emissions is inspirational.

Kim Warburton, Communications & Public Relations Leader, GE Canada, highlighted EcoMagination, GE's initiative to work with customers to solve big problems while delivering on the bottom-line and improved environmental performance. Building on the four pillars of R&D; revenue; lower emissions and keeping the public informed, GE has 44 certified eco-projects worldwide including the Lakeview project in Mississauga that launched in June 2007.

The next step for GE is to uncover how to take this knowledge and export globally where developing countries have taken notice. While the commitment is to develop and drive sustainable environmental initiatives it is also a business strategy.

Ed Sajecki, Commissioner of Planning and Building, City of Mississauga, profiled a number of projects in the City of Mississauga that are incorporating green development technologies and practices and spoke about how the City is moving toward building a sustainable community.

Some 30 years ago, Mississauga had a population of 200,000 and was a community of cul-de-sacs. Mississauga today is a city of 700,000 refocused on designing communities for livability. Today the emphasis is on place making where economics, social well-being, culture and sustainability are paramount in decision-making.

Ed cited a number of exciting initiatives underway including rapid transit with a major transfer point with linkages to airport

by 2012; light rail transit along Hurontario; constriction of live/work units and the progress in developing Mississauga's own version of Central Park in Riverwood.

For the City, next steps include capitalizing on the tremendous opportunities to work with business to develop transit for their employees through partnerships and pledges.

Social Sustainability

David Szwarc, CAO Region of Peel, revealed some disturbing statistics about future employment prospects for the region.

By 2011, there will not be enough people to meet labour demand of the region's employers. In fact it is estimated that 100% of all net labour growth will need to come from immigration. While that may not appear to be an issue given the success of Mississauga and neighbouring communities to attract immigrants, the reality is that the opportunity costs of leaving foreign countries is increasing. In the future, attracting employable immigrants will become more difficult.

Developing strategies today to make immigration attractive is essential to ensuring a supply of labour to meet future demand. Ideas include an internet immigration portal – that showcases Mississauga's job, health, education, and recreation opportunities.

Investing in health and social programming has proven returns. In Peel, an immigrant mentoring program made a 1000 matches last year. The average income of program participants was 250% higher than those not in the program. Further participants spent, on average, 13 months versus 17 months on social assistance.

The challenge for the community is how to make the necessary health and social enrichment programs mainstream. According to Szwarc, communities working together can make things happen.

Going green
can be
\$\$\$\$ green.

Mainstreaming Sustainability

What We Heard

The next *idea incubator* tackled the topic of Sustainability. The word probortunity was introduced into the Summit vocabulary. It may be defined as the intersection of a problem with an opportunity.

Mississauga's Most Commonly Cited Sustainability Probortunities

1. Gridlock Meets Investment in Greener Modes of Connectivity
Gridlock seen as tipping point to change making; Ideas include incenting carpooling, use of transit hubs in mall parking lots, integration with TTC; Goal to be 15 minutes from everywhere
2. Sprawl Replaced By Intensification
Incent redevelopment in street-level activity (commercial and residential); Invest in improving walkability of downtown core;
3. Integration of Immigrants Becomes Mississauga's Global Identity
Become the City of Hope; Create the ultimate Canadian cultural mosaic; Develop a "common" language
4. Growing Seniors and Youth Cohorts Creates Competitive Advantage for Mississauga
Match seniors with youth for 2 way mentoring opportunities

Big Ideas for Addressing Mississauga Sustainability Probortunities

Summit participants were asked for their BIG IDEAS which were defined as early quick wins with the best payback. We were looking for actionable ideas. Ideas that stood out from thoughts expressed earlier include:

1. Imbed a series of lenses into all decision-making processes
The lenses would include culture, environment, social services, and the economy;
2. Re-think the 9-5 commuter paradigm
Encourage business, education and health providers, for example, to look beyond the traditional work week; Promote the value of living/working locally as a way to achieve work/life balance
3. Raise awareness across all communities about Mississauga challenges and opportunities
Many people unaware that certain parts of society are failing or broken
4. Re-frame thinking about Mississauga issues
Think bigger; Many issues are GTA/Region wide; Establish GTA coordinating bodies
5. Tie "going green" to health promotion
Incent "green hats" for highrise buildings; Link development of a recreation strategy to the environmental and health living initiatives

A Progressive, Humane and Caring Community

What We Learned

Ratna Omidvar, CEO, The Maytree Foundation, moderated a panel of leaders from the social service, health, academic and business sectors. She opened the discussion by reflecting on her own experience with Mississauga as a destination. For her, interestingly, it is the strip mall culture that defines Mississauga. For many it is the strip mall that is the first home to the dreams and aspirations of many immigrants.

The first panelist, Pat Spadafora, Director of the Sheridan Elder Research Centre, shared with the audience the demographics of aging that is a global phenomenon. For Mississauga, by 2060, there will be more persons age 60+ than under age 15. Today, with one in 10 persons age 65+ and the fastest growing group 85+, older adults need to be seen as the solution not the problem. To do so will require creative solutions to support their ability to be self-sufficient as they age at home. Ideas, Pat offered, included retrofitting the built environment and improving access to transit services.

Vida Vaitonis, Executive Director, Mississauga Halton Community Care Access Centre, expanded on Pat's focus on Mississauga's aging population. She highlighted the CCAC's role in coordinating the home care services so that the elderly are able to stay in their homes. The province's recently announced Aging at Home Strategy will further unleash micro communities – faith based and ethnic communities – as active participants. Vida did however remind the audience that while seniors are a significant proportion of her client base, it is the under 65 age group with acute illness that make up 50% of her clients and a further 20% are at risk children.

Building on recent work by the Public Policy Forum (PPF) that looked at problems new immigrants face, Yves Poisson, VP with the

PPF, shared an interesting paradox. When you compare labour market outcomes for university-educated immigrants that arrived in the past five years with Canadians they have a 11% unemployment rate versus 5% for Canadians. Why is this? The research suggests that there are a numbers of factors at play. There is a language barrier as 70% are members of visible minority and do not speak English or French. Further, there are cultural differences in the workplace that are not fully understood. Sadly, too, discrimination is at play as well. Yves asked a provocative question ***“If Mississauga is receiving so many immigrants, should we only expect them to change?”***

When it comes to integrating immigrants and women into the workplace, Pepsi Bottling Group has been at the forefront of companies recognizing the competitive advantage of a diverse workforce. From their Diversity Framework to their Diversity Advisory Board, PBG has embedded principles from their diversity initiatives into their business objectives with outstanding success. Linda Kuga Pikulin, President, PBG Canada, spoke about the huge opportunities to leverage diversity in the workplace and the urgency to build a pipeline to recruit and retain immigrant employees. By 2030, three million workers will drop out of the workforce and will need to be replaced. By focusing on the immigrants moving into Mississauga, not only as potential employees but as consumers, you can mirror the marketplace and identify strategies and tactics that can grow the business. According to Linda, ***“To serve the market you must employ the market”***.

“The prosperity of a nation is tied to the prosperity of its immigrants”

A Progressive, Humane and Caring Community

What We Learned

In a highly competitive industry, Purolator knows that it succeeds by having healthy, happy employees. They have developed a National Healthy plan that may serve as a model for other companies to emulate. Robert Johnson, President and CEO, Purolator Courier Ltd., described examples of the supportive employee environment that his company has created that is paying dividends in fewer lost days from sickness and accidents. For employees the payoff is equally satisfying. They feel a sense of pride that the company cares about them. The company wins; the employee wins and society as a whole wins.

Carl Oxholm, Partner, PricewaterhouseCoopers, was the last panelist to speak. He spoke from the perspective of a consultant who had recently updated a study of health and social service funding in the GTA/905 for the Strong Communities Coalition: A Coalition of Human Services in Durham, Halton, Peel and York.

The news was not good. The funding gap between the GTA/905 and the rest of Ontario was widening. Today there exists a \$700 million shortfall in social services funding and \$950 million healthcare funding. How was this possible? The problem stems from funding formulae dating from the 1980s that do not take into account population growth. Given that this area contains the fastest growing communities in Canada, the result is catastrophic. For example, in just the past few years, the social service gap widened by 33%.

It's about fairness

There is no logical reason for a child in the GTA/905 requiring service should be funded at \$287 versus \$693 for a child in the rest of Ontario. Similarly, how can one explain \$13 per adult in for services in the GTA/905 versus \$33 per adult elsewhere.

Healthy communities means healthy business.

So what should one conclude from the panel, as a whole, about human services in Mississauga?

- There was consensus that, while the Province is exercising more responsibility in this area, solutions need to come from others.
- The federal government needs to re-examine the immigrant selection process. It is not responsive to labour market needs and is counterproductive.
- Further, much can be done by the communities themselves including employers. Integration of immigrants is not a social issue but an economic issue.

Today healthcare service delivery is largely a monopoly. Providers need to recognize that we won't get efficiencies unless we engage the consumers. Competition is coming and it is questionable whether the health sector is ready.

Health and social service spending is an investment in the community and we need to start thinking about it those terms.

A Progressive, Humane and Caring Community

What We Heard

Mississauga's Best Neighbourhood Community Assets

- 1 Local neighbourhood infrastructure
High quality educational institutions, safe streets, cleanliness; affordable housing; social housing; parks; walking and biking trails; recreational facilities; libraries
- 2 Well-educated, high income residents
- 3 Communities within communities
Artistic, cultural, religious centres; Heritage, philanthropic organizations; BIAs; volunteer, service and sports clubs; villages such as Port Credit, Streetsville, Clarkson, Malton
- 4 Natural heritage
Access to lake; proximity to rural areas and cottage country

Big Ideas to Make Mississauga's Neighbourhoods Thrive

- 1 Children/Youth Strategy
Identify what and how partnerships, investments should be made to create a vibrant youth culture; Explore opportunities for mentor-ships, shadowing; Make youth culture a part of Mississauga's identity
- 2 Use neighbourhood school facilities as hub for community activities
Multi-purpose underused existing space to create local community resource centres; decentralize the organization of recreational sports;
- 3 Explore new ways of bringing people together to use the power of dialogue
Establish a City-wide on-line chat room to promote connections between business, schools and other public institutions;
- 4 Develop an Registered Sweat Equity Program (RSEP)
Supporting literacy, numeracy, leadership and wellness
- 5 Encourage the creation of neighbourhood-wide festivals
Celebrations are a way to bring people together

Transportation and the Transit System

What We Learned

Transportation has become a hot button issue impacting on all sectors. For corporate Mississauga, it is about improving transit for their employees; for the nonprofit sector it is about improving access to health/social services and for the public sector it is about improving the economic fortunes of the community.

Recent pledges to invest \$17 billion in transit and transportation systems suggest that the message is being heard at the political level – transportation is a key driver of a sustainable and prosperous Mississauga.

According to Joe Berridge of Urban Strategies Inc., we are on the edge of something big happening. With creativity and imagination, and a view to operating differently, transformational change is possible. That means rethinking transportation - how we see it, use it, and finance it. He pointed to a few ideas worth considering.

In Paris, for example, there are 20,000 free bikes. He suggested we need to embrace and support a bigger spectrum for transportation including walking and biking.

In the past the emphasis has been on transportation supply not demand. Joe suggests a consumer driven system using real time information systems. Technology is a key element. He described his London Oyster card that allows him access to the subway and also doubles as a Visa card and library card.

As a final thought, Joe told the audience that “competition of choice is from where innovation comes” and by doing so Mississauga can leap to the front of the pack.

Rob MacIsaac, Chair, GTTA reminded us that “great cities require constant care

and attention.” We heard that transportation is bad and getting worse. Mississauga is in the top five most congested cities in North America and shortly heading to second place following Los Angeles.

How did we get here? The answer is simple - under investment in infrastructure in a fast growing region where the majority of spending is on keeping up and catching up. In retrospect, communities were not well planned. They were not sited for urban transportation. Essentially we have one massive regional city that no one planned for.

So where do we go from here? There is a growing realization that congestion costs money; impacts the environment (air quality) and the general well-being of residents as seen in obesity rates. With transportation seen in this broader context, there is a new momentum to address the governance issues and look to creative financing as possible solutions.

The next speaker was Dr. Lloyd A. McCoomb, President and CEO GTAA. He spoke briefly about significant changes that have occurred at Mississauga's Pearson Airport, the largest in Canada. It is a continental hub and a world hub and with further strategic investments can also be a regional hub for other modes of transportation.

Transportation and the Transit System

What We Learned

The last panelist to speak was Martin Powell, Commissioner of Transportation and Works for the City of Mississauga. He highlighted some of the projects underway including the expansion of 401 to west of 410 and incorporating bike lanes from Queensway to Eglinton. Unfortunately, maintaining infrastructure will not be possible without a significant focus on the issue by all levels of government. According to Martin "Managing transition to a mature city – transportation will be key."

The panel was asked a series of questions that were submitted by Summit participants.

Is transit the only solution? Should we use money to incent people to live closer to needs?

Transit demand is very complex. A key will be the three million more people moving to Mississauga. If they can be directed to move to where transit exists, remediation can take place including improving alternative modes such as walking and biking making change really viable.

With the latest pledge of funding, is it too little too late?

No doubt transportation is an extraordinary challenge. However, the new people coming to Mississauga provide a unique opportunity to retrofit the city.

How will you collaborate with various regions /municipalities?

In place at the GTTA is a very high profile Board. That in itself is seen as vote of confidence in the newly recreated agency. Everyone is committed to a strategic plan with a regional view.

How is Mississauga's transit plan linked to a green Mississauga policy?

The two are very much linked as the future development of the City is at stake.

With an aging population, how will transit adapt?

Improving the relationship between land use and transit is part of the answer. The current land use system isolates seniors. The new paradigm is about building an inclusive system all about accessibility – for seniors, kids and the disabled among others.

More kinds of ideas in the spectrum of transportation options include:

On-demand transit – small bus/large taxi type vehicles that are satellite driven and can accommodate 6-10 people.

Awarding transit franchises on how to deliver low density service with a focus on community hubs.

**Pearson Airport
should play
a part
in Mississauga's
distinct identity.**

Next Steps

What Was Promised

Mississauga Summit 2007 met all expectations. It was the start of a process of engaging local leaders in defining the future of one of Canada's truly great cities.

At its conclusion, the Co-chairs spoke of their plans for next steps including:

- A letter to the federal and provincial governments to be signed by 50 of Mississauga's CEOs requesting immediate action on the fiscal issues facing the City ;
- Engaging Summit participants in a discussion about which big ideas to pursue; and the
- Establishment of a Mississauga Summit Secretariat to continue the work started by the first Summit including the commencement of planning for a follow up Summit in the Fall of 2009.

If you would like more information about the Summit and/or would like to participate in future Summit activities, visit the Summit website at www.mississaugasummit.ca.

Appendix A

Idea Incubator Content

The following pages contain the raw, largely unedited content from the eighteen roundtable discussions.

Appendix B - Key Piece of Advice

At the conclusion of the event, Summit participants were asked to provide their response to the following question:
If you could share one key piece of advice with the Mississauga Summit Steering Committee as they move forward, what would it be?

- 1 Send out questions/desired outcomes to participants to allow Summiteers to do more homework prior to the Summit. Great job!!!
- 2 Need to continue to bring private sector and health/social service together to develop solutions and bring some of the big ideas to fruition. The private sector will not be able to recruit & retain high caliber employees in Mississauga if our communities continue to be under funded by the province (health, social services). They need to be advocating to the province.
- 3 The importance to move the ideas forward. Keep corporate, public, nonprofit and private sectors involved.
- 4 Develop a prioritized list of initiatives based on input from the session, gain support/mandate from corp. and city council, and establish working committees to come up with concrete recommendations.
- 5 More time for lunch.
- 6 To gain "traction", a tremendous amount of high quality idea, so how can we keep the momentum going? The energy & enthusiasm was phenomenal, do not let this dissipate. Thank you – It was an honour to be here! Future – invite/expose some front-line employees of various orgns to attend, each major stakeholder should bring a youth rep! These are the future & they should be engaged now. Brian & Shelley – simply outstanding! Thanks.
- 7 Have a vision of what Mississauga will look like and set a strategy. Go back to community at large and ask for input to shape the strategy. Make sure that we have clear objectives and measurements to know if we are meeting the objectives set. Move to action! We need many leaders, what are we doing to develop leaders of the future?
- 8 Continue with the ideas – further discussion cross-sectors. Support & encourage various ethnic communities to want to participate & be engaged in a meaningful way in next steps.
- 9 Continue the "consultative attitude" and establish this as a regular event.
- 10 Explore the use of City advertising dollars to secure regular daily radio exposure Mississauga news, issues, public affairs around music. Some immediate vehicle for instantly communicating over the air and on our website to the people in order to inform, report and motivate increased participation and awareness.
- 11 Regular feedback to participants – on progress to keep energy/interest building. Pilot projects on easier ideas (neighbourhood/community activities) to see how they work. Work on Fair Share Soc Serv advocacy issue! Very important as City grows.
- 12 I know education is not purview of City, but a lot of talk centered on youth. People work better when they are comforted their children are properly connected in community.
- 13 Carry out the points that were brought up and should have follow up meetings to talk about the progress.
- 14 Transportation Gridlock. Mini-buses, whether public or private operated, can help seniors commute and ease traffic.

Appendix C - Summit Evaluation Form Results

How would you rate the Summit; i.e. was it a valuable use of time?

1 – Not valuable at all	0
2 – Somewhat valuable	4
2.5	1
3 – Very valuable	14

Did you get a chance to participate in the Roundtables?

Yes	19
No	0

What was the **highlight** of Mississauga Summit 2007?

Roundtable discussions	Meeting different people, sharing of ideas.
Meeting and talking to a wide variety of actors	Roundtable/input.
Bringing private sector to the table with health & social service, municipal providers to discuss issues and solutions.	The comprehensive touchstones of hope.
Roundtable discussions – amazing.	Speakers & roundtable idea-sharing (both).
Presentations – all of them – roundtables to actually discuss the issues.	Key note speakers. Roundtable. New contacts.
Good input on how our company can contribute to key areas affecting Mississauga & the GTA.	Speakers delivered good information. Roundtable discussions are productive.
Knowledge/update from many many viewpoints.	Networking. Hazel.
The bar was set high by Rick Young.	Hearing the speakers.
	Roundtable input – networking with other delegates.
	The dialogue.
	Ideas from others.

What one or two **suggestions** to you have for how we may improve future Summit events?

Providing a directory of attendees and companies.	visioning.
More time for networking/conversations (longer lunch, mix-up roundtable groups).	Don't rush lunch – dialogue this was very important. Many left after lunch – consider timing (full day vs 5 hours) to keep continuity.
Less speechifying (esp by corporate spokespeople, many of whom focused on own companies rather than broader context.)	Congrats! As a participant everything seemed to work well.
Not enough networking time – too rushed, especially at lunch.	The program was too tight. Good materials but need more time to digest.
Disappointed that major business leaders from the morning did not stay for the afternoon to participate in sessions re: caring, human community.	Provide longer nutrition breaks and lunch slot as this is where very valuable networking occurs. Allow questions directly from the "Summiteers" during the panels. Sometimes, it felt like a promotional platform for sponsors. Less speaker time devoted to them. More ethno-culturally diverse speakers. Very well-organized event – BRAVO!
Maybe focus on a few areas per day, & extend to a two-day event.	More time for nutrition breaks & lunch. Good dialogue & ideas are generated over food. It felt like a race to eat. Great opportunity. Good networking. Next time – list participants – rotate tables for better discussions.
Excellent day – a lot of information to consider. What I liked was the pace. Kept you engaged.	More time for personal needs. The day was far too prescriptive. Felt like a guinea pig in a wheel. Less time spent on speakers.
Try not to accomplish too much – got a sense that we were trying to boil the ocean.	More time to input time by the participants (only 1 ½ hours given out of the 9 hour event).
Can't think of a thing – I REALLY like the fast pace and the amount of information made available/conveyed.	Mention arts & culture.
The televised format puts a little too much pressure – tape the event and present it as a taped event.	Keep introductions short i.e. ___ went on and on. Case studies, perhaps? Mail information earlier
Less compressed day.	
More roundtable discussions. More interactive speeches/presentations. e.g. GE's presentation of ecomagination was far more effective than some speeches.	
I think organizing around goal specific challenge could be very productive. We have to exploit our assets and our human potential with Program Developments. I'm witnessing enlightened	

Appendix D - List of Participants

Allison Lesley Resource Development Manager United Way of Peel Region	Breault Brenda Commissioner, Corporate Services and Treasurer City of Mississauga	Courson Catherine Vice President RBC, Commercial Financial Services
Amring Susan Manager, Economic Development City of Mississauga	Brophy Paul Senior Development Officer Ministry of Training, Colleges and Universities	Creedon Mark Executive Director Catholic Family Services of Peel-Dufferin
Applebaum Ray Executive Director Peel Senior Link	Burleton Derek Associate VP and Director of Economic Studies TD Bank Financial Group	Crombie Bonnie Liberal Candidate Mississauga Streetsville
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		Douglas Mike Corporate Storyteller Tartan Productions

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