

Mississauga Works

Policy Priorities for Prosperity



Mississauga

Works

As the leading business organization in Mississauga, the Mississauga Board of Trade (MBOT) plays an important role serving and representing the interests of business in our community.

Given our extensive policy advocacy and government relations efforts, MBOT's input, feedback and counsel are regularly sought out by representatives at all levels of government as a respected and **influential voice** of business.

Mississauga has emerged to become a thriving **economic centre** in Canada - a **dynamic community** in which to live, work, and invest. However, the social, political, economic, and global environments are ever changing, and Mississauga, in order to continue to remain an attractive and **prosperous community** for business and talent, must be proactive in addressing key challenges as well as creating and realizing key opportunities.

In a little over 12 months, elections will have taken place at the municipal, provincial and federal level. To help inform the discussion and to support continued economic prosperity, MBOT has identified **four key policy areas** where Mississauga businesses, government and leading stakeholders, working together, should focus their efforts.

The recommendations provided form MISSISSAUGA WORKS, a policy agenda developed through various MBOT business, political and community engagement initiatives including MBOT's 2014 Business Leaders Policy Advocacy Priorities Survey, and joint Ontario Chamber of Commerce/MBOT Regional Economic Leadership Series (May 2014).



Priorities

Economy Works

Enhance local economic development initiatives, grow global opportunities for local businesses, coordinate business programs and services, promote job creation and attract new business by fostering growth of economic clusters.

Government Works

Improve political leadership, accountability, and transparency by advocating value-for-tax-dollar policies.

People Works

Deploy effective human capital development strategies to address skills and opportunity gap, and create linkages between educational and business sectors for Mississauga youth and newcomers.

Infrastructure Works

Enhance the movement of people and goods by examining new opportunities to increase investment and capacity for infrastructure projects, as well as creating more efficient and connected public transit systems.

Outlook

ENVIRONMENTAL SCAN OF ISSUES, RISKS, BARRIERS AND OPPORTUNITIES

The top economic priorities for the Mississauga business community include attracting new **businesses**, creating new **jobs**, and leveraging existing partnerships for **growth**. Businesses invest in communities with a history of strong civic governance and a supportive business environment. The business community in Mississauga's supports continued development of global business opportunities for local businesses, the coordination of business programs and support services, and the prioritization of investment in knowledge based companies through fostering economic clusters. The business community recognizes that Mississauga's Research, Innovation and Commercialization (RIC) Center and the City's Economic Development Office are committed to overseeing initiatives designed to strengthen the innovation economy in Mississauga. Locally, a current barrier to attracting and expanding business is the growing scarcity of developable industrial and commercial land in Mississauga. While globally, building a strong global brand requires the creation of attractive physical spaces. These investments in urban development and design are essential to attracting **innovators**, **entrepreneurs**, and **highly skilled professionals** who staff knowledge and related sectors.

In order to attract **talent** to the city, Mississauga must generate knowledge-based jobs and high value-added work. Creating high value-added jobs requires collaboration between industry, government, and post-secondary educational institutions.

Existing business owners and investors view Mississauga as a desirable place to conduct business. There is strong satisfaction with the performance of the municipal government on this point. However, a key priority is to improve the business climate in areas governed by the federal and provincial governments. Spending and investment should be strategically targeted. Governments should further identify areas and opportunities to generate spending efficiencies. These efficiencies should make available capital resources for key investments,

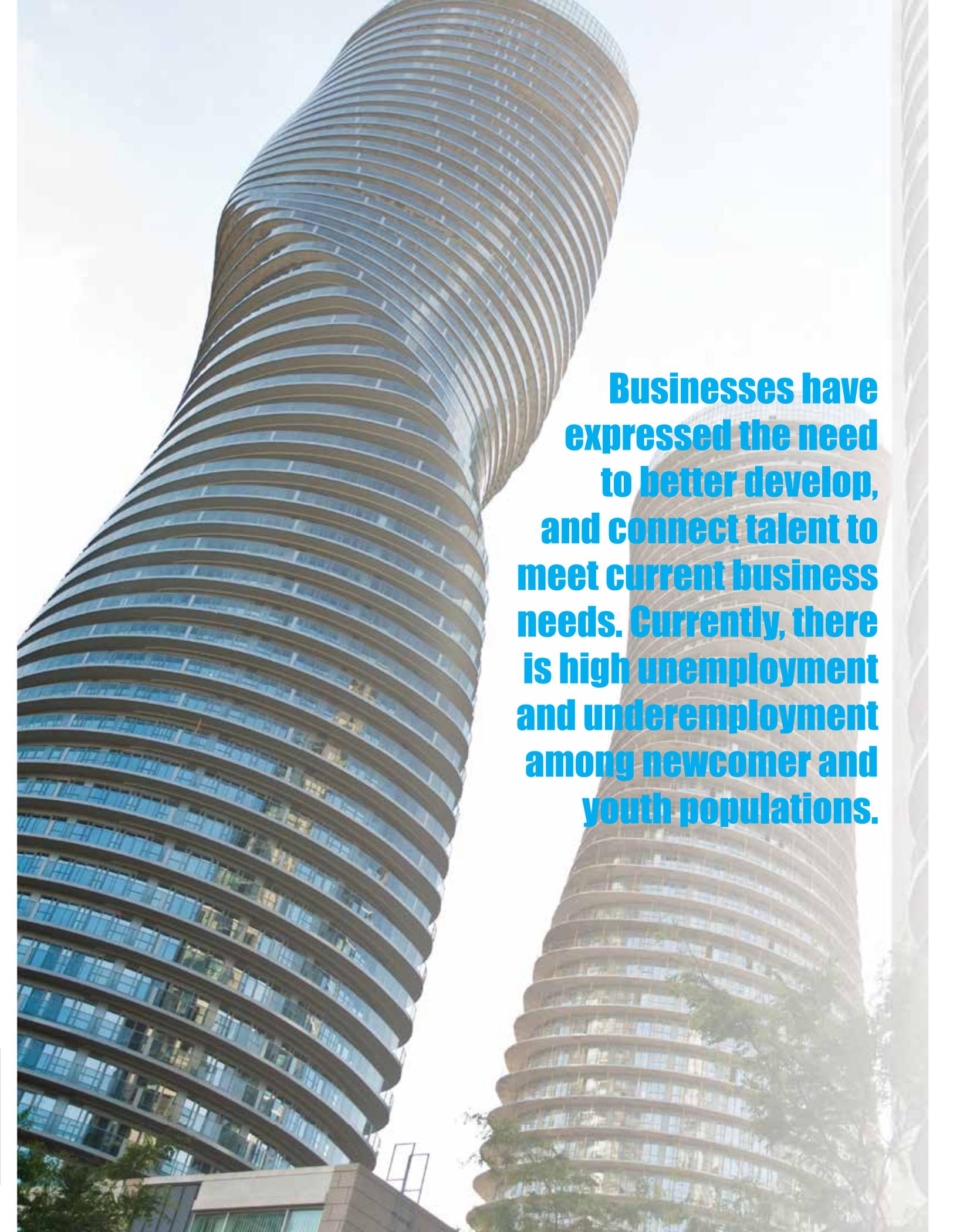
highlighting lower-cost alternative service delivery options, effective fiscal strategies (including balanced budgets, reasonable taxation, and efficient public services), and opportunities to reduce the regulatory burden. These changes will work towards **lowering business costs** and will allow for an environment that stimulates innovation and productivity.

Businesses have expressed the need to better develop, and connect talent to meet current business needs. Currently, there is high unemployment and underemployment among newcomer and youth populations. Strategies including the creation of dynamic partnerships between educational and business sectors, as well as strategically utilizing existing funding and incentives for apprenticeships and retraining programs, will help maximize the skills

of newcomers and youth. Mississauga is well positioned to develop and retain talent as home to campuses of the University of Toronto, Sheridan College, several private career colleges, as well as enjoying easy public transit and highway access to an additional 21 higher education institutions.

As with the region at large, Mississauga's major infrastructure issues are gridlock and a public transit deficit. The state and development of transit infrastructure has a significant impact on labour force mobility. A lack of efficient transit linkages between suburban communities limits employer access to GTA-wide labour pools. Canada continues to lack an overall strategy for **infrastructure planning**, development, and maintenance. The federal government must explore innovative approaches to infrastructure investment and maintenance.

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Summary

OF RECOMMENDATIONS

Economy Works

	Municipal	Provincial	Federal
Develop a global engagement strategy that differentiates Mississauga's brand and enhances global opportunities for local businesses	✓	✓	✓
Provide stronger support and services for business and entrepreneurs	✓	✓	
Foster an innovative economy by creating and investing in cluster development	✓	✓	
Employ effective employment growth strategies	✓	✓	✓
Enhance regional cooperation between other municipalities	✓	✓	

Government Works

	Municipal	Provincial	Federal
Value for tax dollars- advocate for effective fiscal policy at the provincial and federal level	✓	✓	✓
Promote alternate service delivery models (ASD) to achieve specific public policy objectives	✓	✓	✓
Create a business friendly environment and improve the transparency and coordination of regulatory processes	✓	✓	
Ensure that corporate tax regimes continue to provide a competitive advantage, while improving both the efficiency and effectiveness of administration	✓	✓	✓
Reduce the overlap in federal and provincial economic development programs	✓	✓	✓

People Works

	Municipal	Provincial	Federal
Support effective employment integration for newcomers	✓	✓	✓
Address skills and opportunity gap by aligning business needs with education curriculum through business education partnerships	✓	✓	
Talent agenda - create experiential learning opportunities for youth that are supported by the business community	✓	✓	
Conduct a labour market study to understand business expectations for workforce development in the region	✓	✓	
Developing future talent- foster entrepreneurship in the classroom and build entrepreneurship into high school and post-secondary curricula	✓	✓	

Infrastructure Works

	Municipal	Provincial	Federal
Advocate to include population considerations as well as the province's provincial growth plan when allocating all community based infrastructure dollars		✓	✓
Conduct a full review of Canada's infrastructure related policies and regulations in order to highlight opportunities for private sector investment	✓	✓	✓
Develop a more efficient public transit system and improve the integration and alignment of transit in Mississauga	✓	✓	
Advocate for a more robust long-term infrastructure plan that incorporates infrastructure improvement and maintenance	✓	✓	✓

Advocacy

Municipal Champions

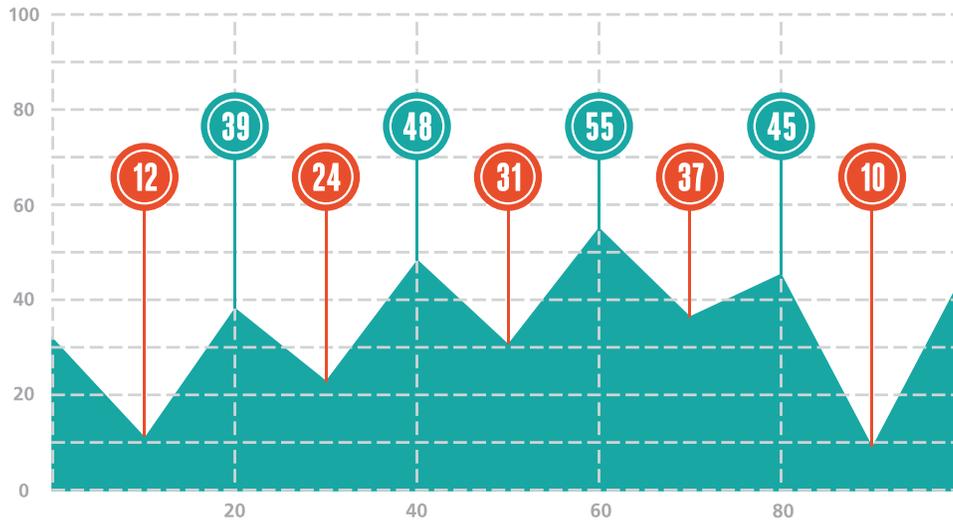
- Improve the movement of people and goods by **addressing gridlock**, increasing the frequency of the GO Train service and integrating and aligning the GO Train/Bus schedule with Mississauga Transit.
 - Develop a global business strategy that differentiates **Mississauga's brand** and enhances opportunities for Mississauga business.
 - Ensure value-for-tax-dollars by reviewing municipal programs and services and advocating for **effective fiscal policies** at the provincial and federal level.
 - Create a **business friendly** community by
 - improving regulatory and licensing processes for businesses.
 - Help create innovative **economic clusters** and business incubators in Mississauga
 - Promote alternative service delivery models to renew and finance infrastructure projects.
 - Improve the **employment integration** for newcomers and leverage their knowledge.
 - Promote more experiential learning opportunities for youth that are supported by the business community.
 - Advocate to include population considerations when allocating all **community based** infrastructure dollars
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Provincial Champions

- Advocate for a long-term infrastructure plan that incorporates a **sustainable infrastructure** plan for Ontario municipalities.
 - Seek alternative revenue tools other than transit fare increases or the local property tax to fund the improvement of public transit in municipalities.
 - Act to make mandatory labour arbitrations **more affordable** to municipalities, considering the fiscal impact.
 - Enhance regional cooperation between other municipalities.
 - Develop future talent by fostering **entrepreneurship** in the classroom and building entrepreneurship into high school and post-secondary curricula.
 - Promote **job creation** and employment growth strategies to attract industry and business to Ontario.
 - Reduce the overlap in provincial and federal economic development programs.
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Federal Champions

- Conduct a full review of Canada's infrastructure related policies in order to highlight opportunities for **private sector** investment.
 - Advocate for a more robust long-term infrastructure plan that incorporates infrastructure improvement and maintenance.
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Economy Works

Mississauga needs to carve a business community distinct from Toronto and other Greater Area regions in order to compete for global capital, talent and investment.

Although Mississauga has enjoyed some success in growing business clusters such as life sciences, information and communication technologies (ICT's), and finance and advanced manufacturing, its ability to drive heightened levels of innovation and commercialization has been slow and mixed. The community should also **capitalize** on its transportation and logistics industries. In **building** upon this existing base, Mississauga has the opportunity to become a **leader** in comprehensive supply-chain management. To support this, greater levels of collaboration between Mississauga's industries, government and educational institutions is required. Mississauga's business community requires several economic and policy initiatives from **all three levels of government**, as well as regional collaboration to create and sustain a dynamic and innovative business economy.

NEXT STEPS

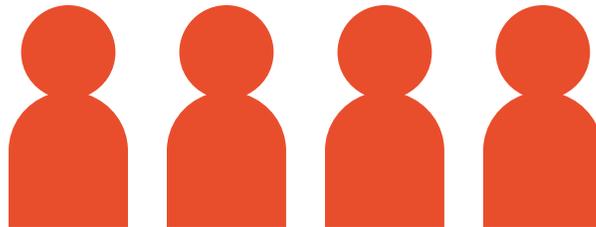
- **Develop a global engagement strategy that differentiates the Mississauga brand and enhances global business opportunities for local businesses.** Explore opportunities to market and develop business opportunities for Mississauga-based companies whose brands and profile will resonate with an international audience. Develop and implement an international **business development strategy** to recruit entrepreneurial companies involved in emerging areas of innovation. Leverage the city's strength as a recipient of global talent to create global opportunities.

- **Invest in a centre of innovation excellence that supports business incubators and sector innovation hubs.** The centre should focus on attracting new business investment, cultivating companies with proprietary technologies and high growth capacity, and fostering an **entrepreneurial environment** throughout the city. It could provide leadership in strengthening innovation and spearheading specific growth initiatives.
- **Foster an innovative economy by investing in cluster development.** Educational and research institutions play pivotal roles in **cluster development**. The majority of clusters have originated at or near educational institutes and universities. With the presence of the University of Toronto–Mississauga Campus and Sheridan College, Mississauga can leverage existing public and private sector investment to create **innovation networks** and successful economic clusters.
- **Employ effective employment growth strategies.** Sustainable employment growth requires a multi-pronged approach that seeks to attract new business and investment. These strategies include ensuring **sufficient infrastructure** capacity to accommodate commercial and industrial development, supporting small and medium enterprise growth, improving cost competitiveness and facilitating workforce development to ensure there is an adequate supply of qualified labour to support economic growth.
- **Enhance regional cooperation and work towards reducing economic development silos.** Municipalities within a region often compete with each other rather than **share information** and resources. Municipalities can both differentiate their brand and collaborate by enhancing their differences and leveraging similarities. Opportunities to foster collaboration between business, government, and the educational sector are lost. There is a need to leverage existing alignments across the GTA as well as build **responsive governance** and develop regionally integrated economic development approaches and marketing tools.

Government Works

The demand for public services continues to grow, while governments are limited in their fiscal capacity. The Province, in particular, is facing a **growing debt burden**. This is particularly concerning should and when interest rates return to historical levels. In this context, government spending and investment needs to be proactive and strategically targeted. Governments need to identify areas for spending efficiencies in order to free up resources for key investments.

Publicly available indicators suggest that public sector productivity lags behind that of the private sector. The need for greater competition and variety in public service delivery is growing. The provincial government has taken several steps to improve the business climate in Ontario. It has sought to streamline



the regulatory environment, governance and the services that support local businesses. However, **burdensome regulatory** processes and business costs need to be further reduced in order to foster a thriving and innovative business climate.

NEXT STEPS

- **Advocate for effective fiscal policy at the provincial and federal level to optimize spending and investment for economic development.** The incoming mayor and municipal councilors should strongly petition the provincial and federal government to commit to a fiscal policy that promotes **strategic spending** and investment. This will require a concerted effort to benchmark productivity and assess service value-for-money.
- **Promote alternate service delivery models (ASD) to achieve specific public policy objectives.** Introducing competition and variety in service delivery can generate value, improve productivity, foster innovation and enhance accountability for residents and taxpayers. The City of Mississauga has been proactive in exploring and adopting **public-private partnerships** for certain initiatives such as infrastructure projects. The City and government partners should continue to pursue new forms of partnerships and approaches to procurement and investment, while providing appropriate oversight and risk mitigation.
- **Improve transparency in regulation to reduce to cumulative regulatory burden on businesses.** In order to improve transparency, the provincial government should publish the rationale for, and the **cost-benefit analyses** of regulations. The City of Mississauga should join with the province to publish rationales and cost-benefit analyses for new and existing regulations. The Province should introduce an ongoing process for monitoring the “web of rules” that govern the local business climate, setting specific annual benchmarks and reporting annually on progress.
- **Ensure that corporate tax regimes continue to provide a competitive advantage, while improving both the efficiency and effectiveness of administration.**

Ontario should pursue a more **simplified tax system**, while maintaining the competitive advantage provided by a lower business tax regime.

- **Reduce the overlap in federal and provincial economic programs by examining opportunities to enhance coordination of programs and policies with municipalities.** The lack of coordination between all levels of government has resulted in competing jurisdictions, **duplication** of services and ultimately less effective outcomes. Better coordination could include streamlining federal, provincial and municipal trade missions, environmental legislation, and regulatory burdens.



People Works

Despite past successes, Mississauga may find itself in a challenging position in attracting talent. Like most cities in Ontario, the population is aging with over **40 per cent** expected to be above the **age of 55** by the year 2031. However, the University of Toronto- Mississauga Campus and Sheridan College, several private career colleges, along with easy public transit and highway access to an additional 21 higher education institutions, further strengthens the city's appeal to job seekers and employers.

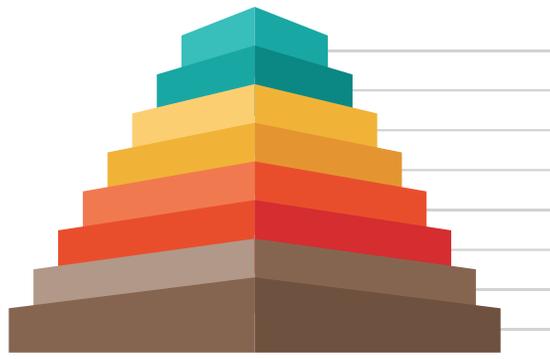
Mississauga has not fully capitalized on the diversity of cultures and peoples that live in the community. In an effort to draw greater interest and investment to the city, more must be done to **link local knowledge** and abilities with the economic opportunities afforded to the city in an increasing international market for talent and investment.

Mississauga requires a multi-pronged strategy for human capital development. The creation of good jobs, jobs that promote learning and a positive work-life balance,

largely affect the quality of life. Strategies for human capital development These strategies can range from expanding funding and incentives for apprenticeships and retraining programs, to creating linkages between the educational and business sectors. This will allow the community to fully realize the **skills of new comers**, immigrant professionals, and youth.

NEXT STEPS

- **Effectively integrate immigrants into the labour market, leveraging their knowledge and abilities to provide economic opportunities in an international market place.** Mississauga should further capitalize on its diversity of cultures to generate greater interest and investment to the city's business community. Newcomers and **skilled immigrants** have been identified as an important and **underutilized** component of the community's economic asset base.
- **Address the skills and opportunities gap by aligning business needs with education curricula through business education partnerships.** Continue to create opportunities that bring together the community, businesses and local post-secondary institutions to create programs that respond to local business needs and will augment corporate training with post-secondary institutions to achieve job readiness. For example, Sheridan College has a Program Advisory Committee that provides input and direction its programs to better achieve **alignment** with **business needs**.
- **Create experiential learning opportunities for youth that are supported by the business community.** Employers can flag areas of need, allowing the educational institutions to respond to these gaps, furthering strengthening interaction between education and business. This relationship will facilitate better alignment between classroom and practical **workplace applicability**. Initiatives should highlight information sharing on workplace practices as well as the necessity for strong interpersonal and soft skills development.
- **Conduct a labour market study to understand the business expectations for workforce development in the region.** Currently there is a lack of adequate **labour market data** and analysis needed to capture a more detailed picture of the labour market. This data should be available on a community level to allow businesses, educational institutions and training programs to align their programs and better address labour market needs.
- **Foster entrepreneurship in the general population and build entrepreneurship into high school and post-secondary curricula.** Mississauga has the opportunity to integrate a **culture of entrepreneurship** and innovation into its secondary and post-secondary education system. Mississauga can lead the way in closing the historic and growing entrepreneurship gap between Canada and the U.S.



Infrastructure Works

In one generation, the region's **population** has **tripled**, yet funding to essential infrastructure and programming such as transit, roads, health care, education and social services have not increased to match the population. Over the next 20 years, our region is expected to almost double--from 1.15 million residents today to almost 2 million by 2035.

The 2013 federal budget allocated over \$53 billion for provincial, territorial and municipal infrastructure. However, it will not be enough to cover the necessary investment. Canada continues to lack an **overall strategy** for infrastructure planning, development and maintenance. Canada must examine innovative approaches to **infrastructure investment** and maintenance. On the other hand, the Ontario budget 2014 has dedicated funding to make nearly \$29 billion available over the next 10 years for transportation infrastructure across the province.

In larger cities, the state and development of transit infrastructure has a significant impact on labour force mobility and the quality of life. In the Greater Toronto Area, a lack of **efficient transit linkages** between suburban communities effectively limits employer access to GTA-wide labour pools, especially underutilized workers, many of whom do not own automobiles.

Lack of access to critical quality of life infrastructure, such as adequate healthcare, education and social supports, will hinder future economic development. Existing standards are not sustainable within our current infrastructure capacity. The investment required is essential to sustain and improve capacity, and ultimately Mississauga's economic vitality.

NEXT STEPS

- **Advocate to incorporate population considerations as well as the province's provincial growth plan when allocating all community based infrastructure dollars.** This includes funding for transportation, healthcare, education and social services.
- **Conduct a full review of Canada's infrastructure related policies and regulations and locate opportunities to attract private sector investment.** Increasing capacity for investment will require more **effective cooperation** between all levels of government and the private sector. Public-private-partnerships have the potential to bring international investment and innovation to Canada and Mississauga.
- **Develop a more efficient public transit system and improve the integration and alignment of transit in Mississauga between local and provincial transit systems.** Mississauga is currently **underserved** in the area of **public transit**. Support the Metrolinx plan for transit infrastructure development in Mississauga and better coordination with neighboring and regional systems.
- **Advocate for a more robust long-term infrastructure plan that incorporates infrastructure improvement and maintenance.** Public infrastructure, including roads, bridges, highways, water systems and the electrical grid, provide services **critical** to economic **competitiveness**, sustainability and a high quality of life. The service life of most public infrastructure extends only four or five decades. In addition to the new Building Canada Plan, Mississauga will need to advocate for a more long-term sustainable plan.

“ As the voice of business, a core priority of the Mississauga Board of Trade (MBOT) is representing and advocating on behalf of the interests of our members and the business community of Mississauga. ”





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