

MISSISSAUGA
BOARD OF TRADE



MISSISSAUGA ECONOMIC RESILIENCY GROUP

The Mississauga Economic Resiliency Group (MERG) is the vehicle through which senior-level leaders from the corporate, academic, and not-for-profit sectors connect, collaborate, and develop practical solutions aimed at driving business success and economic prosperity in Mississauga.

BE A LEADER WITH MERG

02



How can Mississauga lead in the 2020s and beyond?

Mississauga has a lengthy history of economic success. We are a city that hits economically above its weight – and we have been doing so for many years. Mississauga's success has happened as a result of strong leadership from government, private, academic, and not for profit sectors alike. In collaboration with all levels of government, CEOs of Mississauga's major employers, including those from the private and not-for-profit sectors, public and privately-funded educational institutions have charted a path where the fruits of their labour are felt today. As we collectively emerge from the impacts of the COVID-19 pandemic to face new challenges to economic growth including labour market shortages across many industries, it's more important than ever that business and civic leaders coordinate efforts in an increasingly competitive and uncertain global economy.

Mississauga represents 7% of Ontario's economic output with 5% of the province's population. We're home to more than 75 Fortune 500 companies and more than 1500 multinational firms. In economic terms, our economic output is 40% larger than our population. Without strong leadership from business, academia, and the non-profit sector, it is doubtful that Mississauga would have achieved this level of success. The Mississauga Board of Trade – through the Mississauga Economic Resiliency Group (MERG) – has created an exclusive forum for CEOs to reflect, discuss, plan and act on a path of maintaining and expanding upon this economic leadership





MERG PROGRAM OVERVIEW (2023-24)

MERG was originally created with the goal of supporting business recovery and getting Mississauga economically on track during the pandemic. In 2023, with the worst of the pandemic behind us, recovery has largely been achieved, albeit unevenly. MERG has now evolved into the Mississauga Economic Resiliency Group. Moving forward, C-suite participants in MERG will focus the majority of their activities in 2023-24 over two collaborative Leadership Tables:

- i) Talent Attraction and Development and How Our “Collective Brand” Contributes
- ii) Environmental, Social and Governance (ESG) Priorities and Best Practices



THE LEADERSHIP TABLES

04

Talent Attraction and Development, and Our Collective Brand

Policymakers in government are consistently saying that labour shortages are the biggest economic challenge facing Ontario and Canada today. Indeed, this has been a tough issue to resolve for many years, regardless of the governments that have been in power. The pandemic merely accelerated the problem. Addressing labour shortages will be a key focus of our work, while cultivating a brand for the City of Mississauga that builds upon past success and meets the needs of today's global talent pools. Our brand will be shaped by business and civic leaders with the goal of firmly placing our city on the right of side of our province's and country's economic future.

ESG Priorities and Best Practices

With Canadian business leaders – regardless of industry – focused on net zero goals, sustainable development, Mississauga needs to execute on a shared plan to meet these goals. If Mississauga's C-suite leaders are contemplating and planning on how to achieve net zero outcomes for their organizations in an economy predicated on a sustainable future, the next generation of leaders will have a much easier job in meeting the ESG demands of their time. With some of the most innovative companies right here in our backyard, there's no reason that Mississauga's can't lead by example in this space.

By participating in MERG, Mississauga CEOs will contribute to ESG solutions that position both their own organizations and Mississauga for long-term success. While sound public policy plays an important role, it is only through strong C-suite leadership and collaboration that our shared goals will be achieved.



WHERE WE'VE SUCCEEDED

During the depths of the pandemic, Mississauga, like many other local economies, saw a significant downturn. It was in this context that Mississauga's CEOs – through MERG – succeeded in moving the needle to economic recovery. The focus then was on immediate and short-term priorities. With Mississauga's economy now operating at 96% of its output pre-pandemic, recovery is near-complete, albeit uneven across industries. Mississauga's CEOs helped to provide the ideas, goals and practical supports that were needed to transition from recovery to resiliency.

WHERE WE'RE GOING

Mississauga's CEOs will provide leadership by supporting each other and developing solutions that will serve to propel their organizations and our community towards future growth and prosperity. We will identify new opportunities to increase economic competitiveness that will lay a strong foundation for sustained growth. This will undoubtedly involve big picture visioning, setting strategic priorities, and the development of actionable initiatives for the medium and long-term.

As a new element of the MERG program, we will also engage the **next generation of leaders** (as nominated by participating MERG CEOs), who will support the work of MERG through the development of solutions for our two identified areas of focus.



BE A LEADER WITH MERG

- MERG CEOs will participate in exclusive, forum (held quarterly) with like-minded peers from Mississauga's largest and most influential employers
- Share insights and leadership best practices in a confidential forum while developing new, senior-level relationships that support the business and professional objectives of participating C-suite executives
- Worthy of your time: Each quarterly meeting will focus on a specific theme and include guest experts and valuable, high-level networking
- Additional MERG-exclusive opportunities to engage with top decision-makers and experts in themed, small-format breakfast roundtables (minimum 3 private roundtables offered annually)*
- Undertake a MERG-specific advocacy campaign developed by and for Mississauga CEOs, and share our collective work in our two priority areas
- Opportunity to engage your organization's "emerging leaders" in a new MERG network designed for this level of employee, providing an excellent developmental opportunity to contribute and drive progress on our shared objectives.
- Review our collective progress on our Leadership Tables at 6 month and 1 year intervals

*Applies to MERG Partner and MERG Champion

Participation Options for C-Suite Leaders*

**MERG
CHAMPION**
\$10,000

*Annual
Investment,
3-Year Pledge*

**MERG
PARTNER**
\$7,500

*Annual
Investment,
3-Year Pledge*

**MERG
LEADER**
\$5,000

*Annual
Investment*

MERG Leadership Forum (Semiannual)	✓	✓	✓
MERG Leadership Tables	✓	✓	✓
MERG Emerging Leaders Network	✓	✓	✓
MBOT MERG Program Page Partner Listing	✓	✓	✓
MERG Monthly Video Updates	✓	✓	✓
Issue-Based Industry Sector Group Meetings as Appropriate	✓	✓	✓
CONNECT Magazine Advertorial – Profiled as a MERG Partner and distributed in the Globe and Mail in Peel Region	✓	✓	
MBOT Biweekly Digital Newsletter Advertisement	✓	✓	
Exclusive Roundtable Meetings with Subject Matter Experts and Senior-Level Government Officials (Minimum 3 Roundtables Annually)	✓	✓	
Homepage Slider on MBOT Website Promoting MERG Champion Stats	✓		
Social Media Promotion on MBOT Channels	✓		
MBOT TV: Company Spotlight Video Interview	✓		

**Special considerations will be made for charitable organizations.*