

Imagine Mississauga

2026-2031



MISSISSAUGA

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Executive Summary

Mississauga’s Strategic Plan was first developed in 2009. It has been the guiding document for the organization for the last 17 years, setting direction and providing guidance to City staff, Council, and the community. In 2024, Council decided it was time for a refresh – to update the current plan to reflect today’s realities. Throughout 2025, City staff embarked on this refresh to create a new Strategic Plan that responds to evolving community needs, economic realities, and environmental imperatives.

The public engagement process saw over 19,000 points of contact with the public, 800+ staff members, and included direct engagement with Indigenous communities and equity-deserving groups. The refresh is grounded in robust research and shaped by extensive community consultation.

Highlights of the refreshed plan include:

- Retention and Modernization of the 2009 Pillars: The Plan maintains the five-pillar structure (Belong, Connect, Prosper, Green) while introducing Trust as a new pillar to underscore the City’s commitment to transparency, value for money, and ethical governance.
- Revised Vision and Core Values: The vision reflects a forward-looking, inclusive, and resilient Mississauga. The values, Trust, Quality, and Excellence, define the City’s approach to leadership, service delivery, and innovation.
- Evidence-Based Development: Insights from PESTLE analysis and benchmarking with peer cities across Canada, the U.S., and the U.K. informed the proposed updates to the Plan.
- Proposed Pillar Updates:
 - › **Belong** focuses on affordability, community well-being, inclusion, and safety.
 - › **Connect** combines the former Move and Connect pillars into a single pillar, an integrated approach to mobility, infrastructure (physical and digital), and neighbourhood design.
 - › **Prosper** highlights economic competitiveness, innovation, and cultural vibrancy.
 - › **Green** embeds climate resilience and environmental stewardship into all city functions.
 - › **Trust** formalizes accountability, transparency, and intergovernmental collaboration.
- Foundation for Implementation: The report presents a high-level framework of long-term goals and objectives. It will serve as the basis for finalizing the refreshed Strategic Plan and implementation model following Council’s direction at this meeting.

The Strategic Plan refresh positions Mississauga to lead with integrity, respond to community needs, and plan boldly for the future. It is meant to serve as a guiding document for City staff, Mayor and Council, and the community when programs and policies are developed, and decisions are made. Divisional plans and strategies will support and align with the Strategic Plan.

Introduction

The City of Mississauga undertook a refresh of its Strategic Plan to guide municipal priorities and decision-making for the next decade. Building on the strong foundation of the 2009 Plan, the Strategic Plan team retained the five-pillar structure to maintain continuity and public familiarity, while modernizing and clarifying content to reflect today’s challenges and opportunities.

This refreshed framework is the result of extensive public and staff engagement, a Council education session, benchmarking research, and a comprehensive political, economic, social, technological, environmental, legal (PESTLE) analysis. The process identified clear priorities around affordability, mobility, climate action, inclusive growth, and good governance. In response, the city has introduced “Trust” as a new, dedicated governance pillar, making accountability, transparency, and fiscal responsibility explicit drivers of success across all areas of the Plan.



The revised Vision and Values capture Mississauga’s aspiration to be a vibrant, inclusive, and sustainable city, one where residents and businesses thrive together, and where growth is intentional, services are equitable, and leadership is trusted.

Imagine Mississauga (2026-2031) outlines the proposed updates to the Strategic Plan pillars, long-term goals, and core values. It reflects a data-informed and community-driven approach to strategic planning and sets the stage for Council feedback and endorsement.

Mayor's Message



Since the adoption of our original Strategic Plan in 2009, Mississauga has grown and changed in remarkable ways. While that Plan has served us well, Council recognized that it was time to take a fresh look at our shared priorities and ensure our long-term direction reflects today's realities and tomorrow's opportunities.

This refreshed Strategic Plan is the result of one of the most extensive engagement efforts the City has ever undertaken. We heard from residents, businesses, community partners, City staff and Indigenous and equity-deserving communities. Everyone's ideas and input helped shape our Plan. A plan based on lived experience, informed by evidence, and inspired by a shared vision for Mississauga's future. I am grateful to everyone who took the time to participate and lend their voice.

Our refreshed Strategic Plan builds on what makes Mississauga such a great city while responding directly to the challenges we face, including affordability, climate change, mobility, economic competitiveness, and the need for transparent and accountable governance. As part of this refresh, a new strategic pillar, Trust, was added. This addition demonstrates the City's and Council's commitment to

integrity and to ensuring we deliver value for money. Residents told us they want transparency on how their city is led and how tax dollars are spent.

This Strategic Plan is more than a document. It is a compass for planning boldly, listening carefully, and leading responsibly. It will guide Council decisions, City programs, and investments for years to come and help to ensure Mississauga remains a vibrant, inclusive, and livable city where people and businesses can grow and prosper together.

Together, we are imagining and building Mississauga's future.

A handwritten signature in black ink that reads "Carolyn Parrish".

Carolyn Parrish
Mayor, City of Mississauga

City Manager's Message



Since 2009, the Strategic Plan has helped guide decision-making, service delivery and infrastructure investments and provided direction for staff and Council. Newly-refreshed Strategic Plan Imagine Mississauga (2026-2031) reflects the growth Mississauga has seen, the changes in our operating environment, and the evolving expectations of municipal government.

Research, benchmarking with peer cities and analysis were combined with meaningful engagement from residents, businesses, community partners, and more than 800 City employees. The result is a forward-thinking plan, informed by evidence, and shaped by the people we serve.

The refreshed pillars: Belong, Connect, Prosper, Green, and Trust, express the outcomes we are working toward and the role the City plays in achieving them. The addition of Trust as a stand-alone pillar makes accountability, fiscal responsibility, and transparent governance specific drivers of success across the organization. The updated vision and values reaffirm our long-standing commitment to Trust, Quality, and Excellence in everything we do.

Equally important to the Plan itself is how it will be implemented. We have developed a new Corporate Accountability Framework that will link strategy to action by aligning existing plans, budgets, and performance

measures and including evidence-based evaluations into everyday decision-making discussions. This means the refreshed Strategic Plan will remain a living document to guide priorities, measure progress and adapt as Mississauga continues to grow and change.

I want to recognize the dedication of City staff, the leadership of Council, and the valuable contributions of our community partners and residents.

This refreshed Strategic Plan positions Mississauga well to respond to emerging challenges and deliver ongoing services and programs that communities have come to expect today and into the future.

A handwritten signature in black ink that reads "Geoff Wright". The signature is fluid and cursive, with a long horizontal stroke extending from the end.

Geoff Wright, P.Eng., MBA
City Manager and Chief Administrative Officer
City of Mississauga

Imagine Mississauga

How we got here

The Strategic Plan refresh was divided into phases in 2024 and 2025. These phases included internal engagement, synthesis and strategic shifts.

City staff and leadership were engaged through surveys, focus groups, and interviews. This included a review of Council-endorsed plans, legislated requirements, and emerging cross-cutting priorities.

Research:

Benchmarking of peer municipalities and PESTLE analysis

Community and stakeholder engagement:

Approximately 19,000 points of feedback gathered through surveys, pop-ups, workshops, and targeted engagement with youth, equity-deserving groups, business leaders, and staff

Council education session:

A session with Council to share findings that will shape the draft vision and focus areas

Drafting and council Approval:

Development of the refreshed Strategic Plan and Council's final endorsement

This process assured that the 2026–2031 Strategic Plan is evidence-based, community-driven, and Council-informed, to position Mississauga to respond to emerging challenges and opportunities while delivering on the shared vision for the City's future.

Major Milestones

Council Direction

The 2024 Council-approved priorities set the City's strategic direction for the 2022–2026 term:

- Reducing Overdependence on Cars
- Focusing on Climate Change
- Improving Affordability, Including Housing
- Promoting Well-Being, Personal and Public Health
- Improving Financial Stability and Sustainability
- Promoting Social Inclusion and Diversity
- Attracting Investment
- Celebrating and Promoting Arts and Culture

To bring clarity to the City's long-term goals and aspirations, these priorities were reviewed and validated through public engagement activities. This ensured diverse perspectives were heard and reflected in shaping the future of Mississauga's success.





External Trends

PESTLE analysis examines the Political, Economic, Social, Technological, Legal, and Environmental factors that influence an organization's operating context. It is a strategic planning tool used to strengthen understanding of the external challenges and opportunities that may shape priorities and decision-making. The PESTLE analysis identified the following emerging trends that are expected to influence Mississauga over the next decade:

- **Political:** Regional restructuring, strong Mayor powers, intergovernmental coordination
- **Economic:** Fiscal restraint, high costs, and reliance on property tax
- **Social:** Diversity, affordability pressures, inclusion, and youth opportunity
- **Technological:** AI, cybersecurity, and equitable access to digital tools
- **Legal:** Housing and planning reforms, new artificial intelligence (AI) governance legislation
- **Environmental:** Climate adaptation, sustainable infrastructure, and emission reduction

Public Engagement Themes

Across public engagement platforms, key themes emerged, including:

- **Addressing housing affordability and cost of living**
Affordability was consistently regarded as the most urgent action area by community members.
- **Promoting connected and accessible communities through higher-order transit and active transportation investments**
Convenient access to transit and multi-modal transportation options will be critical for Mississauga's growth.
- **Fostering a safe, green and sustainable community to support well-being and joy**
Community members expressed pride in Mississauga's natural environment and a strong desire for a safe and livable city.
- **Delivering inclusive services and Amenities based on community needs and partnership engagement**
Services and amenities should be thoughtfully designed using inclusive principles, shaped by the diverse needs and lived experiences of the community.
- **Prioritizing civic engagement and pride through transparent governance and reporting**
Community members demonstrated a strong commitment to ongoing civic participation and expressed a clear desire for greater transparency throughout municipal processes.





Vision and Values

Based on the public, Council and City staff feedback, the vision statements for the City were revised. The City of Mississauga will:

Strive to be a vibrant, safe, and inclusive city where people and businesses thrive together.

Champion affordability through partnerships, collaboration, and advocacy; build trust through fiscal responsibility and transparent leadership; and create connected neighbourhoods where everyone feels they belong.

Build a modern, sustainable city, creative, and opportunity-driven, proud of its diversity, confident in its direction, and united in shaping a shared future.

Maintain our long-time commitment to our core values of Trust, Quality, and Excellence.

Behind the Vision

These vision statements are supported by core concepts. Defining these is important to understanding the City's vision and values.

1 Vibrant city

Mississauga's future is alive with energy, optimism, and creativity. Vibrancy reflects a city that celebrates culture, innovation, and the everyday experiences that make people proud to call it home.

2 Grow with intention

Our growth will be deliberate and thoughtful. Mississauga will modernize while respecting its heritage, strengthening neighbourhood character, and ensuring new development adds value to the people who live and work here.

3 Connected and trusted

Connection defines both our movement and our relationships. Mississauga will be a city where trust in leadership, open communication, and reliable services build confidence among residents, staff, and partners.

4 Affordable

Mississauga will support affordability through partnerships, collaboration, and advocacy, while upholding fiscal responsibility to ensure efficient, transparent, and sustainable operations that help residents and businesses manage the cost of living.

5 Distinct identity

Mississauga is not a city that blends in. It is a network of complete, diverse communities united by innovation, inclusion, and pride of place — A city that stands out for its balance of heritage and progress.

6 Safety and belonging

Mississauga will remain a safe, caring, and well-prepared city that protects people and infrastructure. Where everyone will feel welcome, represented, and supported, with equitable access to opportunities to thrive.

7 Adaptable and ready for what comes next

The City's strength lies in its adaptability. Mississauga will lead with foresight, embracing climate responsibility, technology, and collaboration to enable a sustainable and prosperous future. We continue to have pride in our past and faith in our future.



Core Values

Mississauga has long been guided by the core values of Trust, Quality and Excellence. These values remain just as important in 2026 as they were in 2009 and continue to guide the City today.

Trust

Reflects our commitment to ethical governance, fiscal responsibility, open communication, and respect for the community. It means doing what is right, even when it is difficult, and creating an environment where openness, equity, and inclusion strengthen confidence in the City's leadership.

Quality

Defines how we serve and deliver value to our community. It is demonstrated through responsive, accessible, and sustainable services that meet residents' evolving needs and expectations. Quality means providing the right service, at the right time, in the right way, assuring that programs, infrastructure, and customer experience contribute to well-being and belonging. It reflects a commitment to continuous improvement, collaboration, and the effective use of data and evidence in decision-making so that every investment delivers measurable public benefit.

Excellence

Drives how we innovate, lead, and shape Mississauga's future. It is reflected in our pursuit of creativity, learning, and continuous progress in everything we do. Excellence means setting high standards, embracing new ideas, and working across sectors to deliver outcomes that stand the test of time. Through collaboration and stewardship, we aim to meet and exceed expectations to build a city that inspires pride, confidence, and opportunity for generations to come.



Refreshed Strategic Pillars

Following extensive consultation and feedback from residents, staff, and Council, the pillars have been refreshed to recognize today’s realities. Each pillar contains a vision statement, complemented by supporting goals. The pillars are not prescriptive but provide guidance to staff and Council when developing programs and policies or making decisions.

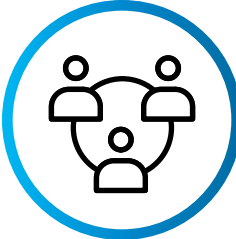


Belong

Mississauga flourishes when residents have access to affordable housing, inclusive services, and vibrant public spaces that nurture belonging and well-being. A place where everyone feels at home.

Strategic Goals

- Improve housing affordability and stability
- Strengthen health, safety, and community well-being
- Advance equity, inclusion, and reconciliation
- Enhance access to inclusive services and spaces
- Support youth retention, opportunity, and belonging



Connect

A connected Mississauga is one where people, goods, and ideas move freely, safely, and sustainably. We will strengthen physical, digital, and social connectivity through resilient infrastructure so every resident and business can access opportunity, feel part of a complete community and get where they’re going quickly and safely.

Strategic Goals

- Deliver seamless, multimodal and equitable transportation networks
- Strengthen goods movement and regional economic corridors
- Invest in resilient and future-ready infrastructure
- Expand digital connectivity and smart infrastructure
- Foster social, accessible, and regional connectivity



Prosper

Mississauga’s prosperity is rooted in innovation, inclusion, and creativity. We will support a dynamic and diverse economy that attracts investment and talent, expands our tax base, nurtures innovation and entrepreneurship, and celebrates our museums, arts, culture, and tourism as engines of vibrancy and growth.

Strategic Goals

- Facilitate the growth of key and emerging economic sectors
- Broaden and diversify non-residential tax base
- Position Mississauga as a cultural and creative hub
- Attract and retain investment and talent
- Foster economic adaptability through collaboration



Green

Sustainability defines Mississauga’s future. We will ensure Mississauga is ready for a changing climate by investing in climate-resilient infrastructure and ensuring City programs and services are as sustainable and efficient as possible.

Strategic Goals

- Facilitate the growth of key and emerging sectors
- Broaden and diversify non-residential tax base
- Position Mississauga as a cultural and creative hub
- Attract and retain investment and talent
- Foster economic adaptability through collaboration



Trust

Trust is the cornerstone of the City’s operations as a municipal government — trust of council, staff, residents, businesses, stakeholders, and rights holders. To maintain the trust of all those we serve, the City will continue to lead transparently, prioritizing fiscal accountability and responsible governance, to ensure value for money and long-term financial sustainability. We will innovate, mitigate risk, and continue to be among the best-run cities in Canada.

Strategic Goals

- Long-term fiscal sustainability and value for money
- Advance transparent and evidence-based decision-making
- Modernize digital and ethical governance
- Foster a culture of integrity, collaboration, and continuous improvement
- Strengthen intergovernmental and civic partnerships

Corporate Accountability Framework

Measuring Our Success

To sustain and monitor progress on the refreshed Plan, staff recommend a corporate accountability framework with three functions: evaluate, align, and measure.



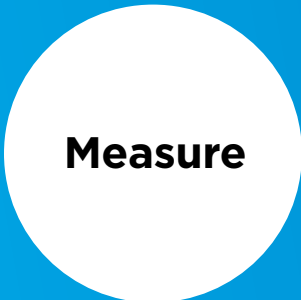
Corporate decision support framework

In progress 2026
Term of Council priorities, financial climate, and equity, diversity and inclusion lens



Actions and initiatives

Legislated plans, long-range plans, business plans and budget



Strategic Plan performance dashboard

World Council on City Data (WCCD)*, International Organization for Standardization (ISO)*, departmental metrics, resident and employee surveys

This replaces the 2009 action plan model of detailed initiatives with a streamlined, integrated approach that embeds the Strategic Plan into planning, budgeting, and reporting.

*The World Council on City Data (WCCD) works with the International Organization for Standardization (ISO) to help cities measure and compare their performance using globally recognized standards and consistent data.

Measuring Our Success

Evaluate: A decision support framework to deliver the plan

A decision support framework will operationalize the Strategic Plan by embedding accountability and evidence-based evaluation into everyday decision-making. It will integrate term of Council priorities, long-range financial planning principles and relevant climate and equity, diversity and inclusion strategies. It will also include World Council on City Data (WCCD) and International Organization for Standardization (ISO) metrics to systematically and consistently assess new projects and investments. The World Council on City Data (WCCD) works with the International Organization for Standardization (ISO) to help cities measure and compare their performance using globally recognized standards and consistent data.

Embedded within this function is the principle of delivery through evaluation, recognizing each department's autonomy to plan and execute within its area of expertise, with the framework serving as a consistent filter to ensure that all proposed initiatives are corporately advancing the Strategic Plan. In doing so, the framework will strengthen internal capability to connect day-to-day work to the Strategic Plan and demonstrate measurable progress toward the City's long-term goals.

Align: Connecting existing plans to the Strategic Plan

The Align component ensures that the City's existing planning ecosystem is connected and responsive to the refreshed Strategic Plan. This means that legislated and master plans, long-range and departmental plans, and the annual Business Plan and Budget process will align their direction, priorities, and performance measures with the Strategic Plan's vision, pillars, and goals.

The Strategic Plan will serve as the unifying framework through which all other corporate master, divisional and service-level plans are interpreted, implemented, and monitored. Ultimately, this strengthens corporate coherence and ensures that all City plans and initiatives collectively advance Mississauga's long-term vision.



Measure: Tracking and reporting progress

The Measure function defines how progress on the Strategic Plan will be tracked and reported through standardized data and global benchmarking. Primarily focused on World Council on City Data under International Organization Standards 37120, 37122, and 37123, it also aims to capture staff and public perceptions to provide a wholistic view of progress on the refreshed plan.

Full Strategic Plan performance will be measured and monitored through:

- WCCD/ISO indicators and departmental metrics
- Resident Experience Survey results
- Employee Engagement and demographic survey results
- Annual reporting through the Business Planning Cycle
- Internal and public dashboards and open data portals
- Performance narratives for each pillar
- Continuous feedback loop from Resident and Employee Surveys

Outcome: A unified, transparent system that connects planning to performance and turns strategic intent into measurable impact.

City Planning and Integration Framework

A streamlined, unified and transparent system that connects planning to performance and turns strategic intent into measurable impact



Belong



Prosper



Green



Connect



Trust

Measurements

WCCO/ISO Metrics

Resident Experience Survey

Sustainability Reporting

Employee Engagement and Demographic Survey

Master Plans and Strategies

Annual Business Planning and Budget

Long-Range Capital Forecast

Future Directions Plan

Transportation and Mobility Master Plans

Official Plan

Climate Change Action and Parks Plan

EDI Strategy

Conclusion

A Strategic Plan is a fluid document that is used regularly for decision-making. It is the foundational document for an organization, one that provides guidance, outlines values, and makes clear the organization's mission. It is supported by the annual Budget and Business Plan, as well as the many plans and strategies developed by teams across the organization. It must continue to be a living document.

The public engagement that informed this refresh project was a moment in time. To ensure this strategy stays relevant, the City will continue to engage with residents on projects and programs on a regular basis, using the Strategic Plan as a guide.

To all those who engaged in this refresh, thank you. Your time and efforts have helped to create a document that will shape the future direction of our community for many years to come.

