



# MiWay's Vision 2029 and Beyond

## Transforming Mississauga





**As Mississauga grows into an independent urban center, the shift from a car-centric city to one valuing transit will be central to its development.**





# MiWay's Vision 2029 and Beyond: Transforming Mississauga



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# Strategic Summary

The people of MiWay have a dream for a city transformed by the power of transit as an economic, social and environmental catalyst. We have a pivotal role to play in this transformation, which informs our strategic choices in this planning horizon. The core of our strategy is the new way in which we will work with others to achieve our shared goals for the city we love.

MiWay's strategy is focused on preparing for the future by addressing key forces shaping the city's transit and civic landscape:

- 1. Flourishing City with Transit at Its Heart** As Mississauga grows into an independent urban center, the shift from a car-centric city to one valuing transit will be central to its development. MiWay will be a key asset in supporting this transition.
- 2. Adapting to Accelerating Social Change** Increased demand for faster, seamless transit will emerge as the city matures. MiWay must stay attuned to local and regional trends to support urban growth and cross-jurisdictional mobility.
- 3. Transit Technology Evolution** As rider expectations for timeliness, information, accessibility, and personalization grow, MiWay will leverage emerging technologies to improve service and sustainability. Collaboration with partners will be crucial.
- 4. The Future Workplace** The changing nature of work, driven by AI and post-pandemic shifts, requires MiWay to foster a diverse and flexible workforce, emphasizing a sense of belonging and support.

## Strategic Themes



**Levelling Up MiWay** MiWay will strengthen its organization, improve leadership, and adopt innovative approaches to enhance operational effectiveness, such as exploring hydrogen buses and on-demand services.



**I Love MiWay** The goal is to make MiWay the preferred transit choice through an elevated customer experience, inspired employee culture, and deep community engagement.



**MiWay of the Future** MiWay will focus on securing sustainable funding, building strategic partnerships, and updating its fleet to meet future demand, including zero-emission vehicles and integrated service infrastructure.

## Success Indicators

MiWay's success will be measured by strong rider satisfaction, secure investment from stakeholders, community pride in transit, and a thriving, inclusive workforce.

By 2029, MiWay will be a transformative force in making Mississauga a connected, sustainable, and vibrant city.

**The new realities of transit require us to work more collaboratively and integratively with our partners.**



# The Future We Need to Be Ready For

Our strategy is grounded in foresight about four forces that we believe will drive the role of transit.

## A Flourishing City With Transit at Its Heart

Mississauga will continue its rapid growth and intensification as it takes its place as a more independent Urban Centre. Initially a car-focused city, the transition to embracing transit will continue as infrastructure becomes more mixed, intense and interconnected. Transit will become a valued city-building asset and the footprint for transit will become a priority for planners and developers

**Why does this matter?** Access to convenient and affordable transit will be a hallmark of the future and the heart of our value proposition.

## Adapting to Accelerating Social Change

The society in which we operate is more dynamic, mobile and unpredictable, making everything from planning to service provision more challenging. Transit will be in greater demand as the City matures, and the desire to move quickly and seamlessly throughout the city will place new pressure on us to support sustained urban growth and intensification. Growth in the GTA and Golden Horseshoe will increase the need for transportation solutions that work across jurisdictions to keep people moving.

**Why does this matter?** We need to be deeply in tune with our City, and our municipal neighbours, so we can anticipate and respond confidently, track trends and find smart ways to translate forces of change into the choices we make.

## Transit Technology Evolution

Expectations for timeliness, accessibility, comfort, amenities, ease, predictability and adaptability are putting new pressures on transit systems to make smart technology choices on carbon reduction, communications, system design and operations.

As riders become accustomed to new standards of responsiveness and personalization in other aspects of their lives, transit systems will need to keep pace with things like real time information, seamless integration of services, personalization, privacy and security.

**Why does this matter?** The new realities of transit mean we will have to work in a more collaborative and integrated way with our partners in the City and across the region to be dialed into emerging transit trends.



## The Workplace of the Future

Post-pandemic, and with the emergence of AI, the workplace will never be the same. Social and demographic change are shifting the foundations of what people expect from their work-lives, the commitments they are prepared to make, and the commitments they expect from their employers.

There are profound implications for the transit workplace of the future. Our increasingly diverse workforce is segmenting into sub-groups with very different employment dynamics and needs.

**Why does this matter?** In the workplace of the future we need to meet the challenge of change, but never forget the basics: building a sense of belonging, recognizing great work, and caring about each other as human beings.

# Three Strategic Themes: Investing in Fundamentals that Will Prepare Us for What's Next



## **Levelling Up MiWay – We're strengthening the organization and our capacity to lead.**

### **Why does this matter?**

With a fleet of 500 buses, a third garage on the way and increasing demand for transit services, we need to develop organizational depth and management oversight to grow, manage and deliver an effective public transit system. We need to shift to proactively leading the business. Too much time spent in reactive mode consumes resources and inhibits effectiveness, innovation and foresight.

### **What does this look like?**

Inclusive planning, linked to operational excellence, informed by a fresh openness to creative problem solving.

## **Strategic Priorities and Initiatives**

**Robust Business Planning:** Build a strong planning and accountability framework. Develop an integrated fare strategy. Resource the business to 105% service delivery. Enhance leadership and management competencies to guide the business into the future.

**Operational Maturity:** Adopt best practices, processes and communications to support employee and operational effectiveness including training guides and documentation, apply project management rigor, 24/7 management presence, yard management technology, emergency preparedness, modernized workspaces including training centre, enhanced effectiveness of the transit control centre, and development of KPI and data maturity models.

**Inspirational Brand, Visual Identity and Marketing:** Evolve our brand to make it more relatable, accessible and aspirational by undertaking a brand and identity exercise, develop innovative marketing plans, reimagine our digital presence and modernize our communication tactics.

**Innovative Mindset:** Be open to fresh approaches to improve the everyday, and transform the future of transit. Build a proof-of-concept for hydrogen and electric fuel cell battery bus program to develop new operational competencies, pilot on-demand service, learn from innovative transit agencies around the world, reimagine the existing charter bus program and develop new lines of business, programs and partnerships.





**I Love MiWay – We will be the mobility option that people prefer, every time.**

### **Why is this important?**

Transit is all about people. The efficient movement of people and goods is essential to the future success, prosperity and livability of Mississauga. We must create positive experiences for customers, the community and employees that meet the needs, fulfill purpose and create a sense of belonging. Attracting and building a world-class transit team is essential to delivering an exceptional experience. There is a gap between the potential of transit in Mississauga and how it is valued. We aim to close that gap.

### **What does this look like?**

Create a strong bond at a human level with riders, residents, City staff, Council members, employers and others, because we are central to helping them achieve their goals.



## Strategic Priorities and Initiatives

**Elevated Customer Experience:** Develop interactions that care for the customer and go the extra mile, deliver real-time information through digital displays and apps, easier and accessible navigation with improved wayfinding, embed the arts and culture reflective of Mississauga's vibrancy and offer amenities that meet rider needs and exceed expectations.

**Inspired Employee Experience:** Develop a plan to foster a work environment that is built upon courage, authenticity, service, truthfulness, love and effectiveness in which employees are inspired, supported and developed to reach their full potential while transforming the delivery of transit services. Build productive relationships with the unions and management.

**Seamless Community Engagement:** Deeply listen, learn, educate and engage on transit matters through meaningful dialogue and exchange with the broad and diverse Mississauga community, delivered through an inspiring digital and physical presence and program delivery. Seek out opportunities to engage with local community leaders, newcomers, vulnerable populations, students of all ages, seniors and business outreach to ensure their voices and needs are well understood and supported through transit.



## **MiWay of the Future – Providing the transit we need, to be the City we want.**

### **Why is this important?**

To build, operate and maintain a mature transit network we can all be proud of calls for a diversified approach for significant investment and sustainable funding. Building strong relationships with City departments, Council, community, business sector and all levels of government can provide new opportunities for funding. Innovative approaches can generate new revenue streams by unlocking the value of municipally owned assets and commercial opportunities. MiWay needs sustainable funding to cover operations, performance improvements and growth that keeps pace with the needs of the City.

### **What does this look like?**

Working with our stakeholders in new ways, we will create the vision, and gather support for a transit system that makes more possible for Mississauga.



## Strategic Priorities and Initiatives

**Great Relationships:** Collaborate across our ecosystem to solve our most pressing civic challenges together. Developing strategic partnerships and collaborative efforts with Mayor and Council, City departments, libraries, local institutions including post-secondary education and hospitals, the development community, community building agencies (food banks, seniors programming, accessibility programming and supports), Peel Region and surrounding municipalities and private enterprise (micromobility providers, software developers).

**Investment Support:** Develop a growth and sustainability strategy to secure long-term support and investment to grow and deliver a world-class transit service that meets the needs of the community.

**Updated Fleet Vision:** Develop a fleet plan to keep pace with the growth in demand and transition us to a zero-emission fleet that overcomes current maintenance challenges. Ensure alignment with a garage infrastructure plan to provide adequate fleet storage and equipped for new vehicle technologies.

**Bold Service and Infrastructure Outlook:** Develop an integrated service and infrastructure growth plan, aligned with the fleet plan, to provide a high frequency and reliable transit network with appropriate maintenance and storage facilities. Address transit equity, competitive choice to other modes of transportation, dedicated bus infrastructure; transit priority lanes and signals, bus only lanes, bus rapid transit, light rail transit. Engage the community in the development of the plan. Improve experiences in pre-boarding including more shelters, interactive digital screens, bigger terminals with amenities and new technologies.

**Innovative Revenue Generation:** Explore new lines of business and partnerships to support the future of transit, unlock the potential of transit assets to generate new forms of income, expand the advertising program and amenities to enhance the rider experience.

**The efficient movement of people is essential to the future success, prosperity and livability of Mississauga.**





# What Success Will Look Like: A City Transformed by Transit

Our dream, which we share with others, is that we help transform Mississauga into the flourishing, complete city of the future. This means transit must be an essential contributor to a thriving, smart and humane community. How will we know it's working?

## Riders Love Transit

Being loved and valued by riders is about doing the basics well and delivering on our promises, but it's also about going to the next level to adapt as they evolve, to see them as whole people and to invest in what makes the biggest difference for them.

**In a year...** we will have engaged with a wide variety of stakeholders to see transit through their eyes, understand what is most important to them and developed an action plan to guide our efforts to deliver enviable experiences with MiWay.

**In two years...** we will have set our plan in motion to strengthen the brand and elevate the customer experience through the things that matter most to riders including interactions that care for the customer, deliver real-time information, make wayfinding easier, and surprise and delight with Mississauga's vibrancy.

**By 2029...** we will have developed a strong brand and reputation built on delivering a new transit rider experience that offers a more personalized and intuitive approach that cares for the needs of our customers.

## Council and Investors Support Transit

We rely on strong and constructive relationships with our city council and others who invest in transit in Mississauga including the Provincial and Federal governments. We can help create a virtuous circle of investment, positive feedback and positive returns, delivering tangible benefits to the community, and government leaders.

**In a year...** we will have the makings of a strong business case for the investment in MiWay's future and work collaboratively with our community leaders to advocate for transit funding.

**In two years...** we will be growing strategic partnerships and developing a strategy for investment to fuel sustainable growth of our transit network.

**By 2029...** we will have grown a network of transit supporters and collaborators built on a solid reputation as good value for investment to deliver tangible benefits to the community.



## **Our Community is Proud of Its City**

Our hope for the future is that our community continues to expect more from us and support the place of transit in their lives and their city. We want residents, employers, municipal leaders and visitors to celebrate the reliability, accessibility, convenience, quality and value for money of their transit services. This will demand a new level of visibility in our community.

In this future, MiWay becomes an experience that people want to be associated with; that makes them feel more engaged, connected and relevant. This is reinforced by being a part of the place-branding of Mississauga and the creation of public spaces that work.

**In a year...** we have built broader collaborative relationships with stakeholders who play a role in community planning and development.

**In two years...** we have built relationships upon shared visions of transit's contribution to place making and planning for places and spaces.

**By 2029...** the concept of planning for the movement of people by public transportation is considered a default to take the delivery of reliability, accessibility and convenience to a new level in Mississauga.

**By 2029 we will have developed a strong brand and reputation built on delivering a new transit rider experience.**



## **Our People Thrive**

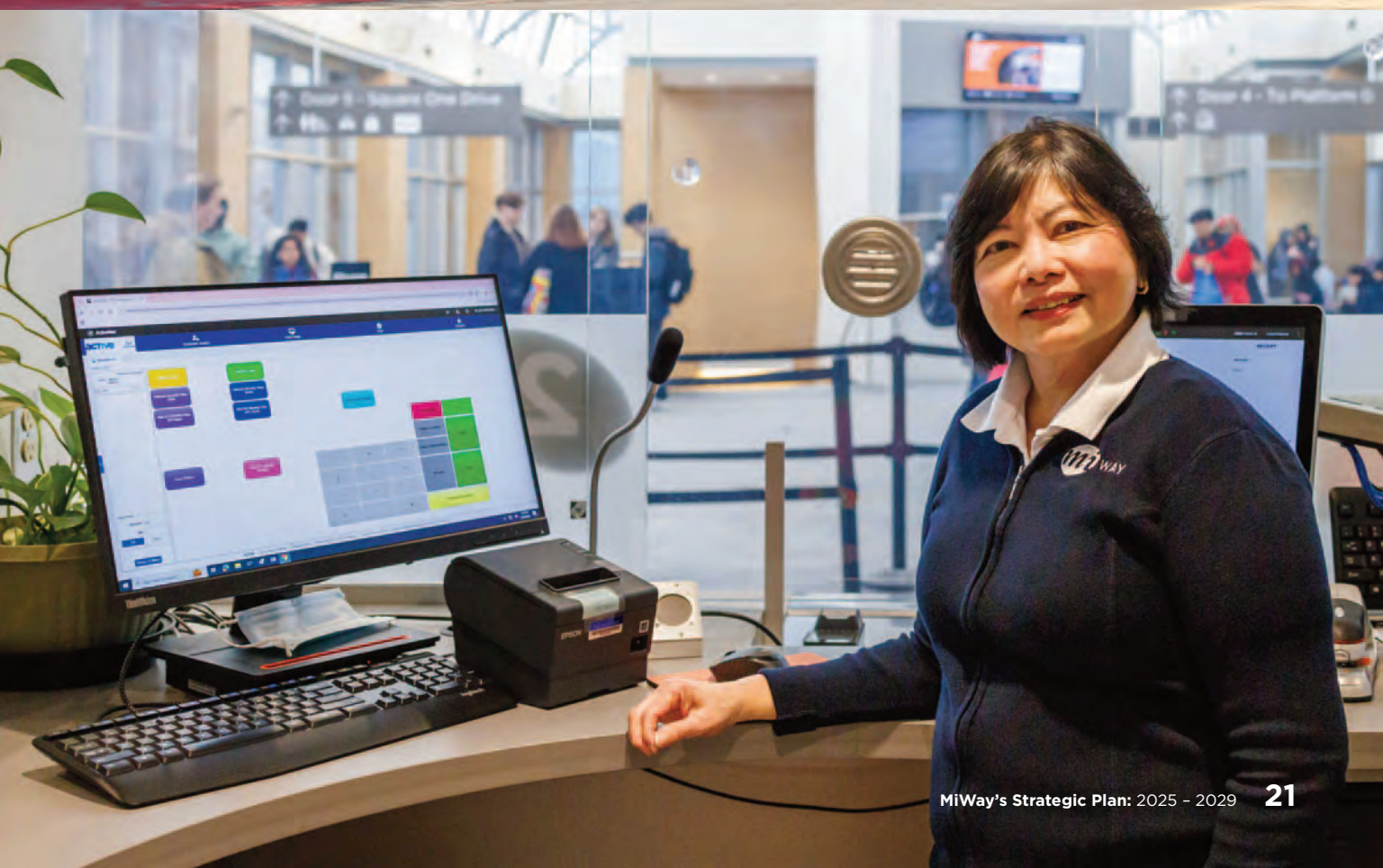
As our organization grows, we need a unifying purpose so our people can work together across their functions towards shared MiWay goals. At the same time, we have to be flexible enough to adapt fairly to a more diverse and complex workforce.

The dream to help transform our City through transit is one that every person in the organization can contribute to, and feel great about. We are all city builders, no matter what our role. This is a dream we can share with our families and friends and through all the ways we are part of our community.

**In a year...** we have engaged MiWay employees to understand their needs and develop a shared action plan to creating a more inspired work place.

**In two years...** we will have developed a strong, united team of inspired leaders to create a caring and supportive work environment where employees are valued and supported.

**By 2029...** we will have a future-ready workplace where everyone feels a sense of purpose and belonging and is supported to thrive. MiWay will be a choice employer attracting and retaining the best and brightest transit workers.



# Appendix A - How We Built This Plan

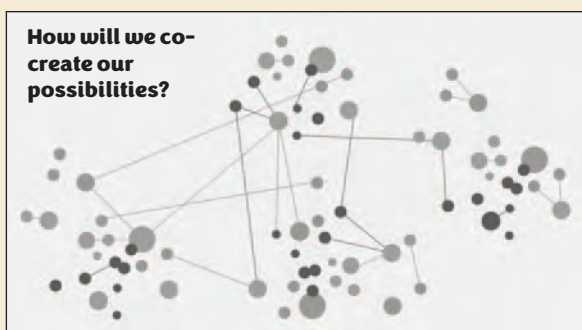
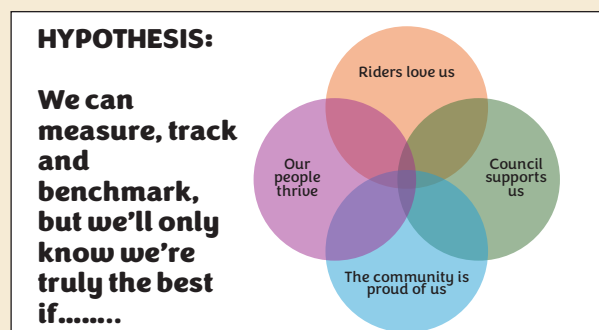
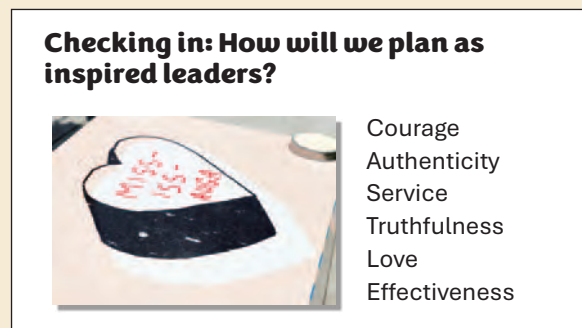
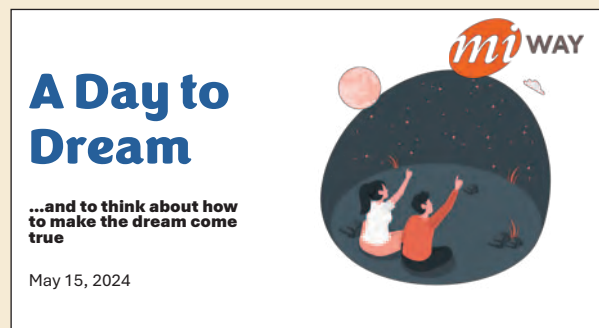
## A. How We Built This Plan

The MiWay leadership team took the better part of a year to craft this bold and visionary strategic plan to allow space to seek inspiration, explore trends, challenges and the forces at work, reflect, think deeply and, most importantly, listen.

**January 2024:** We started our shared journey to develop the plan with an introductory leader workshop led by Dr. Lance Secretan called MiWay Embarks on a New Journey. This set the table for a new era at MiWay. The workshop delivered on the goal of opening up the leadership team to new foundational ideas and to inspire the team of what is possible for the future.

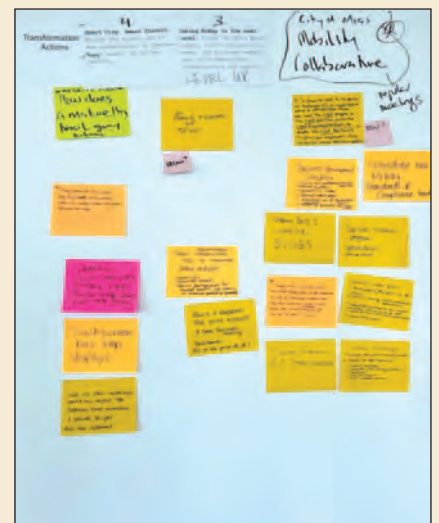
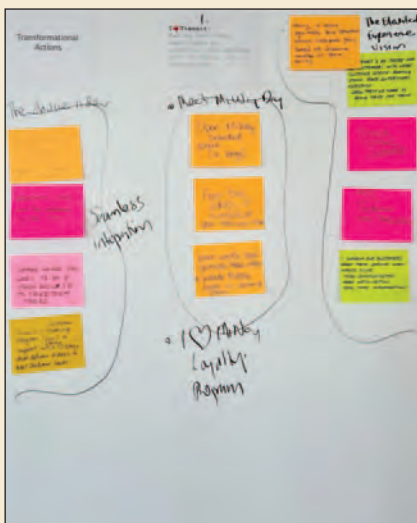
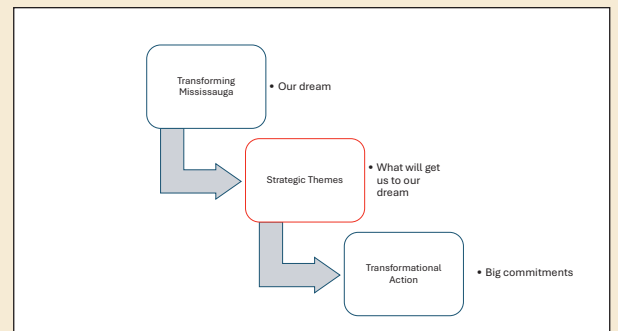
**Spring 2024:** We partnered with Mary Jane Braide to develop a series of planning workshops to engage leaders and guide the development of the strategy.

**May 2024:** We kicked off the plan development process with A Day to Dream workshop to imagine the future we need to be ready for, to develop a shared dream to unite us and to explore the strategic possibilities to make the dream real. It was during this workshop that the dream "To help transform Mississauga through transit" surfaced and that by working collaboratively with others we can contribute solutions to solve civic challenges. The desired strategic outcomes came into focus with Riders Love Transit, Council Supports Transit, The Community is Proud of its City and Our People Thrive.



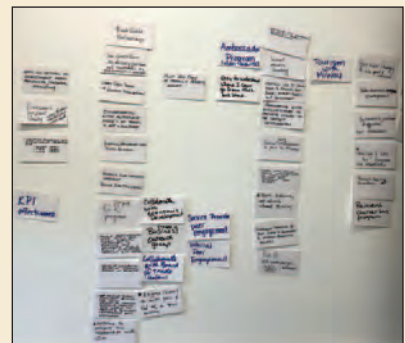


**June 2024:** The Making Our Dream Come True workshop connected our leaders to the City's corporate strategy and the civic challenges we are collectively facing. We explored how MiWay can perform as a city builder to help transform Mississauga, and identified the barriers that have held transit back in the past. We dove deeper to explore the emerging themes and the transformational actions we need to take to differentiate us from the past.



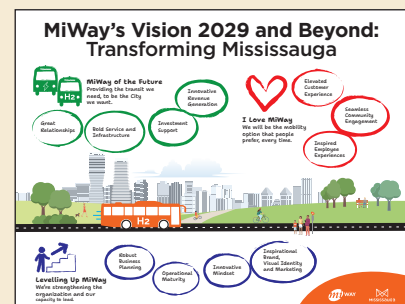
**July 2024:** We engaged MiWay Supervisors and Team Leaders in the development of the strategy with town hall sessions. The senior management team shared the inspiration behind the strategy, the future we need to be ready for in transit and the implications the plan has for the workplace. To support the strategy and expectations of working in new ways, leaders shared employee training and development programs being developed. Through facilitated group dialogue, supervisors and team leaders contributed their perspectives and ideas to round out the plan.

**August 2024:** The final leader workshop explored the three strategic themes and identified the mission critical bodies of work, including foundational plans that need to be developed and projects that need to happen to fulfill each of the themes. These bodies of work help inform the road map of strategic and operational work required to fulfill the objectives of the strategic plan.



**December 2024:** We presented the new strategic plan MiWay's Vision 2029 and Beyond: Transforming Mississauga at the Transit Advisory Committee.

We initiated broader communication and operational integration of the strategy to inform annual business planning, budget planning, development of operational and individual work plans.





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to cover operations, performance  
improvements and growth that  
keeps pace with the needs of  
the City.**

**Being loved and valued by riders  
is about doing the basics well and  
delivering on our promises.**





