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# Message from the Mayor



Mississauga is a city of opportunity, innovation, and diversity — a place where ambition meets action. From our modest beginning as a collection of small communities and farmland, we've transformed into Canada's seventh-largest city and Ontario's second-largest economy, powered by creativity and determination.

Home to more than 118,500 businesses and 515,500 workers, Mississauga is driving solutions to global challenges in life sciences, aerospace, automotive, food and beverage, automation, clean and information technologies, and logistics. Our creative industries, fueled by filmmakers, musicians, and artists, strengthen our economy and make Mississauga a vibrant city where people want to live, work, learn, and raise their families.

We know we face challenges. Global uncertainty, rapid technological change, climate pressures, housing affordability, and rising costs demand bold action and fresh thinking.

That's why I'm proud to introduce **Path to Prosperity 2030**, our new Economic Development Strategy. This plan is our commitment to an inclusive, sustainable, and prosperous future — investing in businesses, entrepreneurs, youth, and workers, while creating thriving communities where commerce and culture flourish together. We will unlock opportunity, accelerate innovation, and ensure Mississauga remains a business-friendly city that leads on the world stage.

To our Economic Development team and to the many business leaders and partners who contributed your insights and energy: thank you. Your commitment fuels this vision.

Together, we will build a stronger Mississauga — and a brighter future for all.

**Carolyn Parrish**  
**Mayor, City of Mississauga**



# Message from the Director



Invest Mississauga is where ideas turn into impact. From startups to global enterprises, the team at Invest Mississauga works side by side with businesses and entrepreneurs — listening, collaborating, and delivering strategies, resources, and programs that help them grow and succeed. Our mission is simple: make Mississauga the best place to start, locate, and scale a business.

**Path to Prosperity 2030**, our new Economic Development Strategy reflects our values and approach — industry-informed, evidence-based, and built through collaboration. We engaged more than 200 voices from businesses, entrepreneurs, education institutions, and community organizations to ensure this strategy speaks to real needs and shared ambitions.

We know the world is changing fast. Geopolitical uncertainty, shifting trade and industrial policies, rapid advances in technologies like AI, climate pressures, and competition for talent are reshaping the business landscape. Thriving in these conditions will demand greater resilience and agility from organizations and communities — and Mississauga is ready to lead.

**Path to Prosperity 2030** charts a bold course for a globally competitive, inclusive, and future-ready economy. Guided by five pillars, we will foster conditions where talent, entrepreneurship and businesses thrive — building a competitive and business-friendly environment, investing in skills and capabilities to improve resilience and scale growth, and creating vibrant communities and experiences by strengthening our retail and creative industries.

Thank you to all our partners and contributors who have helped develop this new and exciting vision for Mississauga.

Together, we will unlock opportunity, accelerate growth, and build a stronger economy for all.

**Christina Kakaflikas,**  
**Director of Economic Development**





# Introduction

The City of Mississauga Economic Development Strategy, Path to Prosperity 2030, arrives at a time of profound change. The global geopolitical landscape is in flux, with historical alliances and values shifting and under stress. Artificial intelligence is no longer a concept of the future, but a tool embraced by billions worldwide. Climate change continues to disrupt weather patterns, communities and supply chains.



Cities exist on the frontlines of these disruptions. Residents and businesses must navigate greater complexity and uncertainty, while striving to keep pace with change. Yet cities are also uniquely positioned to lead a response — not only to mitigate disruption but transform it into opportunity. Cities enable much of the physical spaces and social opportunities that shape how people and communities interact. By fostering innovation, collaboration, and knowledge sharing, cities can help residents and businesses adapt and thrive in the face of today's challenges and prepare for the future.

Despite these upheavals, the fundamentals of economic development and prosperity remain constant. At its core, economic development is about intentional partnership and collaboration — connecting people to address challenges and advance solutions towards shared goals that support prosperity and well-being.

**Path to Prosperity 2030** focuses on the fundamentals of economic development and its role in city-building — business and development services, infrastructure, talent development, sector and innovation-led growth, community vitality and inclusion, and inspired storytelling.

Informed by more than 200 leaders from Mississauga's businesses, entrepreneurs, education institutions, and community organizations, **Path to Prosperity 2030** outlines a plan for continued collaboration. We invite you to review our plan and join us in delivering the vision we have shaped together.



# Our City

Mississauga is a city of opportunity — welcoming innovation, creativity, and diversity. These qualities have transformed our city from a collection of small communities and farmland just over fifty years ago into Canada's seventh-largest city.

Today, Mississauga is **Ontario's second-largest economy**, home to 118,500 businesses supporting 515,500 jobs and generating \$63 billion in annual output. Our companies, entrepreneurs, and workers advance solutions to global challenges across sectors. Canada's largest aerospace and aviation cluster, second-largest clusters in life sciences, automotive parts manufacturing, and logistics, third-largest food and beverage cluster, and fifth-largest information technology cluster are all found in Mississauga.

Creative industries also strengthen Mississauga's economy and enrich its cultural landscape. With 8 thriving film studios, the city ranks as Ontario's second-largest film and television cluster and was named **Canadian Music City of the Year** in 2023.

From startups to multinational enterprises, Mississauga is a premier location to start, locate, and grow a business. More than 670 multinational firms have established head offices here, including national offices of 75 Fortune 500 companies. **Since 2020, we've attracted \$8.7 billion in new direct business investment, generating 18,645 jobs — ranking fifth among Canadian cities. Mississauga's entrepreneurs secured \$387 million in early-stage funding since 2020 — an 83% increase over the previous period.** This underscores the city's growing reputation as a launchpad for innovation and scaling companies.

Four core attributes drive Mississauga's investment competitiveness and economic success:

## Mississauga is connected.

Home to Pearson International Airport — the country's largest — and direct access to major highways and rail corridors, Mississauga is Canada's gateway to global markets. **Companies here import and export \$100 billion in goods annually, representing 15% of Ontario's trade flows.**

## Mississauga has room to grow.

Our city offers well-serviced locations that accommodate a wide range of business needs, from industrial zones and corporate and research centres to vibrant mixed-use districts offering opportunities to live, work, and play. Mississauga's **229 million square feet of industrial, office, and retail inventory ranks third largest in Canada.**

## Mississauga is talented and diverse.

**73% of working-age residents hold post-secondary degrees, of which 28% specialize in STEM, and 53% were born outside Canada** — higher than regional and national averages. This depth of talent and global perspective provides businesses with the ideas and skills that drive long-term success.

## Mississauga is entrepreneurial and creative.

Over 100,000 small businesses support more than half of local jobs. Cultural and creative industries — including **2,800 artists and 111 live music venues** — **contribute \$2.3 billion annually**, enriching our economy. Our small businesses and cultural and creative industries animate our commercial centres and public spaces, offering products, services and experiences that make Mississauga a place people choose to be.

Above all, Mississauga's success is powered by collaboration. Our City works alongside a strong network of partners — globally recognized post-secondary institutions, innovative entrepreneurship hubs, and leading business associations — amplifying our competitive advantages to advance shared economic goals.

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Mississauga is home to Canada's largest aerospace and aviation cluster, second-largest clusters in life sciences, automotive parts manufacturing, and logistics, third-largest food and beverage cluster, and fifth-largest information technology cluster.

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# Invest Mississauga

As the City of Mississauga's economic development division, Invest Mississauga works to shape a competitive, sustainable, inclusive, and prosperous economy by helping businesses start, scale, and grow. We offer market insights, reliable advice, programs, and access to networks that make business decisions easier, faster, and more effective at every stage of growth.



Guided by the previous 2020-2025 Economic Development Strategy, our team delivered initiatives that created lasting impact in key areas:

## Investment Promotion

Since 2020, we expanded efforts to position Mississauga as a prime investment destination, engaging markets in the U.S., Europe, and East Asia. In 2024, we launched the Invest Mississauga brand to strengthen our message to regional and global audiences.

## Business Investment and Retention

Through outreach and advisory services, including full-service investor support, we completed 1,173 corporate consultations and helped secure 65 new, expanded, or retained corporate investments — supporting approximately 8,190 jobs.

## Sector Development

We enabled growth in Life Sciences, Technology, and Advanced Manufacturing by partnering with industry leaders to tackle sector priorities. Initiatives such as technology networking events, the Advanced Manufacturing Sector Council, and the Life Sciences Equity & Diversity Collaborative developed solutions in skills development, continuous improvement, funding access, and inclusive talent practices.

## Entrepreneurship and Innovation

In 2023, we opened IDEA Square One a dedicated space to anchor small business services and programs like Summer Company Plus and Starter Company Plus and expand support for tech-focused, early-stage companies. Since 2020, IDEA Mississauga has helped 388 businesses start or grow, creating 954 jobs — \$443,000 in supportive grants were disbursed. Our Step Up and EmpowHER programs enabled early-stage companies to raise \$15.3 million in funding.

## Creative Industries

Since 2020, our Creative Industry team attracted and supported 493 live music events and 1,006 performance and revenue opportunities for Mississauga-based musicians. Launched in 2023, the Live Music Grant program disbursed \$128,085 in support of local music entrepreneurs. 4,939 filming days were attracted and facilitated.



# Our Challenge

Despite our many successes, Mississauga continues to face important challenges. Each challenge also presents an opportunity. Guided by our Strategy, the City will work with businesses, entrepreneurs, and partners to address these challenges and unlock new opportunities.



## A Growing City.

Our population is projected to reach nearly one million by 2051 — an increase of more than 200,000 residents. Unlike past growth in lower-density neighborhoods and dedicated employment areas, over three-quarters of future population and job growth will occur in higher-density, mixed-use communities that integrate residential, office, and retail spaces. Mississauga must align investment attraction and business supports with the needs of future growth opportunities.

## Global Disruptors.

Geopolitical uncertainty, shifting trade patterns, rapid technological change — especially artificial intelligence — and climate pressures are reshaping the global economy. These forces create complexity for businesses, entrepreneurs, and workers. Small and medium-sized enterprises, which represent 95% of Mississauga's businesses, face heightened risk due to limited resources compared to larger firms.

## Competition for Talent and Investment.

Companies and entrepreneurs are rethinking where they invest amid rising protectionism and geopolitical instability — talent, proximity to customers, suppliers, and competitors, a predictable and supportive regulatory environment, and access to the resources that can help them grow are key considerations. At the same time, talent continues to be mobile — seeking locations that offer competitive wages, affordable living, and vibrant communities and experiences. These dynamics demand a coordinated approach to attract and retain

investment and talent, integrating infrastructure, business services and supports, skills development, and quality-of-life considerations.

## Ensuring Economic Inclusion.

The strength of diversity is unlocked by environments that foster inclusion. Mississauga is a diverse community — 53% of residents were born outside Canada and 70% of our labour force identifies as visible minorities. Youth struggle to establish themselves in local career pathways. To ensure every resident and our city reaches its economic potential, we must be intentional in building an inclusive economy where opportunity is accessible to all.

## Increased Importance of Place and Brand.

A city's ability to attract and retain talent, visitors, and investment is closely tied to how people experience it and perceive its brand. With talent becoming more mobile and industries seeking mixed-use environments, Mississauga's capacity to deliver vibrant live, work, play, and visit experiences — and to communicate that story effectively — is becoming increasingly critical.



# Our Vision

Mississauga will unlock the full potential of our diverse talent, entrepreneurs, industries, and infrastructure to shape a globally competitive, inclusive, sustainable, and future-ready economy — powered by creativity and vibrant places.

# Our Strategy

Our Strategy, Path to Prosperity 2030, sets out five pillars with supporting objectives and actions to guide efforts in pursuit of our vision.

## Pillar 1

### Build a Competitive & Business-Friendly Environment

by delivering investment-ready infrastructure, maintaining a diverse supply of employment lands, and optimizing non-residential development processes, business services, and incentives.

## Pillar 2

### Strengthen Economic Diversification & Agility

by diversifying trade and investment markets, building local business capabilities and climate-readiness, and expanding business outreach and engagement

## Pillar 3

### Accelerate Innovation & Sector-Led Growth

through increased coordination of priority sectors, enhanced support for scaling companies, and leveraging major infrastructure opportunities.

## Pillar 4

### Invest in Future-Ready Talent

by investing in skill development and engaging education and training institutions, workforce organizations, and local businesses to strengthen inclusive career pathways and ensure industry can compete with access to top talent.

## Pillar 5

### Foster & Promote Vibrant Communities

where people want to live, work, study, play and visit by encouraging a healthy and diverse retail sector, strengthening creative industry growth and increasing visibility of Mississauga's brand through enhanced storytelling and marketing.



#### Pillar 1

# Build a Competitive & Business-Friendly Environment

Build a competitive and business-friendly environment by delivering investment-ready infrastructure, maintaining a diverse supply of employment lands, and optimizing non-residential development processes, business services, and incentives.

## Objectives & Actions

### Maintain a Diverse Supply of Employment Lands

- Protect and maintain a diverse supply of employment lands citywide, including designated employment and mixed-use areas
- Evaluate opportunities to broaden permitted employment uses in priority employment and mixed-use areas

### Improve the Ease of Doing Business

- Apply proven approaches from the Mayor's Housing Task Force to streamline non-residential regulatory processes
- Enhance access to City business services by developing a streamlined, 'one-stop shop' experience
- Identify and implement measures to reduce construction impacts on local businesses

### Deliver Investment-Ready Infrastructure

- Promote transit-oriented development in employment and Strategic Growth Areas by strengthening transit service communication to industry and integrating industry priorities into service planning
- Integrate goods movement priorities into infrastructure planning, projects, and service delivery
- Facilitate the delivery of investment-ready infrastructure — including water, stormwater, utilities and digital — by strengthening coordination between service providers and local industry

### Promote & Incentivize Investment

- Consider enhancements to Downtown office development incentives
- Assess opportunities to incentivize high-impact development and retrofit investment opportunities
- Promote development opportunities within Strategic Growth Areas, including through Downtown office and Lakeview Innovation District Community Improvement Plans





## Pillar 2

# Strengthen Economic Diversification & Agility

Strengthen economic diversification and agility by diversifying trade and investment markets, building local business capabilities and climate-readiness, and expanding business outreach and engagement.

## Objectives & Actions

### Diversify the Economy

- Build on established non-US markets and identify high-potential emerging markets for trade and investment opportunities
- Strengthen export readiness and market diversification for small and medium-sized businesses

### Build Local Supply Chain Capacity

- Develop a program to build local supply chain capabilities
- Improve access to funding, training, and business resources for small and medium-sized businesses
- Encourage local business implementation of initiatives to improve energy efficiency, environmental performance, and net-zero readiness
- Identify and implement initiatives to increase small and medium sized business participation in City procurement opportunities

### Expand Business Outreach & Advocacy

- Implement a business retention program targeting priority sectors and businesses at risk for market exit
- Strengthen outreach and partnerships to increase access to entrepreneurship services across Mississauga's communities and priority sectors
- Maintain ongoing engagement with the local business community and monitor business conditions
- Advocate for local business priorities with higher levels of government

### Pillar 3

# Accelerate Innovation & Sector-Led Growth

Accelerate innovation and sector-led growth through increased coordination of priority sectors, enhanced support for scaling companies, and leveraging major infrastructure opportunities.



Photo credit: Nick Iwanyshyn / University of Toronto Mississauga



## Objectives & Actions

### **Grow Priority Sectors**

- Develop growth plans for priority sectors to mobilize resources, address barriers, and advance growth opportunities
- Enhance Invest Mississauga branding to attract investment in priority sectors
- Explore opportunities to establish a Centre of Excellence within a priority sector to accelerate innovation, support commercialization, foster talent and boost growth
- Identify opportunities to align sector development and investment attraction initiatives with growth priorities identified by higher levels of government

### **Build Leadership in Scaling Companies**

- Organize an annual summit focused on growth and scaling companies
- Develop a local investor network and investment readiness program to address financing gaps for early-stage and scale-up companies

- Enhance and diversify programs supporting scale-up companies
- Identify and implement civic and corporate challenge initiatives to foster innovation and provide early-stage companies with opportunities to validate products and services

### **Leverage Infrastructure for Growth**

- Activate Sheridan Research Park as a regional innovation district that anchors research, commercialization, and industry collaboration
- Explore private, public, and post-secondary partnerships to create and utilize existing physical spaces for testing, prototyping, and commercializing new products and services
- Encourage employment and business growth opportunities through Trillium Hospital and Pearson LIFT expansions

Pillar 4

# Invest in Future-Ready Talent

Invest in future-ready talent by investing in skill development and engaging education and training institutions, workforce organizations, and local businesses to strengthen inclusive career pathways and ensure industry can compete with access to top talent.



## Objectives & Actions

### Align Skill Development with Industry Needs

- Facilitate collaboration between industry and education partners on skill and career development initiatives
- Assess opportunities to expand upskilling and micro-credential programs to help workers adapt to rapidly evolving technologies and priority sector requirements
- Conduct a comprehensive analysis of labour market conditions, training programs, and workforce trends to identify current and emerging skill needs

### Prioritize Youth Retention & Economic Integration

- Deliver an expanded youth-focused entrepreneurship skills program that offers year-round training and mentorship
- Support youth awareness of local career opportunities in priority sectors by strengthening connections with industry, education, and workforce organizations
- Support youth and employer awareness of local work-integrated learning opportunities (i.e. co-ops, internships)
- Develop a strategy to support youth attraction and retention by identifying barriers, opportunities, and solutions

### Support Inclusive Employment & Entrepreneurship

- Strengthen support for local entrepreneurs through established programs such as Summer Company and Starter Company Plus, as well as through ongoing business advisory services
- Partner with workforce development organizations to enhance entrepreneurship and employment pathways for newcomers and displaced workers in priority sectors
- Promote inclusive hiring and career advancement practices in the local business community



## Pillar 5

# Foster & Promote Vibrant Communities

Foster and promote vibrant communities where people want to live, work, study, play and visit by encouraging a healthy and diverse retail sector, strengthening creative industry growth and increasing visibility of Mississauga's brand through enhanced storytelling and marketing.



## Objectives & Actions

### Advance Place-Based Growth

- Support the retention and expansion of retail supply across the city in alignment with recommendations from the Retail Strategy
- Promote a diverse mix of retail types, uses, and locations in alignment with recommendations from the Retail Strategy
- Encouraging placemaking and placekeeping initiatives, including events, streetscaping, and gathering spaces in alignment with recommendations from the Retail Strategy
- Increase visibility of Mississauga's brand as a vibrant urban centre through enhanced storytelling and marketing
- Promote destination-related infrastructure development opportunities, such as redevelopment of the Living Arts Centre, across the city

### Foster Creative Sector Growth

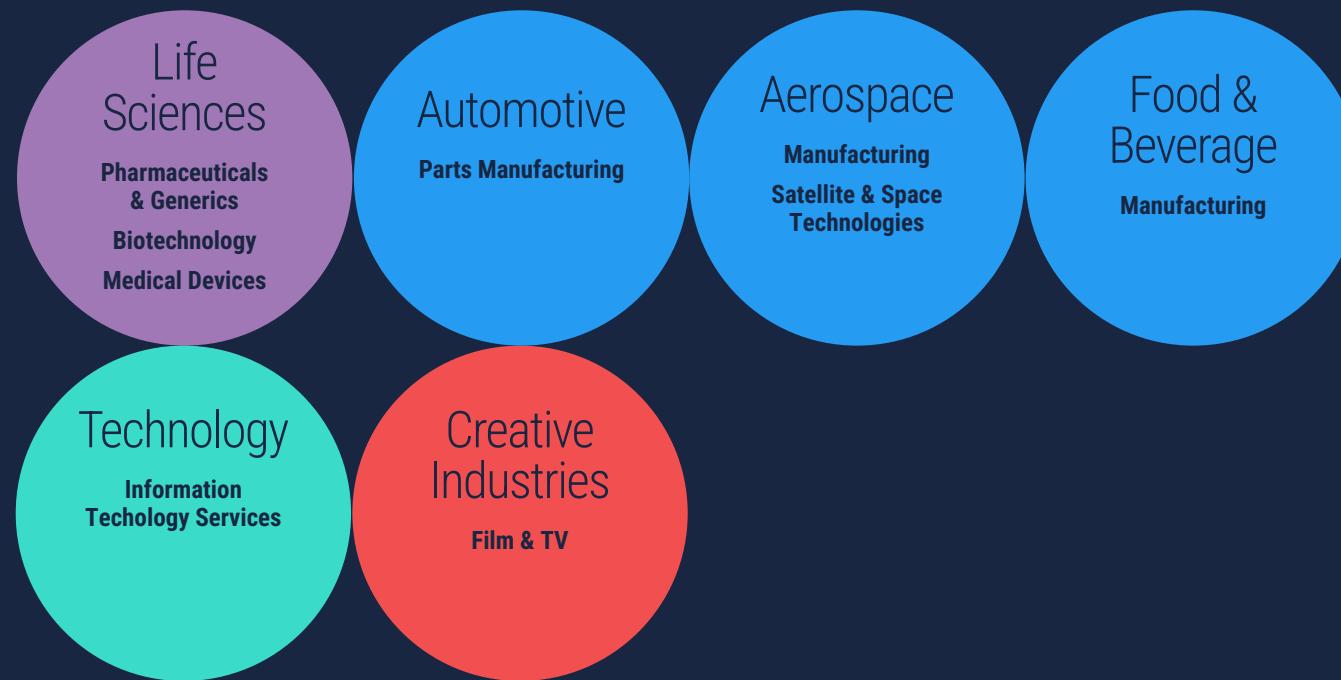
- Update creative industry and music sector strategies
- Create an updated profile of the creative industry sector profile
- Promote initiatives that showcase Mississauga's creative talent and foster connections with corporate partners
- Identify and pursue opportunities to develop infrastructure and programming that support creative industry growth



# Mississauga's Priority Sectors

Mississauga will continue to welcome and support businesses and entrepreneurs across all industries. Growth efforts will focus on established and emerging sectors and subsectors identified as having high growth potential and economic impact in Mississauga.

## Established Sectors



## Emerging Sectors



# Success Measures

Clear success measures ensure that our vision is connected to measurable outcomes, providing a transparent way to monitor progress. While outcomes cannot be solely attributed to Strategy actions, success measures were selected to reflect the desired outcomes from successful implementation of actions. Progress on implementation of each action will be tracked over the lifespan of the Strategy.

## Pillar 1

### Build a Competitive & Business-Friendly Environment

- Total Amount of Land Dedicated for Employment Uses by Use Type
- Average Time for Processing and Issuing a Non-Residential Building Permit
- Percentage of Jobs within Walking Distance of Frequent Transit Service

## Pillar 2

### Strengthen Economic Diversification & Agility

- Number of Mississauga Companies Exporting to Non-US Markets
- Non-US Market Share of Foreign Direct Investment
- Annual Number of Business Consultations and Outreach Visits

## Pillar 3

### Accelerate Innovation & Sector-Led Growth

- Priority Sector Employment and Investment Location Quotients
- Number of Companies Receiving Seed or Early-Stage Funding
- Number of Companies Engaging in Research and Development

## Pillar 4

### Invest in Future-Ready Talent

- Unemployment Rate
- Youth Unemployment Rate
- Core Participation Rate (Aged 25-54 yrs)

## Pillar 5

### Foster & Promote Vibrant Communities

- Annual Number of Visits to Strategic Growth Areas
- New and Retained Retail Inventory in Strategic Growth and Employment Areas
- Inventory of Existing Retail Square Footage by Type of Space



# Thank You



Thank you to all our partners who contributed to the development of this Strategy. Your insights, ideas, and commitment have been invaluable in shaping a vision and plan that reflects our city's needs and aspirations. The successful implementation of this strategy will depend on the same spirit of partnership and collaboration that guided its creation. Together we will advance these actions and deliver lasting impact for Mississauga. We look forward to continuing this work with you in the days ahead.





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