

The City's Approach to Planning and Budgeting

Mississauga plans and budgets for activities and programs through three planning horizons: the current budget year, in this case 2025; the four-year plan, 2025–2028; and the 10-year capital forecast, 2025–2034. Effective planning through all horizons ensures that the City:

- Delivers value for tax dollars, with a focus on continuous improvement
- Is fiscally responsible; manages resources efficiently and effectively
- Invests in the future to enhance the quality of life that residents enjoy today

The City prepares the Business Plan & Budget using a rolling four-year planning horizon for the operating budget and a 10-year horizon for capital budget planning. This multi-year approach allows the City to respond to political, economic, social and environmental circumstances. The Business Plan & Budget ensures that Council has the best information possible to make business and budget decisions. Council reviews estimates and forecasts for the full four-year period; however, spending and taxation is authorized each year, it is for the first year of the new cycle only, which in this instance is 2025. Following budget adoption, any in-year budget adjustments are presented to Council for approval.

Management of the City's services is organized into 13 administrative service areas. Guided by the Strategic Plan, these service areas set service goals and produce the individual plans that make up the overall Business Plan & Budget document. The business plans contained within this document report on what we do, how we do it, and what comes next.

Under section 284.16 of the *Municipal Act, 2001*, authority to propose a budget now rests solely with the mayor in designated municipalities. This authority is part of what the Government of Ontario calls “strong mayor powers”. Mississauga is one of 28 municipalities designated by the Province to have these powers.

Mayor Parrish [directed staff](#) to prepare a staff-recommended 2025–2028 Business Plan & 2025 Budget on July 25, 2024. Once the budget is delivered, Council has 30 days to pass resolutions proposing amendments to the budget which the mayor can veto during a subsequent 10-day period. A veto can then be overridden by a two-thirds majority vote of Council, which would be eight votes for Mississauga, during a further 15-day period. It is also important to note that there are mechanisms in place to shorten the review, veto and override periods. At the end of this process, the resulting budget is considered to be adopted.

City Council makes all decisions concerning municipal activities and services. The Strategic Plan is the City's highest-level policy document, created to shape and direct strategic decision-making for Mississauga. The original Strategic Plan was created in 1992, refreshed in 1999, and was last refreshed in 2009 with input from City Council, advisory groups, City staff and the community. The process for the 2009 document represents the City's most significant community engagement project to date, connecting with over 100,000 people.