



# City of Mississauga **Tourism Master Plan**

October 2017 (Updated February 2019)

FINAL REPORT





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# Tourism Master Plan

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October, 2017 (Updated February 2019)

### Prepared for:

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## Executive Summary

The City of Mississauga Tourism Master Plan is focused on highlighting and defining the impact, opportunities, and business trends of tourism as it relates to Mississauga, Canada's sixth largest municipality.

The Plan provides a vision for tourism in Mississauga and articulates guiding principles to align the strength of the city with the opportunity for tourism development.

The Plan is intended to define the characteristics and trends of tourism both within a broad scope and regionally within Ontario, while framing the opportunities and potential strategies around the notion of an 'Edge City' adjacent to one of Canada's most significant tourism destinations, Toronto, and located within an hour of Niagara Falls, another significant tourism destination.

The Plan identifies tourism 'product clusters' that exist currently, and through an application of enhanced municipal focus and investment, hold the potential to further develop as visitor destinations within Southern Ontario and beyond.

Cities such as Ottawa and Toronto are considered tourism destination areas. The City of Mississauga encapsulates some similarities to these cities in that the city has an enormous and growing economic base, and has successfully integrated diverse cultures from all corners of the globe, both ingredients for a healthy tourism destination.

Mississauga has exponentially grown as a municipality attributable in part to strong business development, accessible residential neighbourhoods, and being home to Canada's largest airport. This Plan will provide the tourism focus that will

augment and build on this economic success and high quality of life within the City. Having a Tourism Master Plan for the City of Mississauga is also the opportunity to elevate the discourse around the potential of tourism as an economic generator with important contributions to community development and quality of life.

Additionally, central access to a destination is a valuable tourism asset from which Mississauga has benefited due to the confluence of '400 series' highways as well as the Toronto Pearson International Airport within its borders. Proposed transit infrastructure development providing access from its core to the waterfront, as well as a potential connection from Pearson Airport to Downtown Mississauga serves to position the City at the center of Southern Ontario.

One key focus of the Plan is an analysis of the visitor 'attractor' infrastructure and supporting physical assets related to the visitor experience. The Plan highlights the potential to capitalize on existing tourism assets such as the Downtown core, the evolving waterfront development and sporting infrastructure to attract visitors.

The Plan mentions that a tourism component to the municipal structure be supported in an effort to provide a tourism lens to City initiatives. There should be advocacy for tourism opportunities within urban planning, economic development and community services as a way to support growth and development in the tourism sector of Mississauga.

The Plan identifies nine strategic focus areas for implementation over a five-year period for the development and enhancement of tourism initiatives relevant to visitor's needs and tourism spending on behalf of Mississauga's partners.

### Strategic Focus Areas

**1. *Tourism Product Clusters***

Develop new tourism product clusters recognized by visitors and residents alike.

**2. *Celebrate Community Diversity***

Continue to invest in festival programming with an emphasis on festivals that attract visitors to the community.

**3. *Creative Communities***

Focus municipal planning on developing creative communities to attract visitors.

**4. *Tourism Funding and Product Investment***

Develop and implement a program for funding tourism activity and infrastructure, building the City's reputation as an event host.

**5. *Tourism Brand Development***

Position the Mississauga brand to target tourism opportunities and develop a tourism campaign.

**6. *Tourism Assets***

Align tourism messaging with resident communications to showcase the City's attractions, festival and events.

**7. *Municipal Support***

Create and fund an efficient municipal support model to advance tourism opportunities for Mississauga.

**8. *Partnerships and Alliances***

Assess and develop strategic partnerships to support tourism initiatives.

**9. *Visitor Servicing***

Position Mississauga as a welcoming city for locals and visitors alike.

# 1. Introduction

The City of Mississauga is Canada's sixth most populous city with a population of 721,599 as of 2016.<sup>1</sup> Situated in Southern Ontario on the shores of Lake Ontario, Mississauga is located in the Regional municipality of Peel in the central part of the Greater Toronto Area (GTA) west of Toronto. Incorporated as a City in 1974, Mississauga is currently home to 41 of Canada's top 500 companies and 73 of Fortune 500 Canadian regional head offices. The City is also home to one of North America's largest airport, Toronto Pearson International, a strong contributor to the City's strategic position as Ontario's second largest corporate centre.

In 2013, Mississauga developed a brand positioning defined as 'Welcoming World Culture,' a strategy that differentiates itself from other municipalities in celebrating its diversity and hospitable outlook as a community. In spring 2016, the City of Mississauga commissioned the development of a Tourism Master Plan to guide potential municipal investment to develop Mississauga as a tourism destination. The Tourism Master Plan is intended to provide a five-year framework for the development of a municipal structure supporting visitor needs and enhancement of tourism.



<sup>1</sup> Unadjusted for net Census undercoverage, Statistics Canada Census, 2016

## **1.1 Transforming the Community**

There are both opportunities and challenges for the City of Mississauga in tourism being a major municipality in the Greater Toronto Area. Recognizing that Mississauga has a need to connect to Canada's largest city, due to the global business and tourism draw of Toronto's downtown core, this 'Edge City' must also be able to establish a sense of place as a tourism destination by establishing its' own distinct identity.

A range of input and perspective from representatives of sport facilities, hotels, conference centres, and City staff have been considered as part of the process. Additionally, discussions with senior staff of Tourism Toronto provided a valuable perspective on selling Mississauga as a destination. A selection of supporting source documents provided insight into tourism practices, strategies and issues facing similar cities and tourism destinations throughout North America.

The collective learning from these sources support the opportunities and recommendations that have been identified in areas such as visitor experience, product development, resident communications, and event servicing all in the effort of developing a more robust platform for future tourism growth in Mississauga.

The City of Mississauga, supported by its Vision and the five strategic pillars that guide its actions, is currently redefining the needs of its communities to match current trends in urban development. The Tourism Master Plan will reflect the connection that community vitality plays in supporting the visitor experience and the recognition of Mississauga as a destination to explore for its open spaces and diverse neighbourhoods.

## **1.2 Vision**

The Tourism Master Plan is intended to support a vision for the City of Mississauga with the following purposes:

- Build the City's brand recognition throughout Ontario as an emerging sports and cultural tourism and waterfront destination
- Recognize the tourism impact on its economic growth and as a benefit to the community
- Develop a municipal tourism structure which identifies visitor spending growth while highlighting opportunities for municipal investment

Mississauga is recognized throughout Ontario as an emerging multicultural destination that has redeveloped its waterfront, animated its downtown core, and protected its natural areas in welcoming visitors to the City.

## **1.3 Edge City**

The term 'Edge City' reflects the significant expansion of suburban, residential municipalities that developed in the 1960's – 80's outside downtown cores across North America. The defining nature of an Edge City lies in its location around suburban highways and interchanges that developed out of the availability of inexpensive land and creation of housing tracts that allowed easy access to the urban employment centres.

Mississauga has evolved over six decades to become a Canadian city recognized for its relatively high standard of living and its diverse cultures. Mississauga boasts numerous head offices and a business infrastructure positioning it as a recognized economic centre in southern Ontario. It has also

outgrown the 'Edge City' definition as its core has developed over the past 20 years to serve as a significant centre for commerce and culture in this highly diverse municipality.

The potential for Mississauga to grow its tourism base ties closely to both the impact of being home to Canada's largest airport (Pearson Airport welcomes over 44.3 million business and leisure passengers into the region annually from a combination of international, United States and Canadian locations), as well as its position within the confluence of Southern Ontario's 400 series highway allowing easy access from all areas within the province and bordering US states. Additionally, Mississauga is the home to two satellite higher education campuses: University of Toronto Mississauga and Sheridan College.

Cities like Mississauga located throughout North America possess a number of common elements, with respect to building a separate tourism profile and associated revenues, while located at least partially in the shadow of large metropolitan centres with a range of cultural, entertainment and retail attractions.

Many have defined their tourism product around modern professional sports facilities, destination casinos, mega entertainment attractions, or through the development of a regional convention facility. Many of these facilities located across the USA in cities, positioned similar to Mississauga, attract sports and entertainment tourist spending to their communities. Fort Worth, Texas, San Jose, California, and East Rutherford, New Jersey, are examples of Edge Cities known for the location of professional sport stadiums or large regional casinos, which draw visitors.

## 1.4 Tourism and Investment in Ontario

In 2015, Ontario derived over \$30 billion in tourism revenues from over 141 million visitors. Also in 2014, tourism represented 3.7% of the provincial GDP employing over 370,000 individuals or 5.3% of provincial employment.<sup>2</sup> In 2015, Toronto visitors accounted for 14.03 million overnight visitors with 2.48 million US visitors spent \$1.32 billion.

The 2014 visitor statistics<sup>3</sup> for Ontario's Tourism Region 5 (RTO 5) comprised of Toronto, Mississauga and Brampton, shows spending of \$8.275 billion: overnight travellers spent \$6.589 billion and same-day visitor receipts equalled \$1.686 billion<sup>4</sup>.

In assessing the most current spending figures for RTO 5 (Toronto, Mississauga and Brampton), it is noteworthy that over one third were Visiting Friends and Relatives, reflecting the diversity of the region and a significant factor in tourism development and communications.

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<sup>2</sup> See Appendices A and B

<sup>3</sup> Ministry Tourism, Culture, Recreation and Sport RTO Profile

<sup>4</sup> See Appendix A for travelers by trip purpose



## 2. Plan Foundation

### 2.1 Alignment with the City Strategic Plan

Mississauga's Strategic Plan provides the basis for all actions undertaken by the City. The Strategic Plan consists of two parts: (1) the first contains the Vision and Strategic Pillars for Change where the City has determined that change must occur to deliver the Mississauga of the future; and (2) the Action Plan that includes the actions, indicators, targets and funding approaches for each of the Strategic Pillars.

It is the intent that the Tourism Plan fulfils the goals and objectives associated with relevant Strategic Pillars, to the greatest extent possible.

Figure 2.1: City of Mississauga Strategic Pillars for Change



Source: City of Mississauga Strategic Plan, 2009

### 2.2 Related City Initiatives

The Tourism Master Plan also aligns with other relevant city and departmental strategic plans and initiatives ranging from the Inspiration projects, Future Directions through to other specific development plans such as Dundas Connect and Downtown 21. For more details See Appendix C.

One challenge to elevating tourism opportunities as a priority is that Mississauga is largely built out. However, each planned redevelopment project is an opportunity to include emerging tourism products that will position Mississauga as more than a residential and business destination.

There is also the recognition for the need of a Mississauga Festivals and Events Strategy<sup>5</sup> to leverage economic benefits from the emerging community celebrations and popularity of the Mississauga Celebration Square. The Mississauga Culture Plan (2009) identifies specific opportunities for the City to provide non-funding support for festivals:

- Develop a “one-stop shop” to simplify an event organizer’s interactions with the City;
- Coordinate marketing and promotion beyond the profile derived from the Visitor Guide and tourism website; and
- Support developing events in the non-peak summer season.

<sup>5</sup> Our Future Mississauga 2014 Action Charts

To leverage growth and economic benefits to the community, various cities have developed specific festival and events strategies to provide a framework for the growing popularity of this community activity.

Other elements for consideration cited in the Mississauga Culture Master Plan Strategy include:

- Establish an overall inclusive vision for festivals and events in the community;
- Create a shared brand and marketing strategy for all events; and
- Make recommendations related to different, more inclusive and broader intercultural approaches to existing events.

### 2.3 Travellers Profile

Matching Mississauga's existing tourism product, or developing future attractions or tourism clusters within the city, requires identification and understanding of selected traveller types (i.e. those traveler types most closely matching current and potential tourism assets). Numerous commonalities exist among people of a certain age group or certain financial means; however previous research conducted by TNS, a world leader in market research, provides much more detail on the Ontario traveler, including those that originate within the province (i.e. Ontarians traveling within Ontario) or the next largest potential market, residents of US states bordering Ontario.

For this study, it is assumed that the needs of overseas international travellers to Canada do not match the current Mississauga tourism products. High profile attractions would need to be developed to draw international travellers to Mississauga.

The Ontario Tourism Marketing Partnership<sup>6</sup>, Travel Behaviour Study, as well as the Destination Canada Explorer Quotient research, profile inbound travel behaviour beyond the typical geographic segmentation. This work, conducted over the past five years, has aggregated important information for tourism marketers with respect to travel spending.

Ontario destinations such as Mississauga benefit from both studies of the international traveller flying into Pearson Airport and driving from US states bordering Ontario. Research from Destination Canada and Destination Ontario help inform the City's future product development plans.

The potential development of the City's waterfront, detailed in the Inspiration Lakeview/Port Credit planning documents, will offer tourism amenities that match a broader traveller segment and demographic. A potential future family attraction would increase tourist spending at both the primary attraction as well as offsite at local food, beverage, and lodging establishments.

### See 4.2 Tourism Product Clusters

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<sup>6</sup> TNS. Applying Consumer Insights to Attract North American Visitors.

The Ontario Tourism research study<sup>7</sup> of travel behaviour cites the following elements in segmenting the needs and habits of short-haul travelers entering the province from the United States:

- Social and emotional needs;
- Travel experiences sought;
- Importance of travel to the individual or family; and
- Use of technology in travel.



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<sup>7</sup> Consumer Insight Research Traveller Segmentation

**Travellers to Mississauga**

For the purposes of this analysis, it is presupposed that the Ontario-based traveller driving to the GTA from a plus 2 hour driving distance, and passing through Mississauga, would

represent the similar characteristics borne by residents in bordering states such as Michigan and New York. The following characteristics represent and define five traveller segments that connect to experiences offered with the assets currently found in Mississauga:

Table 2.3: Travellers to Mississauga

Travellers	Description
Sports Lovers	Sports lovers are predominantly middle-aged men aged 35-54. This traveller is defined as a 'Sports Lover,' whether attending a major league game or playing a round of golf. Because of their energy and enthusiasm for sports they see themselves as more active than the typical traveller, although in reality they are also looking for rest and relaxation.
Up and Coming Explorers	'Up and Coming Explorers' consist of young families aged 18-34 with kids. Many have a diverse background, with 45% visible minorities and 40% immigrants. This group is recently affluent and enjoy fresh experiences such as travelling to learn and explore. Visiting friends and family is not a primary travel driver for them. While this segment often wants to be adventurous and energetic, travel experiences often start with nearby core tourist attractions.
Family Memory Builders	'Family Memory Builders' are couples with young children aged 35-54 years old. These Gen X-ers are parents who have built their lives around their kids. Leisure for them is all about spending quality time as a family both at home and on vacation. Travel is an opportunity to bond through playful activities and build memories together as a family.
Knowledge Seeker	Knowledge seekers are higher income couples in or nearing retirement aged 55+. They are recent empty-nesters with time and money to enjoy and travel is a part of this new lifestyle. Travel for them is about expanding their knowledge and gaining exposure to local customs. Trips usually last 8 days as they want to fully appreciate where they are and explore all aspects of history, art and culture.
Business Leisure	Business leisure travellers are very common international tourism and spend significantly on tourism within Mississauga. These travellers add leisure time to their business trips. With Pearson Airport located in Mississauga, the City has the opportunity to attract business travellers to visit Mississauga's tourism assets.



## 2.4 Trends

### *Visiting Friends and Relatives (VFR) Travel*

International or domestic travel for the purpose of visiting friends or relatives, "VFR", is a long-standing driver of tourism. VFR is correlated to immigration, as it creates expanding social cross-border networks. The impact and profile that VFR has within tourism and the recent interest in the spending of a VFR traveller mirrors the growth of immigration to Canada and the relative wealth of recent immigrants to Canada.

Tourism and immigration share similarities, as both are forms of travel and involve newcomers attempting to interpret a new environment.<sup>8</sup> For many visitors, their first visit to regional destinations and neighbourhoods, attractions and festivals was inspired while visiting friends and relatives. This 'hosting' role helps inform residents of what is available on an ongoing basis in their communities. In addition, hosts often spend their own vacation with visiting friends and family within the region and spending in the local economy.

VFR tourism has become a more stable source of demand and is less prone to other factors affecting inbound tourism. In particular, seasonality historically has had a fluctuating impact on tourism revenue.

### *Cultural Tourism*

Cultural tourism is experiencing a cultural activity outside of the home community. In a destination like Mississauga, cultural tourists may visit a cultural festival, place of worship, galleries, or museums. The use of cultural activities and facilities to bolster a city's image, attract tourism and foster economic development has become widespread not only in traditional cultural centres and downtown cores, but also in outlying municipalities or Edge Cities. Cities have strategically invested in museums, concert halls, performing arts centres, galleries and arts districts as part of their urban development and revitalization plans.



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<sup>8</sup> Tom Griffin, University of Waterloo





In 2010, 22% (9.5 million) of all Ontario overnight visitors participated in arts and culture activities during their stay. 39% of US visitors and 63% of overseas international visitors participated in arts and culture activities. In addition, cultural tourists spent twice as much per trip as the typical tourist (\$667 per trip vs. \$374). Some arts and culture activities are larger drivers of travel. For example, 14% of these North American tourists were motivated to travel for music performances, 11% for theatre, and 8% for art festivals.<sup>9</sup>

Cultural amenities in most cities may capture tourist dollars but are more likely to offer educational programs for local residents. The desire to establish a strong city image has prompted many municipalities to invest in flagship projects in downtown areas, court elite cultural institutions and hire world-renowned architects in an attempt to “rebrand” the city. In the case of Mississauga, the success of Celebration Square in addition to the past array of cultural events at Mississauga’s waterfront and Paramount Fine Foods Centre, have created a positive impact as well as offer a focal place of cultural entertainment for its residents. The potential to leverage these events to a broader diverse population beyond its borders lies in its ability to position the City of Mississauga as a cultural hub in the GTA.

### See 4.6 Tourism Brand Development

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<sup>9</sup> TSRC. Travel Survey of Residents of Canada, 2010.

### ***Sport Tourism***

Sport tourists are more easily categorized than many other tourist classifications in that they are largely distinguished by activity, by demographic group, by the characteristics of their sport and by their performance level. Secondary factors such as gender and income levels are connected to certain sports although the current trend is for fewer and fewer gender specific sports.

The type of sport influences the number and type of sports tourists with the largest events tending to be for mass participation individual events like marathons and team sports like tournaments. Demographics of the tourist impact spending, for example, middle-aged participants may extend a sport tournament as a family getaway while younger participants may plan to only stay for the duration of the event.



Performance levels also impact spend, with attending professional sporting events typically influencing higher than participating in amateur sports. The growing diversity within Ontario's communities has helped to develop numerous sport competitions and tourism-related activity that did not exist twenty-five years ago.

Mississauga's Sport Tourism Strategy, developed in 2013, contained recommendations and action plans to enhance the City's existing sport tourism events and attract new events to Mississauga. The City has hosted events within the Pan-Am Games and the Ontario Summer Games. The hosting of these signature events continues to build Mississauga's profile as one of Canada's leading sport tourism municipalities.

### ***Business and Leisure Travel***

Approximately 30% of all North American travel is business travel with the remainder categorized for leisure or personal purposes.<sup>10</sup>

Business travel is related to business leisure travellers. Nearly half of business travelers add a minimum of one personal day to most business trips. Destination marketers have begun to spend more effort in targeting business travelers in their cities to add sightseeing or cultural activities to their visits.

The potential in achieving additional visitor spending from the business and conference traveller to Mississauga is in elevating awareness of the City's tourism products with its residents and business community. The least expensive marketing tactic to the business and conference traveler is to ensure that the 'word of mouth' element within the community is utilized through awareness of cultural amenities, festivals and entertainment events, and retail options at malls and historic villages.

### **See 4.6 Tourism Brand Development**

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<sup>10</sup> The Bleisure Report, Bridge Street Global Hospitality

### ***Culinary Tourism***

Groups such as the Culinary Tourism Alliance believe that “the best way to experience culture is through food and Mississauga’s rich cultural diversity is represented with a large untapped asset base of restaurants and culinary offerings.”<sup>11</sup>

Food connects us with the land, our heritage and the people around us. It is a diverse and dynamic channel for sharing stories, forming relationships and building communities. By combining local food and drink with travel, food tourism offers both locals and tourists alike an authentic taste of a city.

### ***Travel Influencers***

Travelers seek information on social networks, influencers’ blogs, forums and online communities to make purchasing decisions. In fact, 82% of users of tourism services follow the social networks or the blog of influencers of travel, fashion and/or lifestyle.<sup>12</sup> In addition, according to the data of the study, the influence level of influencers in the decision to purchase a tourist destination, hotel services, airlines or travel agency, is high.<sup>13</sup>

Mississauga has a large inventory of accomplished and well-known athletes, actors, singers and professionals who were born or lived in the city. These individuals are potential influencers for the City.

<sup>11</sup> Culinary Tourism Alliance

<sup>12</sup> Axon. Meet The Five Influencer Marketing Trends in the Tourism Sector for 2018.

<sup>13</sup> Axon. Meet The Five Influencer Marketing Trends in the Tourism Sector for 2018.

### ***Indigenous Tourism***

Indigenous tourism can provide opportunities to promote greater cultural understanding while also increasing indigenous people’s capacity and economy. It can be defined as a tourism activity in which Indigenous people are directly involved either through control and/or by having their culture serve as the essence of the attraction.<sup>14</sup>

Aboriginal (cultural) tourism describes all tourism businesses that are owned or operated by First Nations people, Métis, and Inuit people that incorporates an Aboriginal cultural experience in a manner that is appropriate, respectful, and true to the Aboriginal culture being presented.<sup>15</sup>

Mississauga has potential to grow Indigenous experiences and has seen great success in Sport Tourism with the Little Native Hockey League tournament.



<sup>14</sup> UNBC. Outdoor Recreation and Tourism Management.

<sup>15</sup> UNBC. Outdoor Recreation and Tourism Management.



**Airport Stopovers**

Pearson Airport's expanding role in serving a multitude of international destinations, combined with the growth in over 8 hour stopovers, has led to the emergence of a visitor stopover market which requires access to:

- Half day hotel rates;
- Transit options to sightseeing or retail centres; and
- Shuttle options with guaranteed timing of return service.

It is recognized that the key driver in stopover trips from Pearson will be downtown Toronto or, in some cases where the stopover is of a longer duration, Niagara Falls. The proximity of Mississauga hotels ( particularly those on airport grounds) and the renowned Square One Shopping Centre create viable options for stopover business, thus creating a need for future marketing directed to the airport environment.

In recognition and in response to this demand Square One Shopping Centre has invested in a Travel Privileges Program. The Travel Privileges program provides guests visiting Square One access to an exclusive assortment of retail and dining offers. Travel Privileges is available to guests traveling >60 km to visit; valid ID with address will be requested. Added to the program will be a express shuttle from Pearson International airport to Square One Shopping Centre. (Pamphlet cover shown to the right)



## 2.5 Consultation Approach

The strategic process supporting the development of the Tourism Master Plan and Implementation Plan consolidated the following resources:

- Stakeholder consultation including City staff, tourism operators, tourism industry partners;
- Stakeholder Committee consultations including retail, hotel, and facility representatives;
- Tourism source documents from destinations across North America;
- Related City activities and documents;
- Previous Ontario projects conducted by consulting team on economic development, tourism strategic planning, MTCS and Tourism Toronto;
- Assessment of best practices of similar municipalities adjacent to major tourism destinations; and
- Review of the emergence of the ‘creative city’ and its impact on major cities across North America.
- Online Stakeholder Survey

The research, input, and identification of key issues in this report identifies opportunities for product development and supporting amenities. This report’s aim is to ensure that product enhancements, transit access factors, and tourism investment opportunities are integrated into the objectives and processes that are currently part of the City’s governance and staffing infrastructure.

## 2.6 Background Studies

The research from secondary source material and tourism stakeholder interviews, suggests that Mississauga is a successful metropolitan but not a tourism destination. The City does not possess the attractions or a large hotel base in its downtown core supporting visitors as Toronto does. In recent years, the City has been positioned as a high profile sport event host capitalizing on its quality recreational facilities anchored by the increased utilization of the Paramount Fine Food Centre . An additional element supporting Mississauga’s evolving tourism profile relates to the success of its cultural festival programming reflecting its community diversity.

### *Analysis*

A SOAR (Strengths/Opportunities/Aspirations/Results) approach was used to define the state of tourism development in Mississauga. A key component of the SOAR analysis involves defining both the potential and the current gaps in the destination’s tourism product with the intention of ensuring that product development issues are brought to the forefront of municipal planning.

Mississauga is a successful metropolitan centre, which will not be defined by its tourist attractions, but will continue to attract a larger percentage of visitors to Ontario to its downtown core, Paramount Fine Foods Centre, and waterfront. There is potential to explore more robust funding mechanisms, including existing funding programs within Ontario’s regional tourism structure and with a visitor hotel room tax.

[See 4.5 Tourism Funding and Product Investment](#)





### ***Competition***

Municipal competition for visitor spending occurs throughout the province of Ontario, with three primary urban tourism destinations: Toronto, Niagara Falls, and Ottawa. Cities such as Mississauga, London, Markham or Hamilton fall into a second tier category of destinations driven by sporting, entertainment and meeting opportunities.

Defining Mississauga's competition for tourism can be categorized by the sector and/or trip purpose. (See Table 2.6)



Table 2.6: Competition by Sectors/Trip Purpose

Sectors	Traveller Description	Competition	Opportunity
Sports	Participants and spectators in national and regional sport events	Toronto, London, Kitchener-Waterloo, and Ottawa	Promote Mississauga's wealth of sport facilities on a national and regional basis in Canada, with cost effective resources
Culture and Entertainment	Visitors looking for unique, cultural and emerging experiences and venues.	Kleinburg, Oakville, Burlington, Hamilton, Toronto	Showcase Mississauga's local product offerings (entertainment, villages etc.) in cultural diversity and history.
Retail	A visitor to the GTA looking for either unique high end retail, local unique or bargain shopping experiences.	Milton (Toronto Outlets), Vaughan Mills Outlets, Toronto Eaton Centre, Sherway Gardens, Yorkdale, Niagara Outlets	Promote Mississauga as a one stop destination for shopping from high end retailers, village boutiques, unique cultural shops, and bargain outlets.
Festivals and Events	Visitors who enjoy attending large scale events to enjoy live entertainment, food and local culture.	Hamilton, Toronto, Burlington, Brampton, Niagara	Position Mississauga as a year round destination for events and festivals, just outside Toronto's busy downtown core.
Parks and Natural Areas	Visitors who like to explore outdoor and recreational activities.	Caledon, Brampton, Hamilton, Burlington, Toronto, Niagara on the Lake	Promote Mississauga as a waterfront and outdoor destination between Toronto and Niagara.
Attractions	A visitor to the GTA looking for an interactive group experience.	Vaughan, Oakville, Toronto	Package wide variety of attractions with other tourism sectors like culinary and retail.

Sectors	Traveller Description	Competition	Opportunity
Culinary	Visitor's looking for unique food and drink experiences.	Toronto, Brampton	Enhance the culinary offerings through marketing programs and campaigns.
Transportation	A visitor to the GTA who determines that a stay in the vicinity best suits their needs for convenience and access to the region	Toronto	Market to the business or leisure visitor intending to stay near the airport for the convenience
Corporate, Meetings and Conferences	Visitors attending large meetings and events or travelling 40km or more on a daily basis for work.	The three largest meeting facilities in Ontario are in downtown Toronto, Niagara Falls, and Ottawa	Provide second tier opportunities for event organizers that value the City's access to Pearson Airport, its emerging downtown and waterfront

## 2.7 Municipal Best Practices

### *Richmond and Vancouver, BC*

Recognizing that the City of Mississauga is unlikely to develop a mega professional sport or gaming facility to anchor a tourism strategy, Richmond, BC is a good city comparator. Richmond, BC is located next to Vancouver, one of Canada's best-known tourism destinations with renowned amenities including Stanley Park, Granville Island, Grouse Mountain, and Coal Harbour. Richmond strategically set itself apart by looking inward to its diverse community and focusing on its sport heritage and outdoor lifestyle. Richmond's brand focus of 'Accessible, Affordable, Asian culture'<sup>16</sup> is somewhat similar to Mississauga's 'Welcoming World Culture' in identifying the strength of its community's diversity.

Similar to Mississauga, Richmond is home to the region's international airport and has the opportunity to service inbound visitors with its hotels and restaurants. Richmond is challenged by the recent the Canada Line LRT transit service, which seamlessly moves airport arriving passengers from within the terminal to the core of Vancouver in 30 minutes.

Granville Island is an example of a neighbourhood with a tourism draw built on culture. Vancouver's first creative community developed in the 1970's, Granville Island is Canada's long standing example of an urban community built for the design and arts industry. Punctuated with a public market, hotel brewery and a variety of restaurants, Granville Island has attracted tourists since its early days of

development. Currently, Granville Island supports approximately 50 permanent retailers and over one hundred day vendors in stalls throughout the market selling a variety of artisan cottage-industry foods and handmade crafts on a rotating schedule. The island is home to 275 businesses and facilities that employ more than 2,500 people and generates more than \$215-million in economic activity each year.<sup>17</sup>

### *Calgary, AB*

The City of Calgary takes an integrated, cross-departmental approach to tourism and broader economic development. The goals of the city include strengthening its global brand, and fostering economic diversification. However its strategy presents economic goals as inseparable from building strong communities and ensuring that everyone in the city has the opportunity to share in the city's prosperity, with tourism as one priority.

Tourism Calgary's 2016-2018 Strategic Plan ([Building Our Energy: an Economic Strategy for Calgary](#)) positions tourism development as contributing to economic and community agendas. Success requires engaging the widest cross-section of residents as city ambassadors and building tourism capacity addressing community interests, including the city's rapidly growing diversity.

In these resident engagement efforts, the City of Calgary works in partnership with Tourism Calgary to leverage the tourism

<sup>16</sup> Tourism Richmond Strategic Plan

<sup>17</sup> See Appendix E for a case study on Richmond



brand position by placing the resident experience and voice at the core of the brand.

The Tourism Calgary [Brand Standards Guide \(March 2013\)](#) speak directly to the importance of connecting all tourism stakeholders, firstly residents: “The brand story needs to be infused into all organizational activities and assets (people, culture, product, packaging, facilities, marketing, customer experiences, etc.).”

Tourism Calgary recognizes the importance of resident contributions to the tourist appeal of the city (its cultural identity and diversity) and weaves the “Calgarian” voice directly into the brand key messages and imagery. For example, the brand promise reads: “Calgarians have created a dynamic city with an ever-changing list of “must-see” attractions.”

Furthermore, the Calgary brand story speaks as a “we”, “our” and/or “us” which provides residents ownership and represents a unified and truly welcoming destination to visitors:

*“We’re not the city you used to know or the place you think we might be. Calgary is a new city every day. We have fresh experiences and adventures to share and new stories and memories to take home. No matter how much our city changes, we are still westerners. We haven’t lost our sense of wonder or our sense of humour. Or the sense that, since we’re all in this together, we might as well have a good time.”*

As a result, both residents and visitors are able to identify themselves in the Calgary brand that enables residents to be the face of tourism and take pride in welcoming visitors to their City.

### Hamilton, ON

The City of Hamilton has recently redefined its tourism strategy by embracing the city’s heritage of culture and arts. A city historically known as a centre of Canada’s steel industry combined with a recognized heritage of sport, Hamilton is currently undergoing an urban transformation that is partially defined through its cultural facilities. Hamilton has also used its role as a university town to develop a creative and technology base for a workforce housed in abandoned warehouses and manufacturing facilities. Hamilton also boasts a growing culinary industry as the downtown core is repositioned as a vibrant location for residents and visitors.<sup>18</sup>



<sup>18</sup> See Appendix F for a case study on Hamilton



### 3. Delivering the Service

This section of the report introduces the key areas of focus, describes the current state of service delivery and provides a summary of public and stakeholder consultation.

#### 3.1 Regional Structure and Approach

The Ontario Ministry of Tourism, Culture and Sport (MTCS) has established 13 Regional Tourism Organizations (RTO) of which Toronto combined with Mississauga and Brampton is RTO 5 (see map below). MTCS' provincial allocation of \$38 million includes nearly \$9.5 million to RTO 5. Toronto Tourism allocates the RTO 5 funds for global marketing and sales support.

Mississauga, as part of the RTO 5 structure, benefits from Toronto Tourism's sales force targeting meetings and events both nationally and globally.

Mississauga is part of RTO 5 that includes the cities of Brampton and Toronto with \$9 million annually going to Tourism Toronto, the RTO 5 destination marketing organization. No formal allocation by RTO municipality is mandated, although Tourism Toronto earmarks funds for specific Mississauga projects. Funds may also be accessed for specific initiatives that are deemed to drive incremental visitor spending, or to augment specified tourism product investments supporting the City's tourism infrastructure.

A typical use for such a fund is within an event bidding process where the ROI to a destination for a national sport competition is guaranteed.<sup>19</sup>

Mississauga is allocated \$400,000 of services annually, including staff support and the production of the annual Mississauga Visitor Guide. Tourism Toronto currently staffs a sales role targeting Canadian and international meetings and conventions within the GTA.

In 2016, \$22 million in revenues from the Destination Marketing Plan (DMP) collected by the Greater Toronto Hotel Association (GTHA) were allocated to the destination marketing efforts of Toronto Tourism. Currently, a small number of the 36 hotels located in Mississauga contribute to the DMP by applying a guest room tax.

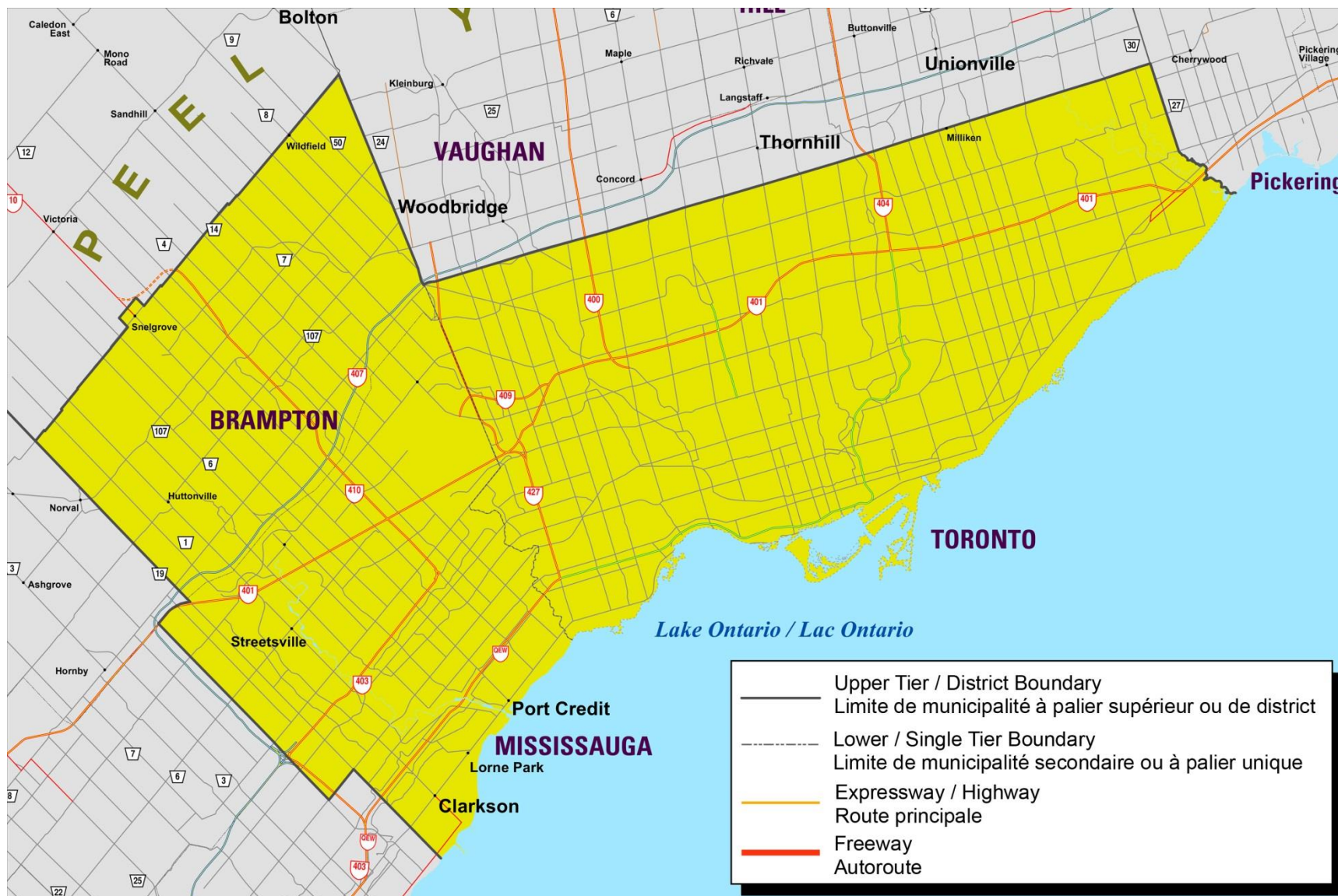
Mississauga has identified a number of tourism initiatives that could be pursued if additional funding was available, including:

- Enhance the municipal structure to support sport hosting and tourism marketing;
- An increased funding envelope to use in the bidding process for events;
- Festival and event development; and
- Promotional or marketing programs elevating awareness of tourism.

[See 4.8 Municipal Support](#)

<sup>19</sup> See Appendix D for Ontario Tourism Funding

## Tourism Region 05



### 3.2 Tourism Toronto- Mississauga West

The current partnership with Tourism Toronto involves the following activities intended to support tourism development in the City of Mississauga:

- Sourcing meetings, conferences, and conventions which can be located within a Mississauga facility;
- Business development for Mississauga hotels which participate in the Destination Marketing Plan (DMP) ;
- Utilizing sales team to source North American / global tourism sport and entertainment event opportunities for Mississauga;
- Funding and providing executional support of the printing of the Mississauga Visitor's Guide;
- Funding of tourism co-ordinator within City's Recreation department; and
- Allocation from the funding envelope of RTO 5 for specific opportunities identified by Mississauga, such as supporting the bidding process for a significant event to be secured for the City.

### 3.3 Internal Structure and Approach

The Sport Development and Tourism unit currently sits within the Community Services Department in the Recreation Division. This structure fits with the City's experience in hosting national and regional sport competitions and liaising with local hotel, retail, and food businesses. There are three positions directly involved in the delivery of the tourism initiatives. Their primary focus is on implementing the City's Sport Tourism Strategy (2013) by attracting and hosting sport competitions and events in addition to developing and managing visitor collateral.

*Under the direction of the Manager, Sport Development and Tourism, are two coordinators with responsibilities as follows:*

#### **Coordinator – Sports Tourism Events**

- Understand the City's sport facility infrastructure and how it can match the community needs
- Prepare and implement a Sport Event Pursuit plan through research of appropriate international, national and provincial events for Mississauga
- Prepare business cases and bid proposals for suitably matched sport tourism events for hosting potential
- Prepare Leadership Team and Council Corporate Reports in support of bid proposals
- Development and implement Sport Event Funding policies
- Act as City Liaison for all sport tourism event organizers ensuring compliance of all city policies, procedures, permits and insurance requirements
- Provide marketing support to Sport Tourism event organizers through available City promotional and social media channels

- Host sport event committee meetings where cross departmental/division support is required to host events
- Oversee the implementation of the Sport Tourism Strategy

### ***Coordinator – Tourism Development***

This role conducts research, generates and coordinates content generation for:

- Mississauga Visitor Guide
- Tourism website DiscoverMississauga.ca
- ON Travel Net
- Third party sites (e.g. TripAdvisor)
- Toronto Tourism collateral material

This role also develops and distributes standardized tourism content in support of:

- Internal City Departments
- Festival, Sport, Entertainment event organizers
- Business Improvement Areas (BIA)
- Conference facilities / event organizers

### ***Interdepartmental Partnerships***

The unit is responsible for sharing information with a variety of other internal City departments and groups, including:

- Economic Development Office
- Culture (on heritage, museums, celebration square, etc.)
- Corporate Communications (on branding, newsletters, Council communications)
- Community Development in Recreation (engagement with BIA's)
- Tourism Advisory Board (brings staff and stakeholders to the table)
- Mayor and Council
- MiWay Transit
- Parks & Forestry
- Planning & Building



### 3.4 Destination Marketing

This section provides information on current status of destination marketing opportunities and brand position.

#### ***Marketing Positioning***

Currently there is no real defined branding for Mississauga's tourism products supported by City Council. Tourism Toronto Mississauga West uses a series of sub brands from the Tourism Toronto brand. Pictured below is an image of one in the series for the Mississauga West Airport logos. Mississauga also uses the corporate brand logo along with the Discover Mississauga URL shown below.

*Figure 3.4: Mississauga Brand Logos*



#### ***Corporate Branding***

Mississauga's current corporate brand story is built on three pillars, each of which effectively communicates an important element of Mississauga's value proposition as a tourist destination:

- 'Welcoming World Culture' speaks to the City's openness, inclusiveness and sense of community. Mississauga's rich diversity helps create a cultural mosaic and vibrant neighbourhoods that visitors are invited to explore.
- Mississauga offers a variety of 'Naturally Enriching' experiences. Whether it's relaxing at one of the city's more than 480 parks or enjoying one of the City's many festivals and street parties, there are countless unique Mississauga moments to experience.
- Mississauga is full of 'Inspiring Possibilities' that spark the imagination and fuel creativity. From exploring the City's many unique neighbourhoods to attending cultural events, Mississauga offers visitors the opportunity to discover their own path and enjoy the City's hidden gems at their own pace.

This positioning captures the essence of Mississauga that should be incorporated into tourism promotional strategies. Together, these three brand pillars articulate Mississauga's diversity, natural beauty, and cultural vitality while enhancing its ability to gain profile with potential visitors across Canada and globally.

There is also a potential opportunity to promote the tourism experience to Mississauga residents. This will create civic pride so residents become brand ambassadors to promote Mississauga as a vibrant destination.

The current branding program adds value to positioning Mississauga as a visitor-friendly destination by:

- Branding the urban core as Downtown Mississauga and developing its profile as North America's next great urban centre;
- Leveraging the City's three brand pillars and encouraging 'on-brand' experiences throughout the City, building widespread public awareness; and
- Challenging residents and businesses to actively promote and serve as ambassadors of the brand.

In future tourism marketing efforts, there is a need to develop a research-driven tourism campaign that is aligned to the City's overall brand story. The campaign would focus on developing targeted positioning and messaging for tourism overall and for residents as well as each identified traveller segment. A key element in the success of any municipal tourism effort is the ability to motivate residents to become brand advocates and promote local sites, landmarks and experiences to their circle of influence.

**See 4.6 Tourism Brand Development**

### ***Messaging***

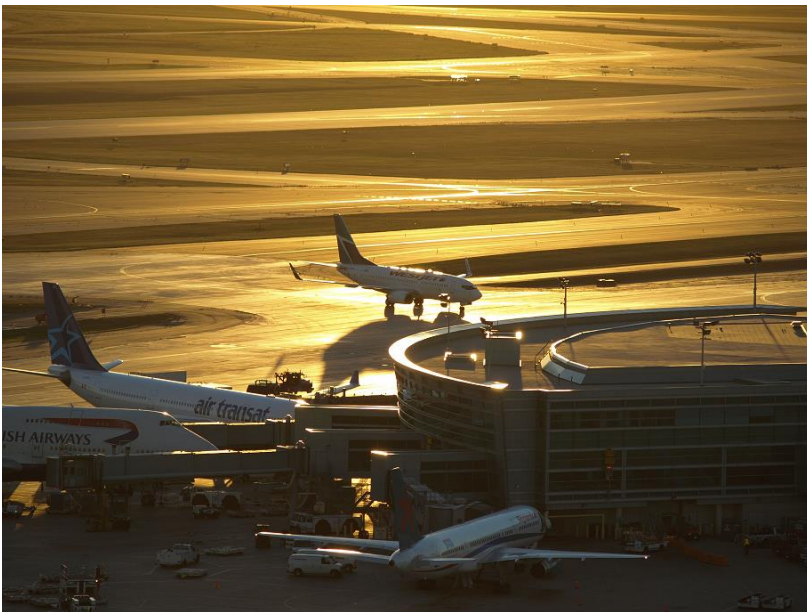
Aligning tourism messages within various local information communication tools is a form of marketing that will help increase visitor spending. For example, Calgary has integrated western heritage and hospitality into their tourism consumer logo with the iconic Calgary White Hat, and hosts a White Hat Ceremony that attracts locals and visitors. Creating community programs along the vein of Calgary's 'White Hat' initiative promotes both an element of civic pride and an important awareness for citizens hosting visitors from outside the region. (See Calgary [Brand Standards Guide \(March 2013\)](#))



### 3.5 Supporting Infrastructure

#### ***Pearson International Airport***

Toronto Pearson International Airport attracts upwards of 44.3 million visitors annually. As one of the Mississauga's most substantial economic generators, Pearson supports Canada's second largest employment zones by generating or facilitating over 300,000 jobs clustered on its perimeter, straddling the borders of Brampton and Toronto.



This area, known as the Airport Employment Zone, serves as the physical and economic gateway between Toronto's downtown core and other major areas of job growth in Southern Ontario. The Airport Zone's impact on job creation has much to do with its location at the convergence of five 400 series

highways and its economic and functional connections to Toronto Pearson.

There exists significant consumer and food and beverage spending from this vast employment cluster as the business and leisure visitor throughout the Airport environs provides an opportunity for incremental spending to the local economy.

An indirect impact from Pearson Airport can be seen in the vast connecting passenger network that has been growing over the past years. Although connecting passengers typically spend only a few hours at the airport, the increased role of Pearson as a connecting hub between the Asian and European continents has resulted in an added volume of 'long stay' connections who overnights in hotels and are afforded the opportunity to explore the surrounding areas.

#### ***Transportation***

While Pearson Airport continues to expand as one of North America's largest and most strategic airports, accessibility to Mississauga's Downtown core by transit continues to be a challenge, unlike Toronto with the opening of the Union-Pearson Express connection to Toronto's core.

Future plans made public by the Greater Toronto Airport Authority (GTAA) labeled 'Pearson Connects' will provide a direct connection through Mississauga to its eastern communities. Aside from offering an alternative mode of transportation, this transit plan could enable seamless access for passengers arriving at Pearson to Mississauga for food and beverage services, Square One shopping, and hotels. Coupled with the innovative Downtown 21 plans for an emerging creative city in the core, this connection could establish Mississauga's



core as a viable destination for visitors planning to stay outside of downtown Toronto.

The current Hurontario LRT transit project, estimated to be complete by 2022, will connect Brampton and Mississauga's downtown core with Mississauga's waterfront. The impact of this connection to the proposed Lakeview and Port Credit urban redevelopment lands will be significant as it allows seamless resident access to the emerging communities on the waterfront.



As future plans connect Pearson to the LRT and onwards to Port Credit GO Station, a key element of a visitor infrastructure will be in place to position the City's waterfront as an emerging destination and alter the perception of Mississauga as a pass-thru community on the road.





### **3.6 Tourism Assets**

The City of Mississauga needs to be recognized for its diverse product offerings and experiences, and its success in attracting global companies to its community; however, it has yet to realize the economic benefits of its tourism assets.

Tourism Assets may be categorized as ‘attractors’ or ‘supporters’ depending on the degree to which the travel or trip purpose of the visitor is affected.

The following is a summary of the asset categories in Mississauga that identify as visitor ‘attractors’ to the Travellers to Mississauga (Section 2.2):

#### ***Sport***

A full listing of assets for Sport reflects the abundance of Mississauga's recreational facilities that are suitable for provincial or national sport competitions.

The Paramount Fine Foods Centre is one of Ontario's best-known sport and entertainment venues. The combination main spectator bowl with seating for 5,400 and three NHL regulation community rinks (approximately 275 spectators in each rink), position Mississauga with any major city in Ontario, including Toronto, with respect to the hosting of amateur hockey events. This venue also has the potential to attract additional national competitions due its success in operating past events.

The Paramount Fine Foods Centre also includes a cluster of outdoor artificial soccer pitches, natural turf cricket pitch and natural turf soccer fields that are covered by domes allowing all season use.

The Paramount Fine Foods Centre also boasts a Fédération Internationale de Football Association (FIFA) regulation size indoor soccer pitch which serves as a key asset in attracting regional and provincial competitions. Facilities of this quality attract top-ranked coaches and athletes to train year round in soccer, a sport that continues to grow in popularity and one that matches the demographic diversity of the GTA.

The number of 25-metre community swimming pool assets across the City capable of hosting regional and provincial competitions place Mississauga as a top location in Ontario for water-based sports.

The City of Mississauga will continue to capitalize on its recreational assets to attract amateur sport competitions at regional and national levels. The key challenge lies in competing with other municipalities provincially and nationally that aggressively spend resources to secure events, which result in profile and valuable visitor spending. Mississauga's organizational capacity and bidding expertise for mainstream sports is at a high level based on its history of acquiring events with further development required to attain similar capabilities within emerging growth of sports with ethnic participation.

Mississauga has a strong base of municipally-owned facilities that support the attraction of major events creating the potential for tourism spending in the following sports:

- Ice sports
- Baseball
- Soccer
- Basketball

### See 4.2 Tourism Product Clusters

An emphasis on operational and visitor service standards is required to match the needs of major events that draw widespread visitors to Mississauga.

### See 4.10 Visitor Servicing

#### ***Culture and Entertainment***

A cultural mapping exercise conducted as part of the Mississauga Culture Master Plan (2009) identified a variety of City-owned cultural facilities ranging from public libraries, public event spaces such as Lakefront Promenade, two museums, a public art gallery and the multi-purpose Living Arts Centre.<sup>20</sup>

Additional assets offer cultural programs to residents in partnership with community organizations. Many of Mississauga's physical culture assets such as its arts and heritage facilities serve as supporting visitor attractors to the 55+ 'Knowledge Seeker' travel segment.

Mississauga Living Arts Centre, the Art Gallery of Mississauga, along with the heritage estates are more appropriately positioned as supporting attractions and of unique interest to Mississauga residents.

The City of Mississauga does, however, own and operate three primary festival venues that program cultural entertainment events that are representative of the City's diverse demographics. For example, Celebration Square, Paramount Fine Foods Centre, Port Credit Memorial Park, and the Small Arms Inspection Building all host cultural festivals offering entertainment.' Celebration Square has attracted over one million visitors to the City's urban core since its inception. Participation by community residents in cultural programs has resulted in over 500,000 hours of support of municipal cultural festivals and events.

The development and widespread profile of the cultural festivals operating within Mississauga, clearly recognized as a tourism 'attractor' for the City, is an example of translating the community's diverse cultures into an 'export-ready' tourism asset. The success of festivals such as Carassauga, Festival of Cultures, Bollywood Monster Mashup, and Mosaic – South Asian Festival of Mississauga – has showcased and fueled Mississauga's emerging tourism identity to a regional audience of diverse origins. Furthermore, the growing popularity and recognition of ethnic music and films in Ontario by people of all cultures and backgrounds supports the notion of an identity which supports overnight visitor spending.

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<sup>20</sup> See Appendix E for the Mississauga Tourism Assets (Festival and Events).

### ***Culinary***

All across the city there is a wide range of food and beverage establishments to choose from. It is estimated that Mississauga has more than 1,200 restaurants, representing over 28 cultural cuisines.

As this sector continues to flourish with global flavours, this presents an opportunity to promote Mississauga's culinary scene as vibrant and emerging while working in collaboration with local BIA's.

### ***Retail***

'Experience Retail' is deemed to be a visitor attractor when of sufficient critical mass (retail mall or urban core) warrants a specific excursion, either a day trip or overnight stay. 'Experience Retail', exists in Mississauga with the presence of the Square One Shopping Centre. The recently expanded complex offering 350 stores and over 40 food and beverage outlets including the Food District and Rec Room attracts regional visitors as well as inbound travellers residing in hotels around Pearson Airport. Square One's profile as a destination results from its size but mostly from the selection of global brand retailers located under one roof, typically not available within the region outside of the GTA.

The three historic villages of Streetsville, Clarkson, and Port Credit do not currently possess the critical mass to attract, on a significant level, the regional visitor seeking 'Experience Retail.' The historic ambience of each of these villages, coupled with their current retail mix has potential for increased profile for destination shopping, particularly in Port Credit as the waterfront development plans become a reality.

Currently Port Credit possesses a mix of intriguing retail options, although most businesses are tailored to the needs of the local residents.<sup>21</sup>

### ***Parks and Natural Areas***

The Master Plan for Parks and Forestry distinguish three categories of parks: community parks, precinct parks and destination parks. Destination parks have been designated in part for their tourism potential. At the moment there are few destination parks drawing significant numbers of tourists, but plans are in place for either new parks or upgrading of existing parks by enhancing facilities and experiences that will increase their appeal to attract visitor activity.

Visitors to Ontario enjoy a multitude of options in exploring natural green space and parkland and, in most cases, target the destination parkland areas in Southern Ontario that are adjacent to wineries, natural shoreline on Lake Ontario, or more rugged terrain on the Bruce Trail. Mississauga's parks may not currently be recognized for their profile as tourism assets, primarily because of unique limited terrain that would stand out as a viable visitor attraction in comparison to surrounding locations within the province. Another predominant natural offering in Mississauga is the Waterfront Trail providing a continuous trail passing 22 parks, and Rattray Marsh, which is one of the few remaining wetlands along Lake Ontario.

Two future municipal projects with respect to parkland and natural areas include the Credit River Valley natural area and

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<sup>21</sup> See Appendix E for retail asset listing

'Inspiration Lakeview' on Mississauga's waterfront. Although the two concepts are not similar, both transformative developments will provide distinct product to attract visitors from well beyond the municipality boundaries. This project involving the development of a connected system of natural areas and parkland culminating in a future 'Heritage Route' along the Credit River, will provide a unique hiking excursion animated by the placement of 'Feature Sites' serving as destinations along the Credit River Valley offering a specific theme and unique experience for the visitor. The Riverwood Conservancy, a component of this parkland experience, is envisioned as the central point of the visitor orientation experience, while located within easy access to Mississauga's Downtown.

The Credit Valley Trail Tourism Development Strategy, which is currently underway speaks to the future development of the Credit River nature experience. This includes the creation of a 'Heritage Trail' which offers an element to the local nature experience that in the past would most likely not attract the interest of visitors to Mississauga.

However, the CVT is more than a trail. It is an underperforming and underdeveloped tourism asset with the significant potential to contribute to the well-being of those who use it as well as the communities and businesses that partner with it. The CVCF, CVC, Credit Valley Heritage Society, CVCF Friends of the Credit Valley Trail Committee and Greenbelt have recognized this potential and are taking a proactive step to enhance the CVT's competitiveness and appeal through the creation of a tourism development strategy. The strategy, in the context of the Trail Master Plan, will provide the CVT and its partners with clear direction through identification of a series of actionable



tactics designed to enhance the attractiveness of the CVT for locals while at the same time attracting more overnight visitors, thus driving prosperity and economic stability throughout the entire trail system.<sup>22</sup>

### **Attractions**

Mississauga's attractions cited in this study are high quality offerings which support the vast local family and young adult demographic residing within the Greater Toronto Area. They are recognized as highly successful enterprises, but generally do not stand alone as attractors driving an overnight visitor stay. Visitor attractions such as Great Wolf Lodge or Ripley's Aquarium in downtown Toronto utilize significant marketing

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<sup>22</sup> See Appendix E for the asset listing of Parks and Natural Areas



budgets to attract visitors from throughout the province and bordering US states. The exception is the Paramount Fine Foods Centre, which hosts an assortment of sport and entertainment events serving as a tourism destination for visitors from within Southern Ontario.<sup>23</sup>



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<sup>23</sup> See Appendix E for the asset listing of Attractions

### ***Business, Meetings & Conference Facilities***

A key asset required in producing visitor spending to a municipality is a suitable sized convention and meeting facility in close proximity to hotels, food, and beverage and retail venues. Mississauga's International Centre, is an excellent facility serving both the regional consumer and trade show market, particularly due to its location, accessibility to the 400 series highways, hotels and Pearson Airport. The International Centre attracts attendees from within the region to its expansive Halls measuring 125,500 square feet, to meeting rooms in the Conference Centre seating 40 people. This asset competes for trade and consumer shows with Toronto's Enercare Centre and, to a certain extent, with the Beanfield facility at Exhibition Place and the Metro Convention Centre in Toronto's core.

The City also has other conference facilities such as the Mississauga Convention Centre, and meeting spaces within hotels such as the Hilton Meadowvale Conference Centre and the Novotel Toronto Mississauga Centre, to name a few.

**See Appendix E: Mississauga Tourism Assets: Business, Meetings and Convention for a full list of assets**

A conference facility located in Downtown Mississauga—adjacent to the business and municipal office complexes, Square One retail, and the assortment of food and beverage amenities clustered in this area—would complement the International Centre's strength as a trade and consumer show facility. Ideally such a facility could be sponsored by private sector interests and complement the International Centre rather than compete for existing business activity.

### Hotels

An assessment of the City of Mississauga lodging options, categorizes the 48 hotels identified as in the following table.

Table 3.6: Hotel Assets in Mississauga

Type (Number)	Description
Full Service (6)	<ul style="list-style-type: none"> <li>• High quality amenities including meeting, function and recreation space, full meal services - highly qualified as a supporting tourism asset</li> <li>• Mostly servicing business travellers, conferences, social functions</li> <li>• Novotel Mississauga Centre (Downtown) and Waterside Inn (Port Credit) are located in defined tourism areas</li> </ul>
Focused /Limited Service (29)	<ul style="list-style-type: none"> <li>• A high quality product with limited conference, meal, and recreational facilities</li> <li>• Strong business travel product as well as weekend leisure, sport tournaments</li> </ul>
Midscale & Economy Service (11)	<ul style="list-style-type: none"> <li>• Basic business travel, economy minded</li> <li>• Leisure and sports tournaments</li> </ul>

See Appendix E: Mississauga Tourism Assets for a full list of assets

The location of hotels currently operating in Mississauga reflects the successful development and quantity of strategic locations/ purpose-built business parks. However, in the vicinity of deemed tourism product clusters, few hotel options exist to support an overnight visit. The number of hotel rooms available proximate to Mississauga's three visitor product clusters cited below is a factor in positioning the city to a visitor for leisure or event purposes.

- **Downtown Core:** Novotel Mississauga Centre (325 rooms)
- **Port Credit/Waterfront:** Waterside Inn (93 rooms)

- **Paramount Fine Foods Centre:** Hilton Garden Inn, Quality Inn, Days Inn (380 rooms)



### 3.7 Destination Development

Destination development is a continuous process in the coordination and development of amenities, facilities, and products and services that support host communities to deliver quality experiences for visitors and enhance residents' well-being.

#### ***Product Investment***

The study acknowledges the following principles, which may guide future City of Mississauga investment in tourism assets:

- Evaluate opportunities to support the development of a privately-operated regional tourism attraction in Mississauga.
- Invest in current core tourism assets where returns have been established:
  - Nurturing and developing less established community cultural festivals;
  - Sport tournament hosting;
  - Entertainment productions at Living Arts Centre, Hershey Centre Main Bowl and southern event perimeter;
  - Future Port Credit and waterfront development; and
  - Signature' facility supporting major competitions in a growing global sport such as cricket or field hockey.

- Actively promote investment opportunities within Mississauga's Downtown core product cluster:
  - Hotel development for meetings, conference space, and mixed-use development;
  - Emerging arts and creative sector business and organizations; and
  - Culinary brands reflective of planned urban community concept.

#### ***Tourism Investment Potential***

##### **Multi-use Sport Stadium:**

- Mid-size open air field sports facility;
- 2,500-4,000 capacity targeting regional and national field sport competitions; and
- Potential for soccer, track, field hockey, and cricket.

##### **Family Attraction:**

- Water Park facility servicing customers from GTA and Southern Ontario;
- Compete with Great Wolf Lodge with better location, positioned within significantly larger trading area; and
- Private and public partnership.

**See 4.5 Tourism Funding and Product Investment**

***Funding Tourism in Mississauga: Hotel Taxes***

The majority of tourism funding at the municipal level throughout North America has been derived from either a flat fee or percentage tax to guests staying at local hotels. In the United States, these taxes are legislated at the municipal or county level in Canada, no such municipal authority exists to impose legislated hotel room tax. As a result, the hotel communities in several Canadian cities and beginning in the GTA created a voluntary self-assessment, referred to as a destination marketing “fee” or “program”. These proceeds are provided to local destination marketing and management authorities to use for tourism marketing purposes. Over the past couple of decades, business and leisure travellers have accepted this tourism tax on their accommodation costs.

Municipalities vary on how they spend their tourism tax, supporting either the full marketing entity or only specific opportunities that require financial support. Ontario recently announced changes to legislation, which would permit municipalities to administer a hotel tax. These changes are expected to change the current tourism-funding model, providing the City with a new source of funding to support an expanded tourism program.

***Partnerships and Alliances******National******Canadian Sport Tourism Alliance (CSTA)***

The Canadian Sport Tourism Alliance is a significant alliance to maintain in any tourism structure. This non-government, member-based, capacity building organization that promotes sport tourism on behalf of destinations across Canada is a valuable resource for continuing the build Mississauga’s most notable tourism category.

***Provincial******Destination Ontario (Formerly OTMPC)***

The Ontario Tourism Marketing Partnership (OTMP) conducts marketing activities targeting potential visitors from outside the province. Events and angling are two areas targeted by the OTMP that align with Mississauga’s tourism plan and specifically its 2013 Sports Tourism Strategy.

***Ministry of Tourism, Culture and Sport***

Mississauga benefits from alignment with the Ministry of Tourism, Culture and Sport particularly with respect to identifying potential tourism investments or initiatives that match its stated parameters for tourism.

This alignment has resulted in successful bids to host the following events that drew visitors to the City:

- 2016 Ontario Summer Games
- 2015 Pan Am Games (Judo, karate, taekwondo and wrestling)
- 2015 Para pan Am Games (goal ball, powerlifting and wheelchair rugby)
- 2018 Ontario +55 Summer Games.



***Regional******Niagara Tourism***

The Niagara Region, Ontario's second largest tourism destination, attracts international visitors particularly from Asia and Europe. The common component of these itineraries is a 2-3 day stay at a Toronto hotel with a one-day bus excursion to Niagara Falls.

As these visitors enter Canada through Pearson Airport, there is a modest opportunity to target visitors with shorter itineraries to overnight in Mississauga. Economy tours with less expensive lodging and shorter timelines could find Mississauga attractive due to its proximity to Pearson. As such, there may be a City opportunity with Niagara tourism partners to promote the short stay options in Mississauga to its international visitors.

***Local******Business Improvement Associations (BIAs)***

A component of the City's Tourism Investment Strategy includes supporting the increased role and profile of the BIAs. It is recognized that the future of tourism development in Mississauga is not only tied to securing signature attractions, but in empowering the BIAs to provide more support to community-based economic development particularly in the areas of local cuisine, authentic retail, and community performing arts.

The tourism strategy best employed by the City involves animating the commercial pockets of its neighbourhoods. This animation ties to a promotional theme espousing 'Quality of Place,' targeting potential visitors from outside the region. Recognizing that the waterfront communities of Port Credit and Clarkson have the advantage of a natural draw along the lakeshore, other neighbourhoods also offer unique elements, such as ethnic cuisine in Malton and Cooksville and unique shopping in an historic setting in Streetsville.

Table 3.7: List of Partnerships and Alliances

Partnership/Alliance Level	Organization
<b>National</b>	<ul style="list-style-type: none"> <li>• Canadian Sport Tourism Alliance (CSTA)</li> <li>• Destination Canada</li> <li>• Tourism Industry Association of Canada (TIAC)</li> <li>• Destination Marketing Association of Canada (DMAC)</li> </ul>
<b>Provincial</b>	<ul style="list-style-type: none"> <li>• Destination Ontario (Formerly OTMPC)</li> <li>• Ministry of Tourism, Culture and Sport</li> <li>• Culinary Tourism Alliance</li> <li>• Attractions Ontario</li> <li>• Festivals and Events Ontario</li> <li>• Tourism Industry Association of Ontario</li> </ul>
<b>Regional</b>	<ul style="list-style-type: none"> <li>• Niagara Tourism</li> <li>• Tourism Toronto</li> <li>• City of Toronto (Tourism Department)</li> <li>• City of Brampton (Tourism Department)</li> <li>• Greater Toronto Airport Authority</li> <li>• Greater Toronto Hotel Association</li> </ul>
<b>Local</b>	<ul style="list-style-type: none"> <li>• Business Improvement Associations (BIAs)</li> <li>• Mississauga Board of Trade (MBOT)</li> <li>• Heritage Mississauga</li> <li>• Mississauga Arts Council</li> <li>• Mississauga Sports Council</li> </ul>

## 4. Strategic Focus Areas

### 4.1 Overview

Feedback received through the preparation of this Plan would suggest that a future tourism strategy for Mississauga should take the following into account:

- The City must continue to focus on enhancing its community lifestyle attributes that will ultimately align with visitor interests.
- The inclusion of visitor experience components in the urban planning process for future large scale urban developments within the City's core and along the waterfront are central to building Mississauga as a tourism destination.
- Investments in tourism product and related infrastructure must reflect community need and broader market demands consider investor return on investment and align to economic development criteria.
- Tourism planning, including product development and investment, related to Mississauga's visitor experience might be defined within short (0-2 years) and long term (3-5 years) parameters.

The five visitor source segments identified earlier are all currently part of Mississauga's tourism industry serving as components of the revenues enjoyed by its hotels, restaurants, cultural institutions and retail sector. The potential exists to

develop fundamental marketing strategies and tactics to connect stopover visitors, sport lovers, conference and business travellers as well as visiting friends & relatives to the City's cultural amenities, festival entertainment, and supporting hotels and food & beverage services.

The potential for future tourism investment in Mississauga is derived from the following factors:

- Ontario's Regional Tourism Organization (RTO 5) representing Mississauga has a role in supporting and potentially funding tourism investment opportunities within the region;
- The establishment of a broad-based value proposition supporting tourism investment relates to the quality of life and level of affluence enjoyed in Mississauga;
- Investments in local culture, particularly in support of assuming a nourishing role of emerging community festivals fits with current trends in developing the City's tourism base; and
- Considerations for hotel tax.

Tourism Investment opportunities may arise as a by-product of the significant global economic activity that has emerged between the Asian countries and Canada and, specifically, the province of Ontario. The diversity within the GTA lends to a natural overlap of business investment from global investors, with opportunities such as family or cultural attractions that may profile well with the demographics in the GTA.

## 4.2 Tourism Product Clusters

**Goal: Develop tourism product clusters**

Table 4.2: Strategic Focus Area #1

Strategic Requirements and Actions
Identify tourism clusters to market and promote tourism initiative to target audiences
Define City role in determining potential for additional hotel supply (downtown, waterfront and Paramount Fine Foods Centre), including a review of zoning parameters
Develop the portfolio of events at the Mississauga Sports Zone, including private sector events (e.g. concerts, entertainment events) and growing competitive sports (e.g. cricket, field hockey)
Promote the City's reputation as a Sport Host, leveraging the growing resident participant base in a breadth of sports and establishing best practices for communicating with visitors throughout their customer journey
Leverage the visions of Inspiration Lakeview, Inspiration Port Credit and 1 Port Street, identify opportunities for tourism clusters as these waterfronts developments advance



### 4.3 Celebrate Community Diversity

**Goal:** *Continue to invest in festival programming with an emphasis on festivals that attract visitors to the community*

Table 4.3: Strategic Focus Area #2

Strategic Requirements and Actions
Align festival financial support to evaluation process that furthers awareness of Mississauga's diversity
Standardize post-event metrics and share festival successes through municipal channels
Invest in target funding support of 'best growth' cultural events
Initiate festival incubator program to identify 'early development' community cultural groups, providing support including access to resources including networking opportunities with established festival operators and online databases of best practices.

### 4.4 Creative Communities

**Goal:** *Focus municipal planning on developing creative communities to attract visitors*

Table 4.4: Strategic Focus Area #3

Strategic Requirements and Actions
Develop a strategy to encourage and attract the tourism sector, providing the City a plan for tourism development throughout the municipal planning process
Develop additional support for BIA's, as they undertake an expanded role in developing tourism opportunities

## 4.5 Tourism Funding and Product Investment

**Goal:** *Develop and implement a program for funding tourism activity and infrastructure, building the City's reputation as an event host.*

Table 4.5: Strategic Focus Area #4

Strategic Requirements and Actions
Implement a multi-year tourism plan with Tourism Toronto supported directly by a funding agreement
Conduct feasibility study for investment in an open-air facility servicing field sports, summer entertainment, and music event hosting
Develop a longer-term plan for the undeveloped site at the Mississauga Sports Centre, Southern Pad
Evaluate opportunities for tourism infrastructure in the Port Credit/Waterfront area
Implement municipal hotel tax

## 4.6 Tourism Brand Development

**Goal:** *Position the Mississauga brand to target tourism opportunities and develop a tourism campaign.*

Table 4.6: Strategic Focus Area #5

Strategic Requirements and Actions
Leverage messaging such as 'Discover Mississauga' to promote tourism to target markets in alignment with the City brand
Develop tourism campaigns that are aligned to the target markets
Develop a common tourism 'key assets' awareness plan to ensure that a consistent message is provided to residents, businesses, and business travellers with respect to the tourism assets and visitor experiences available in Mississauga

## 4.7 Tourism Assets

**Goal:** *Align tourism messaging with resident communications to showcase the City's attractions, festivals and events*

Table 4.7: Strategic Focus Area #6

Strategic Requirements and Actions
Promote the requirement for identified tourism assets as identified in the plan, and/or through municipal studies and research (i.e. Downtown Mississauga public- private partnership conference facility, Natural assets, Credit River/ Riverwood Conservancy)

## 4.8 Municipal Support

**Goal:** *Create and fund an efficient structure to advance tourism opportunities for Mississauga*

Table 4.8: Strategic Focus Area #7

Strategic Requirements and Actions
Review and assess the current municipal structure supporting tourism and identify a strategy to most effectively advance tourism initiatives within the municipality.

## 4.9: Partnerships and Alliances

**Goal:** *Assess and develop strategic partnerships to support tourism initiatives*

Table 4.9: Strategic Focus Area #8

Strategic Requirements and Actions
Continue to maintain and expand partnerships with agencies and municipalities where feasible to advance tourism initiatives
Investigate opportunities for development of a conference facility in downtown core

## 4.10: Visitor Servicing

**Goal:** *Position Mississauga as a welcoming city for locals and visitors alike*

Table 4.10: Strategic Focus Area #9

Strategic Requirements and Actions
Review and assess current visitor servicing programs city wide to enhance positive first-impressions of tourism assets and experiences on the front-line.



## 5.0 Implementation Plan

This Implementation Plan is a planning tool to be used in conjunction with the recommendations contained within this Tourism Master Plan. City Staff will review this Implementation Plan annually to monitor progress on each item and ensure that the recommendations are being incorporated into work plans.

A stakeholder sub-committee comprised of members of the Tourism Advisory Board were consulted in the creation of this Implementation Plan. Two engagement sessions plus an online survey were conducted in the fall of 2018 to gather feedback and assess key strategic priorities for the next five years.

Key elements of the Implementation Plan include:

**Strategic Focus Area:** These are the overarching goals that will direct the Tourism Unit's tactics and activities over the next five years.

**Strategic Requirements:** These are the identified high-level strategies that will support the Tourism Unit in accomplishing its stated goals.

**Tactics:** These are the initiatives the Tourism Unit will execute over the next five years to achieve its stated strategic goals. Tactics will be reviewed bi-annually to ensure the efficient use of capital and resources for creating positive results.

**Implementation Grouping:** Each Strategic Requirement has been categorized into the following groups:

*Programs and Services:* tactical initiatives that leverage opportunities in Destination Development, Destination Marketing and Visitor Services.

*Policy and Planning:* tactics that require tourism specific knowledge, preparation and feedback to enhance destination development efforts city wide.

*Marketing and Communications:* tools and initiatives that position Mississauga as a tourism destination by promoting product offerings and experiences.

*Partnerships and Stakeholder Engagement:* opportunities for collaboration with local, regional, provincial and national tourism-related associations and stakeholders.

*Industry Insights:* Resources that monitor, measure and forecast tourism development and industry performance.

**Section Most Responsible:** The identified business unit(s) with a major role in implementing each recommendation.

## Strategic Focus Area

## 1. Develop tourism product clusters

## Recommendation #1

**Strategic Requirements:** Identify tourism clusters to market and promote tourism initiative to target audiences

Tactic	Implementation Grouping	Section Most Responsible	Timeframe
Prioritize product sectors based on data and stakeholder survey. Develop a <b>Product Development Strategy</b> , and assess existing and emerging sectors annually based on market-ready product.	Programs and Services	Tourism Unit	2019-2023

## Recommendation #2

**Strategic Requirements:** Define City role in determining potential for additional hotel supply (downtown, waterfront and Paramount Fine Foods Centre), including a review of zoning parameters

Tactic	Implementation Grouping	Section Most Responsible	Timeframe
Tourism Unit will work with interested accommodation providers and interdepartmental units if the potential for additional hotel supply is needed based on industry growth and capacity.	Policy and Planning	Tourism Unit	2022

## Recommendations #3 and #4

<b>Strategic Requirements:</b>	Develop the portfolio of events at the Paramount Fine Foods Centre, including private sector events (e.g. concerts, entertainment events) and growing competitive sports (e.g. cricket, field hockey)
	Promote the City's reputation as a Sport Host, leveraging the growing resident participant base in a breadth of sports and establishing best practices for communicating with visitors throughout their customer journey

<b>Tactics</b>	<b>Implementation Grouping</b>	<b>Section Most Responsible</b>	<b>Timeframe</b>
Under the <b>Tourism Events Hosting &amp; Guidelines Program</b> , create an event pursuit strategy that aligns with the updated <b>Sport Tourism Strategy</b> . Program objective is to attract and support existing and emerging sports-related events in the City of Mississauga that result in large economic spin-offs. Program will also assess and update any corporate-related policies and procedures.	Programs and Services	Tourism Unit	2019
Refresh the five-year <b>Sport Tourism Plan</b> with updated strategic priorities and objectives. Plan will assist in providing an overall direction to lead, manage and attract the sport tourism sector.	Policy and Planning	Tourism Unit	2019
Develop an <b>internal annual tourism events calendar</b> that includes all indoor and outdoor venues within the City of Mississauga.	Marketing and Communications	Tourism Unit	2019-2023
Identify potential opportunities or gaps in event hosting. Ensure tactics are aligned with proposed <b>Tourism Events Hosting &amp; Guidelines Program</b> and linked to tourism-related feasibility studies.	Policy and Planning	Tourism Unit	2019-2023

**Recommendation #5**

**Strategic Requirements:** Leverage the visions of Inspiration Lakeview, Inspiration Port Credit and 1 Port Street, identifying opportunities for tourism clusters as these waterfront developments advance

Tactic	Implementation Grouping	Section Most Responsible	Timeframe
Work with interdepartmental units and external stakeholders on identifying incentives to attract new tourism experiences that will compliment waterfront revitalization plans.	Policy and Planning	Tourism Unit	2020-2023

**Strategic Focus Area****2. Continue to invest in festival programming with emphasis on attracting visitors****Recommendation #6**

**Strategic Requirements:** Align festival financial support to evaluation process that furthers awareness of Mississauga's diversity

Tactic	Implementation Grouping	Section Most Responsible	Timeframe
Create a <b>Tourism Events Hosting &amp; Guidelines Program</b> that will generate economic spin-offs. Update and streamline event-hosting policies, procedures and protocols. Integrate value-added services.	Programs and Services	Tourism Unit, Culture Division	2019



## Recommendation #7

**Strategic Requirements:** Standardize post-event metrics and share festival successes through municipal channels

Tactic	Implementation Grouping	Section Most Responsible	Timeframe
Determine Key Performance Indicators (KPIs) and generate industry-wide statistics program. Produce and present quarterly reports on industry performance.	Industry Insights	Tourism Unit, Culture Division, CMS Business Planning	2019-2023

## Recommendations #8 and #9

**Strategic Requirements:** Invest in target funding support of 'best growth' cultural events

Initiate festival incubator program to identify 'early development' community cultural groups and provide support, including networking opportunities with established festival operators and online databases of best practices

Tactic	Implementation Grouping	Section Most Responsible	Timeframe
Participate in an <b>interdepartmental Special Events Committee</b> and provide tourism-related support as needed. Create opportunities for event sector to learn, leverage and access additional resources as it relates to tourism and destination marketing.	Policy and Planning	Tourism Unit, Culture Division	2019-2023

## Strategic Focus Area

## 3. Focus municipal planning on developing creative communities to attract visitors

## Recommendation #10

**Strategic Requirements:** Develop a strategy to encourage and attract the tourism sector, providing the City a plan for tourism development throughout the municipal planning process

Tactic	Implementation Grouping	Section Most Responsible	Timeframe
Tourism Unit recommends supporting other city-led master plans and playing an active role in the development of tourism districts, an inventory of assets, sector growth opportunities, and sales approaches to attract new business as well as better stakeholder engagement, which will result in a collaborative internal and external network.	Policy and Planning	Tourism Unit	2021-2023

## Recommendation #11

**Strategic Requirements:** Develop additional support for BIAs, as they undertake an expanded role in developing tourism opportunities

Tactic	Implementation Grouping	Section Most Responsible	Timeframe
Work in collaboration with all BIAs, and applicable city departments/divisions, to identify roles and responsibilities for advancing the objectives of the Tourism Master Plan and develop co-op marketing and destination development opportunities that will enhance BIAs as tourism destinations.	Partnership and Stakeholder Engagement	Tourism Unit, Recreation Community Development Unit	2019

## Strategic Focus Area

## 4. Develop and implement a program for funding tourism activity and infrastructure, building the City's reputation as an event host

## Recommendation #12

**Strategic Requirements:** Implement a multi-year tourism plan with Tourism Toronto supported directly by a funding agreement

Tactic	Implementation Grouping	Section Most Responsible	Timeframe
Formalize funding agreement with Tourism Toronto and explore synergies that will benefit Mississauga as a destination within the GTA.	Partnership and Stakeholder Engagement	Tourism Unit, Legal Services Division	2019

## Recommendation #13

**Strategic Requirements:** Conduct a feasibility study for investment in an open-air facility servicing field sports, summer entertainment, and music event hosting

Tactic	Implementation Grouping	Section Most Responsible	Timeframe
Provide input and data (as it relates to tourism development) on potential activation use, operational challenges and trends as well as consult with other tourism destinations with a similar facility.	Policy and Planning	CMS Business Planning, Recreation Division	2019

### Recommendation #14

**Strategic Requirements:** Develop a longer-term plan for the undeveloped site at the Mississauga Sports Centre, Southern Pad

Tactic	Implementation Grouping	Section Most Responsible	Timeframe
Request bids from the private sector on proposed ideas or uses of the site that will attract tourism activity and added product.	Policy and Planning	Recreation Division	2019

### Recommendation #15

**Strategic Requirements:** Evaluate opportunities for tourism infrastructure in the Port Credit/Waterfront area

Tactic	Implementation Grouping	Section Most Responsible	Timeframe
Serve on planning committees to provide a tourism lens on gaps and/or opportunities as it relates to tourism development. Share ideas and data that will enhance the waterfront area and the customer journey to create new experiences and/or infrastructure.	Policy and Planning	Tourism Unit	2019-2023

### Recommendation #16

**Strategic Requirements:** Implement municipal hotel tax

Tactic	Implementation Grouping	Section Most Responsible	Timeframe
Under the approval of Mayor and Council, allocate part of MAT funds on destination development, marketing and visitor servicing.	N/A	Tourism Unit	Completed



## Strategic Focus Area

## 5. Position the Mississauga brand to target tourism opportunities and develop a tourism campaign

## Recommendation #17

**Strategic Requirements:** Leverage messaging such as 'Discover Mississauga' to promote tourism to target markets in alignment with the City brand

Tactic	Implementation Grouping	Section Most Responsible	Timeframe
Develop and implement a new <b>tourism brand and marketing plan</b> that will launch consumer campaigns, promotional tools and communications initiatives to promote the City of Mississauga as a destination of choice.	Marketing and Communications	Strategic Communications Division, Tourism Unit, CMS Business Planning	2019-2020

## Recommendation #18

**Strategic Requirements:** Identify competitive and comparative destinations to support marketing and communication initiatives

Tactic	Implementation Grouping	Section Most Responsible	Timeframe
Conduct a <b>comparative competitive analysis</b> of other destinations to assist with positioning Mississauga as a destination of choice. This will be done through the branding process and assessed annually for industry-led planning, promotion and programs.	Marketing and Communications	Strategic Communications Division, Tourism Unit, CMS Business Planning	2019

**Recommendation #19**

**Strategic Requirements:** Develop tourism campaigns that are aligned to the target markets

Tactic	Implementation Grouping	Section Most Responsible	Timeframe
Create a <b>marketing and communications strategy</b> using a diverse set of promotional platforms and online distribution channels. A list of promotional tools will be assessed annually to keep up with destination marketing trends and best practices. Delivery of an <b>influencer guide</b> to increase earned media trips will also be a major focus.	Marketing and Communications	Tourism Unit, Strategic Communications Division, CMS Business Planning	2019

**Recommendation #20**

**Strategic Requirements:** Develop a common tourism 'key assets' awareness plan to ensure that a consistent message is provided to residents, businesses, and business travellers with respect to the tourism assets and visitor experiences available in Mississauga

Tactic	Implementation Grouping	Section Most Responsible	Timeframe
Build a local <b>Brand Ambassador Program</b> that targets residents, businesses, newcomers and social media influencers to be a tourist in their hometown and promote Mississauga's tourism businesses and experiences to their personal and professional networks.	Programs and Services	Tourism Unit, Strategic Communications Division, CMS Business Planning	2020

## Strategic Focus Area

## 6. Align tourism messaging with resident communications to showcase the City's attractions, festivals and events

## Recommendation #21

**Strategic Requirements:** Promote the requirement for identified tourism assets as identified in the plan, and/or through municipal studies and research (i.e. Downtown Mississauga public-private partnership conference facility, Natural assets, Credit River/Riverwood Conservancy)

Tactic	Implementation Grouping	Section Most Responsible	Timeframe
Develop <b>self-guided trip itineraries</b> that cluster product offerings and experiences based on traveller types. Custom itineraries will be created to add value to larger leisure, corporate and sport groups.	Marketing and Communications	Tourism Unit	2020

## Strategic Focus Area

## 7. Create and fund an efficient structure to advance tourism opportunities for Mississauga

## Recommendation #22

**Strategic Requirements:** Review and assess the current municipal structure supporting tourism and identify a strategy to most effectively advance tourism initiatives within the municipality

Tactics	Implementation Grouping	Section Most Responsible	Timeframe
Create a <b>Co-op Marketing Partnership Program</b> for tourism sector and partner organizations that will leverage marketing and promotional initiatives outside of Mississauga and enhance industry collaboration.	Programs and Services	Tourism Unit	2020
Continue to build the Tourism Unit and its governance structure, learning from best practices of other municipalities and organizations to best support and guide the unit in delivering quality programs/services and incorporating performance metrics for accountability.	Policy and Planning	Tourism Unit	2019



## Strategic Focus Area

## 8. Assess and develop strategic partnerships to support tourism initiatives

## Recommendation #23

<b>Strategic Requirements:</b>	Continue to maintain and expand partnerships with agencies and municipalities where feasible to advance tourism initiatives
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Tactic	Implementation Grouping	Section Most Responsible	Timeframe
Engage all stakeholders by hosting and/or facilitating events and workshops that relate to tourism best practices, current industry trends, and opportunities. Purpose is to build a stronger tourism network and also join tourism-related associations to continue to be a competitive destination.	Partnership and Stakeholder Engagement	Tourism Unit	2019-2023

## Recommendation #24

<b>Strategic Requirements:</b>	Investigate opportunities for development of a conference facility in downtown core
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Tactic	Implementation Grouping	Section Most Responsible	Timeframe
Conduct a feasibility study on the development of a new conference facility in the downtown core	Policy and Planning	Tourism Unit	2021

## Strategic Focus Area

## 9. Position Mississauga as a welcoming city for locals and visitor alike

## Recommendation #25

**Strategic Requirements:** Review and assess current visitor servicing programs city wide to enhance positive first-impressions of tourism assets and experiences on the front-line

Tactic	Implementation Grouping	Section Most Responsible	Timeframe
Develop a <b>visitor services strategy</b> that integrates face-to-face, mobile and online visitor servicing programs (dependent on season). Strategy will highlight collaborative opportunities with internal and external stakeholders and assess wayfinding signage, generating awareness of local tourism products/services, venues and attractions. Consider developing a local Tourism signage program and set of policies.	Programs and Services	Tourism Unit	2019

## **Conclusion**

The City of Mississauga Tourism Master Plan outlines the impacts, opportunities and trends of tourism for the City in eight Strategic Focus Areas. There are many economic, social and strategic benefits that the tourism master plan for the city of Mississauga provides as a guiding document for developing the tourism sector. Collectively, these strategies highlight the potential to capitalize on existing tourism assets, while securing investment for the development of future assets.

A comprehensive action strategy will be developed and implemented to generate next steps for the nine Strategic Focus Areas. It is recommended that these steps be implemented and funded by the partnership between the City of Mississauga and Tourism Toronto, and other key stakeholders as the opportunities are identified and developed.

With the recommendations in this plan, the City of Mississauga has opportunity to pursue a vision for Mississauga as an emerging sports and cultural tourism and waterfront destination in Ontario. The plan and its recommendations will serve to support economic growth and contribute to the evolution of a prosperous City where people want to live, work and play.

# Appendix

## Appendix A: Visitor Spending in Ontario

Total Visitor Spending in Ontario	
Total Visitor Spending	\$48,275,712,000
Length of Stay (Visitor Spending)	
Overnight	6,589,052,000
Same-Day	1,686,659,000
Main Purpose of Trip (Visitor Spending)	
Pleasure	2,165,889,000
VFR	2,780,765,000
Shopping	172,990,900
Conventions (Personal)	60,564,500
Business	2,472,739,000
Conventions & Conferences	852,933,000
Other Business	1,619,806,000
Other Personal	622,763,000
<i>Source: Ministry of Tourism, Culture, Sport and Recreation, Ontario</i>	

## Appendix B: Economic Impact of Tourism in Ontario 2015

The Economic Impact of Tourism in Ontario – 2015		
	Tourism Receipts	Visitor Spending
Spending	\$32,326,633,321	\$25,432,440,193
<b>Total Impacts</b>		
Gross Domestic Product (Value Added)	\$30,882,812,076	\$23,657,023,490
Employment(Jobs)	388,954	306,952
Labour Income	\$18,753,515,413	\$13,988,578,320
Government Tax Revenue	\$11,261,188,540	\$9,014,482,832
Provincial Tax Revenue	\$4,851,312,206	\$4,007,923,789
Municipal Tax Revenue	\$1,216,161,418	\$975,810,873
Federal Tax Revenue	\$5,193,714,916	\$4,030,748,170



	Tourism Receipts	Visitor Spending
<b>Direct Impacts</b>		
Gross Domestic Product (Value Added)	\$16,477,960,060	\$12,915,528,793
Employment (Jobs)	251,016	204,316
Labour Income	\$9,656,784,867	\$7,211,116,878
Government Tax Revenue	\$6,368,095,207	\$5,361,140,246
Provincial Tax Revenue	\$3,135,629,425	\$2,728,058,643
Municipal Tax Revenue	\$416,929,240	\$374,460,374
Federal Tax Revenue	\$2,815,536,543	\$2,258,621,229

Source: Statistics Canada: [Ministry of Tourism, Culture and Sport: The Economic Impact of Tourism in Ontario – 2015](#)

## Appendix C: Related City Initiatives

Initiative	Description
Inspiration Port Credit	"Our waterfront is more than a shoreline - it's a community." A master plan for a waterfront neighbourhood and a full service marina that transforms Port Credit into a waterfront village drawing new residents to an environment on the water's edge of live, work, make, learn, shop and play.
Inspiration Lakeview	"Reconnect all Mississauga residents to Lake Ontario and its shores." A plan to develop a continuous waterfront accessible by walkways, parkland to an urban street and block pattern connecting neighbourhoods, both within and surrounding the site. Develop Arts and Culture hub on the waterfront, an innovation business hub, as well as connecting transit to serve the emerging residential and business communities.
Vision Cooksville	"A walkable urban community, hosting a diverse population in a variety of housing forms." A transformation of one of Mississauga's original communities to provide a cohesive neighbourhood identity reflected in urban design, signage and public art. Include new infrastructure for transit, community services, cultural amenities, and recreation.
My Malton	"Create vibrant public gathering places that allow residents to come together to socialize, play and celebrate in various ways and in various places throughout Malton." A focus on a community activity hub around the Malton Community Centre and Elmcreek Park, vision an urban public square close to commercial development, and create a better diversity of retail, commercial and entertainment opportunities within the community.
Dundas Connect	A study on the Dundas Corridor that recommends transit modes that meet the growing demand within the Dixie road west to Winston Churchill/ Hwy 403 boundaries, with the purpose of testing several rapid transit scenarios that serve to unlock growth and development potential in one of Mississauga's key corridors.
Downtown 21	"A master plan designed to promote the continued evolution of a livable, compact, accessible, sustainable downtown centre for the entire city which will enhance Mississauga's competitive advantage and reputation as a forward looking community." The planned addition to the already thriving core of Mississauga provides an urban framework and amenities that will support an expanding employee and residential base, as well as solidify the notion of a true 'Downtown' for visitors to Mississauga.

## Appendix C: Related City Initiatives (continued)

Initiative	Description
Riverwood Conservancy	The Riverwood Conservancy, co-owned by the City of Mississauga and Credit Valley Conservation, serves as a public trail system offering access to woodlands and wetlands along the Credit River. This ecologically diverse area within the Credit Valley watershed provides a central point for parkland access complete with a visitor orientation experience located within easy access to Mississauga's Downtown.
Ontario Trails	A recent project originated by the province aims to create custom maps for handheld GPS receivers that show hiking, biking and multi-use trails in Ontario. The project also includes canoe route data. This project uses GPS track lines submitted by volunteers and government data that is redistributable.
2014 Future Directions: Parks and Forestry Master Plan	Mississauga has determined that parkland and open spaces are key to the overall urban landscape and that a framework is required to support a range of leisure activities supporting active recreation, personal hiking paths, and public gatherings. The Parks and Forestry Master Plan, offers numerous strategies to address the future development with consideration of accessible open and green space for the community, combining studies of recreation facilities, parks and forestry services,.
Credit Valley Trail (CVT) Tourism Development Strategy	The CVT is more than a trail. It is an underperforming and underdeveloped tourism asset with the significant potential to contribute to the well-being of those who use it as well as the communities and businesses that partner with it. The Credit Valley Conservation Foundation (CVC Foundation), Credit Valley Conversation (CVC), Credit Valley Heritage Society, CVC Foundation Friends of the Credit Valley Trail Committee and Greenbelt have recognized this potential and are taking a proactive step to enhance the CVT's competitiveness and appeal through the creation of a tourism development strategy. The strategy, in the context of the Trail Master Plan, will provide the CVT and its partners with clear direction through identification of a series of actionable tactics designed to enhance the attractiveness of the CVT for locals while at the same time attracting more overnight visitors, thus driving prosperity and economic stability throughout the entire trail system.

## Appendix C: Related City Initiatives (continued)

Initiative	Description
Ninth Line Study	<p>The Ninth Line Lands were transferred from the Town of Milton to the City of Mississauga in 2010, and represent the “final frontier” of undeveloped land in Mississauga. The Study Area covers 350 hectares (865 acres). The City currently owns 83 hectares (205 acres).</p> <p>The emerging land use concept will include an updated functional design of the proposed 407 Transitway. The Ministry of Transportation (MTO) will initiate an Environmental Assessment (EA) for the 407 Transitway in the future, at which time all stakeholders will have the opportunity to provide comments via public consultation. An updated 407 Transitway design will provide a clearer understanding of the land requirements and alignment of the 407 Transitway in order to proceed with the Shaping Ninth Line land use project. Natural Heritage features such as wetlands, woodlots, special management areas and linkages will be added to Mississauga’s Natural Areas System. Until the study is completed, the existing Town of Milton Official Plan and Zoning By-laws apply to all the Ninth Line lands.</p>

## Appendix D: Ontario Tourism Funding

Fund/Grant	Description
Celebrate Ontario	Annual program that helps new and existing Ontario festivals and events enhance their programs, activities and services to grow Ontario's tourism market. The program also supports bid and event hosting costs of major one-time events, and organizations that deliver major sport events.
Tourism Development Fund	Supports projects that result in investment attraction, product and experience development and industry capacity building.
Culture Development Fund	Seeks to strengthen cultural organizations and their leadership, helping them to increase their knowledge and skills. This will help organizations become better at what they do and more successful in achieving their mandates. Increased performance through new and innovative projects will build the capacity of the sector, leading to a stronger and more stable culture sector.
The Heritage Organization Development Grant (HODG)	Annual, statutory-based operating grant designed to promote public awareness of Ontario's rich and diverse heritage. The program provides historical societies, museums and other heritage associations, located throughout the province, with a portion of their annual operating support. Eligible recipients are non-profit bodies that are actively involved in local outreach activities such as the production of displays and promotional materials, public programs, lecture series, walking tours and special activities designed to inform and educate the general public about their community heritage.



## Appendix E: Mississauga Tourism Assets

### Mississauga Tourism Assets: Sport

Asset	Visitor Profile*					Description
	UCE	SL	BL	FMB	KS	
The Paramount Fine Foods Centre community rinks/main bowl	✓		✓			Entertainment venue attracts regional audiences of all demographics for mainstream music events, as well as diverse population for cultural programming. Stand-alone product cluster, although lack of nearby supporting lodging and food and beverage services
The Paramount Fine Foods Centre south		✓				Offers an indoor regulation soccer field, triple gymnasium, gymnastics centre, fitness centre and outdoor sports fields.
Mississauga Valley/Port Credit/Clarkson/Malton/Chic Murray/Carmen Corbasson		✓				Community ice rinks which are of a quality to host/share hosting of regional/provincial ice spot tournaments
Erin Meadows/Terry Fox/Frank McKechnie/River Grove/Huron Park/Glenforest/Meadowvale		✓				Community 25 metre swimming pools utilized to host regional/provincial competitions
Meadowvale Sports Park/Mississauga Valley/Courtney Park Athletics Field/Huron Park		✓				Multi-purpose (soccer, track) facilities capable of hosting regional competitions
Mississauga Marathon/Tour De Mississauga/Mississauga Dragon Boat Festival		✓				Participatory sporting events drawing from both local community and regional/provincial points.
*UCE = Up and Coming Explorers   SL = Sports Lovers   BL = Business Leisure   FMB = Family Memory Builders   KS = Knowledge Seekers						

**Mississauga Tourism Assets: Culture**

Asset	Visitor Profile*					Description
	UCE	SL	BL	FMB	KS	
Port Credit	✓		✓		✓	Port Credit may be viewed as a visitor attractor due to its location on Mississauga's waterfront, and the signature events and festivals taking place in this community. A combination of its Port Credit Harbour access along with numerous shops and culinary offerings classify it as a summer destination for day-trippers beyond the GTA. It also possesses a convenient 4 star hotel that adds value to a regional leisure excursion.
Historic Streetsville Clarkson Village					✓	Both of these historic villages, frequented mostly by local residents throughout Mississauga, offer unique retail and culinary amenities. Streetsville's Village Square provides a unique gather place in a quaint setting.
Dundas and Hurontario	✓		✓	✓		A location that has a reputation for an abundance of ethnic culinary offerings and potentially evolving as a destination neighbourhood beyond Mississauga.
*UCE = Up and Coming Explorers SL = Sports Lovers BL = Business Leisure FMB = Family Memory Builders KS = Knowledge Seekers						

**Mississauga Tourism Assets: Culture (continued)**

Asset	Visitor Profile*					Description
	UCE	SL	BL	FMB	KS	
Mississauga Celebration Square	✓		✓			Community festival/gathering place located in Mississauga core, featuring main stage events/big screen monitor. Cultural festival and event hosting diverse segments of the community. Attracts regional and provincial visitors to annual traditional ethnic celebrations.
Living Arts Centre			✓		✓	Performing arts facility, home of Mississauga Symphony, with modest visitor attraction. Serves a supporting function, particularly for visiting business travellers.
Art Gallery of Mississauga			✓		✓	Located adjacent to Celebration Square and Square One Shopping Centre, offers high quality Arts experience
Harding Waterfront Estate/ Adamson Estate/Cawthra Elliot Estate/ Lewis Bradley Museum/ Benares Historic House					✓	Heritage Facilities located through Mississauga, serve primarily the local community.
*UCE = Up and Coming Explorers SL = Sports Lovers BL = Business Leisure FMB = Family Memory Builders KS = Knowledge Seekers						

**Mississauga Tourism Assets: Retail**

Asset	Visitor Profile*					Description
	UCE	SL	BL	FMB	KS	
Square One	✓		✓	✓		Ontario's largest shopping centre, located in Mississauga's core. Considered a true destination facility attracting regional visitors including short-term visitors to Pearson Airport.
Erin Mills Town Centre	✓		✓	✓		Mississauga's landmark retail centers serve primarily the GTA communities. They offer valued amenities to tourist and business travellers, in terms of retail and the food and beverage category.
Heartland Town Centre	✓		✓			Outdoor <a href="#">Outlet mall</a> located near Mavis & Britannia intersection. Popular with value seeking travellers with over 2 million square feet of retail space and hosting 180 stores and restaurants.
Dixie Outlet Mall	✓					Outlet mall situated in south-east Mississauga popular with VFR travellers
*UCE = Up and Coming Explorers SL = Sports Lovers BL = Business Leisure FMB = Family Memory Builders KS = Knowledge Seekers						

**Mississauga Tourism Assets: Festival and Events**

Asset	Visitor Profile*					Description
	UCE	SL	BL	FMB	KS	
Port Credit: Southside Shuffle Blues & Jazz Festival Buskerfest Mississauga Waterfront Festival Comedy Festival	✓		✓	✓	✓	Port Credit has built a reputation as a summer location for music and street entertainment festivals, regional draws that bring day traveller The winter Comedy Festival draws regionally with potential of overnight stay.
Streetsville: Bread & Honey Festival				✓	✓	Streetsville's new Village Square, site of the traditional Bread & Honey Festival, positions this historic village as an emerging festival attraction.
Carassauga Paramount Fine Foods Centre	✓			✓	✓	Both Carassauga and Mosaic festivals serve as visitor attractors from across the region, due to their unique music and culinary offerings
Mosaic- South Asian Heritage Festival	✓			✓	✓	Traditional and contemporary art, culture and cuisine from South Asia located at Mississauga's City Centre., attracting visitors from throughout GTA and VFR to Canada
*UCE = Up and Coming Explorers    SL = Sports Lovers    BL = Business Leisure    FMB = Family Memory Builders    KS = Knowledge Seekers						



**Mississauga Tourism Assets: Parks and Natural Areas**

Asset	Visitor Profile*					Description
	UCE	SL	BL	FMB	KS	
Riverwood					✓	Location: Central Mississauga nestled along the east bank of Credit River
Kariya Park	✓			✓		Located in the Mississauga core: a peaceful haven from bustling city
Lakefront Promenade	✓			✓		One of largest lakefront developments in ON: dedicated to wildlife protection
Brueckner Park	✓			✓		Attractive gardens destination situated near Lake Ontario waterfront
Richards Memorial Park	✓			✓		Waterfront park with sandy beach, nature trails, forested area
Jack Darling Memorial Park	✓			✓		Waterfront park with beach access: picnic areas for 150 people
Bradley Museum Grounds					✓	Historic interior building surrounded by beautiful gardens
Benares Museum Grounds					✓	Exquisite estate with more than 160 years of history of 4 generations
Port Credit Memorial Park	✓		✓	✓		Waterfront trail, recreational park, home to summer festivals
Lakeside Park	✓			✓		Waterfront park offering splash pad, field sports on Lake Ontario
Erindale Park	✓			✓	✓	City's largest park with trails and access to the Credit River
Paul Coffey Park	✓			✓		Multi-use park showcasing the history of the Malton community
*UCE = Up and Coming Explorers SL = Sports Lovers BL = Business Leisure FMB = Family Memory Builders KS = Knowledge Seekers						

**Mississauga Tourism Assets: Attractions**

Asset	Visitor Profile*					Description
	UCE	SL	BL	FMB	KS	
Air Combat Zone				✓		Cockpit Simulators operating jet fighters Primarily local, limited potential for regional visitor
uFly Simulator				✓		Passenger aircraft simulator Same as above
Laser Quest				✓		Interactive family entertainment numerous options throughout GTA/Southern ON
Playdium				✓		Multi-plex family high-tech entertainment options throughout GTA/Southern ON
Sky Zone Trampoline Park				✓		Unique trampoline sports venue Regional potential – add-on to sport tournaments etc.
Paramount Fine Foods Centre main bowl		✓				Multi-use sport and concert venue Specific events have regional impact (i.e.)overnight stay 20%
*UCE = Up and Coming Explorers SL = Sports Lovers BL = Business Leisure FMB = Family Memory Builders KS = Knowledge Seekers						

**Mississauga Tourism Assets: Culinary**

Culinary Assets	
&Company	Peter's on Eglinton
Alioli Ristorante	Piatto Bistro
Avani Asian Indian Bistro	Posta Italbar Cucina
Bamiyam Kabob	Ristorante Alioli
Burrito Boyz	Roc'n Doc's Live Music Grill
Capra's Kitchen	Scaddabush
Cold Pressery	Shore Grill and Grotto
Failte Irish Pub	Snug Harbour Restaurant
Goodfellas Wood Oven Pizza	The Clarkson Pump & Patio
Kravingz	The Cold Pressery
La Castile Steak House and Seafood Restaurant	The Keg Steakhouse
Lazeez Shawarma	The Maharaja Boutique Restaurant
Michael's Back Door Restaurant	The Tea Room
Mickey's Dragon Pizza	Whole Foods Market Square One
Noble Bistro Mississauga	Zorro's Steakhouse
Papa Giuseppe's	

**Mississauga Tourism Assets: Business, Meetings and Convention Venues**

Business, Meetings And Conventions	
Apollo Convention Centre	Mississauga Convention Centre
Braeburn Golf Course	Mississauga Grand Banquet & Event Centre
C Banquets	Oasis Catering & Convention Centre
Candles Banquet Hall	Paramount Fine Foods Centre
Corporate Event Centre at CHSI	Payal Banquet Halls
Grand Victorian Convention Centre	Red Rose Convention Centre
Harding Waterfront Estate	Renaissance by the Creek
LakeShore Convention Centre	Roma's Hospitality Centre
Le Treport Wedding & Convention Centre	Sagan Convention Centre and Banquet Hall
Livadia Banquet Hall	The International Centre
Milan Banquet Hall	

**Mississauga Tourism Assets: Hotels**

<b>Hotels (45)</b>	
Admiral Inn Mississauga	Hilton Mississauga Meadowvale
ALT Hotel Toronto Airport	Hilton Toronto Airport Hotel & Suites
Best Western Plus Toronto Airport Hotel	Holiday Inn & Suites Mississauga
Comfort Inn Airport West	Holiday Inn Express & Suites -Toronto Mississauga West
Comfort Inn Meadowvale	Holiday Inn Express & Suites Toronto-Mississauga
Comfort Inn Mississauga Inc.	Homewood Suites by Hilton Mississauga
Comfort Inn Toronto Airport	Monte Carlo Inn Airport Suites
Courtyard by Marriott Mississauga Airport Corporate Centre West	Monte Carlo Inn Toronto-West Suites
Courtyard by Marriott Mississauga Meadowvale	Novotel Mississauga
Courtyard by Marriott Toronto Mississauga/West	Park Inn by Radisson Toronto Airport West
Days Inn	Ports Hotel
Doubletree by Hilton	Quality Inn & Suites Toronto West
Fairfield Inn & Suites by Marriott Toronto Airport	Quality Inn Airport West
Fairfield Inn & Suites by Marriott Toronto Mississauga	Residence Inn by Marriott Airport Corporate Centre West
Four Points by Sheraton Mississauga Meadowvale	Residence Inn by Marriott Mississauga Meadowvale



Hotels (continued)	
Four Points by Sheraton Toronto Airport	Sandman Signature Mississauga Hotel
Four Points by Sheraton Toronto Mississauga	Sheraton Gateway Hotel in Toronto International Airport
Hampton Inn & Suites Toronto Airport	Staybridge Inn & Suites
Hampton Inn by Hilton Toronto - Mississauga	Super 8 Mississauga
Hampton Inn by Hilton Toronto-Mississauga West	The Glen Erin Inn & Spa
Hilton Garden Inn Toronto Airport	The Waterside Inn Hotel & Conference Centre
Hilton Garden Inn Toronto Airport W/ Mississauga	Towneplace Suites by Marriott Mississauga
Motels (11)	
Avenue Motel	Nu Hotel
Clarkson Village Motel	Studio 6
Fort York Motel	Super 5 Inn Motel
Green Acres Motel	The Ivy Motel
Mississauga Gate Inn	White Knight Motel
Motel 6 Mississauga	

**Mississauga Tourism Assets (Transportation)**

Asset	Description
<b>Pearson International Airport</b>	Canada's largest and Busiest airport. In 2016, it handled 44,335,198 passengers and 456,536 aircraft movements, <sup>[5]</sup> making it the world's <u>33rd-busiest airport by total passenger traffic</u> , 22nd-busiest airport by international passenger traffic and 15th-busiest airport by flights.
<b>400 Series</b>	Hwy's 401, 403, and QEW Major Expressways easily accessible to and from all Tourism Clusters.
<b>GO Transit</b>	Milton / Lakeshore Go Train service – GO Bus routes.
<b>Mi Way</b>	Mississauga's Public Transit, with routes connecting to GO Transit commuter rail and intercity buses.
<b>Hurontario LRT transit project</b>	To be completed by 2022, will connect Brampton and Mississauga's downtown core with Mississauga's waterfront. The impact of this connection to the proposed Lakeview and Port Credit urban redevelopment lands will be significant as it allows seamless resident access to the emerging communities on the waterfront. As future plans connect Pearson to the LRT and onward to Port Credit GO Station, a key element of a visitor infrastructure will be in place to position the City's waterfront as an emerging destination, and alter the perception of Mississauga as a pass-thru community on the road.

