



# mississauga ready

Road to Recovery  
2021 Business Plan & Budget

October 26, 2020





# Presentation Overview

1. Executive Summary
2. About Tourism Mississauga
  - Our Mandate
  - Response to Covid-19
  - Industry Outlook
  - 2020 Highlights and Initiatives
3. 2021 Planned Services & Initiatives
4. Financial Overview





# Executive Summary

Tourism Mississauga, is the official destination marketing organization (DMO) for the City of Mississauga.

The Business Plan consists of three strategic focus areas:

- Destination Development
- Destination Marketing
- Destination Management

In 2020, several accomplishments were implemented.

The focus for 2021 is on domestic audiences and hyper-local travel to help drive recovery, as part of the COVID-19 response.







# Executive Summary | Continued

Highlights of the 2021 business plan include:

Tactics that will attract and support existing and emerging sport and business related events in the City of Mississauga that result in large economic spin-offs.

Marketing and communication initiatives that promote Mississauga as a stand-alone destination.

Opportunities to develop strategic partnerships and leverage additional resources to advance tourism initiatives.

2020 Financial Overview & 2021 Proposed Budget.







# Meet Our Board of Directors



**TONI FRANKFURTER**

Chair, Tourism Mississauga

The Waterside Inn Hotel & Conference Centre

Accommodation / Hotel Representative



**SAM KOHLI**

Vice Chair, Tourism Mississauga

Malton BIA/Greater Toronto Executive Centre/Appraiser

Services / Organizations / Venues Representative



**LESLEY BOUGHEN**

Secretary, Tourism Mississauga

Oxford Properties Group

Retail / Restaurant Representative



**STEPHEN DASKO**

City of Mississauga Council Member

Ward 1 Councillor



**PAT SAITO**

City of Mississauga Council Member

Ward 9 Councillor



**DIPIKA DAMERLA**

City of Mississauga Council Member

Ward 7 Councillor



**RON DUQUETTE**

Corporate Filmmaker (Retired)

Attractions / Festival / Event Representative



**ALLISON FRASER**

Hilton Toronto Airport Hotel & Suites

Accommodation / Hotel Representative



**TREVOR GRAHAM**

The International Centre

Services / Organizations / Venues Representative



**EILEEN KEOWN**

Mississauga Symphony Orchestra

Attractions / Festival / Event Representative



**LORRIE MCKEE**

Greater Toronto Airport Authority

Services / Organizations / Venues Representative



**LOUIE MANZO**

Warrick Manzo & Dunn Inc. Advertising Agency

Services / Organizations / Venues Representative



**TERRY MUNDELL**

Greater Toronto Hotel Association

Accommodation / Hotel Representative



**JOHN PAPPAS**

The Crooked Cue Restaurant

Retail / Restaurant Representative



**FRANK RUSSO**

Four Points Toronto Airport Hotel

Accommodation / Hotel Representative



**SUSAN STEWART**

Olympian, Coach & Author

Sport / Event / Organization Representative



**SHARI LICHTERMAN**

CEO, Tourism Mississauga

City of Mississauga  
Commissioner, Community Services





# Meet Our Team



**TEJ KAINTH**

Manager, Tourism



**KATELYN MAY**

Coordinator, Sport Tourism



**KYLE PASSMORE**

Client Services Coordinator



**MASCIA MICHALAKOS**

Business Events Specialist



**PETER RYBAR**

Digital Coordinator, Tourism



**RACHAEL WATSON**

Marketing Consultant, Tourism





# Tourism Mississauga Mandate

- Promote tourism in the City of Mississauga in accordance with the City's Tourism Master Plan
- Promote the City of Mississauga as a destination for tourists, visitors, festival attendees, meeting and conference delegates and business travelers
- Develop a branding strategy and marketing plan
- Collect and disseminate information, including conducting targeted market research for purposes of identifying tourism and business travel opportunities in the City of Mississauga
- Develop promotion and business development strategic plans, including multi-year marketing plans and strategies that address the City's strategic goals for a robust tourism and business destination
- Facilitate a high level of collaboration amongst the City's tourism industry, business organizations and the City





# COVID Response

Industry roundtable with Mayor Crombie (Q2 2020)

Stakeholder Survey (Q3 2020)

Board Engagement Session (Summer 2020)

Industry Webinars & Meetings (Ongoing)







# Industry Performance during COVID-19

Destination Canada estimates a % change of -73% to -86% in Tourism Export Revenue (Jan – Dec) as compared to 2019; Ontario at -84% change ( difference of \$5,170.3M)

Source: COVID-19 Impact and Recovery Report: International Summary, Destination Canada)

Hyper-Local travel consisting of day trips (local dining/family friendly activities) will be taken up as restrictions ease. Distance and time travelled will increase as the restrictions are lifted further (within province travel + overnight trips will increase with time)

Source: Recovery Signals Framework, Destination Canada)







# Consumer Sentiment during COVID-19

Canadian's feeling of safety decreases as the distance to travel increases. People feel safe to travel within the province but apprehensions increase for out of province travel with international destinations being the last priority at the moment.

Source: Destination Canada Weekly COVID-19 Resident Sentiment, 2020-09-15

The introduction of health and safety protocols and communications helped to boost confidence as more Canadians report feeling safe to stay in hotels

Source: State of Tourism in Canada during COVID-19, Dashboard 2.0 – September 2020, Tourism Industry Association of Canada







# Industry-Led Support during COVID-19

TIAC recommends development of funding assistance programs to support cancelled festivals, fairs, entertainment, business events. Increased funding to Destination Canada can be invested in DMO-led marketing campaigns for leisure, business & sporting events. Communications about travel being safe & back to normal can be sent out when appropriate to accelerate recovery.

Source: Summary of Tourism Recovery Measures To Support Canada's Visitor Economy, Tourism Industry Association of Canada

Focus on the Domestic Traveler. This market will recover fairly quickly as compared to international market. There will be a pent up demand for leisure travel post recovery and short haul travel will be the key driving factor. International markets will grow faster in the long term.

Source: COVID-19's Impact on Canada's Tourism Industry, Tourism Economics







# 2020 Highlights & Initiatives

1. Implemented significant components of the Tourism Master Plan such as:
  - a) Creation of Business Events & Sales Strategy (Q1 2020)
  - b) Launch of Tourism Events Hosting Program (Q4 2020)
  - c) Updated Sport Tourism Plan & Event Pursuit Strategy (Q4 2020)
2. Development of phased COVID-19 Tourism Response Plan which led to:
  - a) Launch of Weekly Stakeholder E-News (Q1 2020)
  - b) Establishment of digital and social presence @VisitMississauga (Q2 2020)
  - c) Creation of **Mississauga Made Campaign** (Phase 1 & 2 launch Q2 & Q3 2020)
  - d) Inaugural "It Pays to Stay" Co-Op Marketing Program (Q3 2020)
  - e) Event Sponsorship of Toronto Raptors Playoff Viewing Party (Q3 2020)







# 2020 Highlights & Initiatives

3. Launch of creative campaigns and promotional initiatives promoting Mississauga as a destination:
  - a) Mississauga is... campaign (Q1 2020)
  - b) 2020 Visitor Guide & Map (Q2 2020)
  - c) Regional & National Media Campaigns (ongoing)
4. Successful bid for Mississauga to host 2023 World Indoor Rowing Championships attracting up to 3,500 international participants.





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Explore About Partners Blog Add Your Listing

Browse Categories

# #MississaugaMade.

Shop Local. Source Local. Support Local.

What are you looking for? All Regions Choose a category... Search



insauga Search

LATEST NEWS TOP 5 VIDEOS FOOD NEW OPENINGS LIFESTYLE PODCAST BUSINESS REAL ESTATE HISTORY TRAVEL EVENTS CONTRIBUTE

NEWS First responders attending to multi-car collision in Mississauga

## Here's a New, Innovative Guide to Finding All Things #MississaugaMade

Sponsored Post on August 27, 2020 in News, Food, Lifestyle, Business

Like Share Tweet

Share what your organization has to offer with LinkedIn ads.

Learn more

LinkedIn Marketing Solutions

Show Local Some Love

CANADA UNITED SHOW LOCAL SOME LOVE

GoCanadaUnited.ca

SUPPORT LOCAL #MISSISSAUGAMADE

MississaugaMade.ca

Support Local . Canada United Weekend . AUGUST 28 - 30



Throughout the COVID-19 pandemic it's been amazing to see so many residents show their support for local businesses in Mississauga, many of which faced the prospect of going out of business because of the shutdown.

Now, with Ontario in Stage 3 and most places reopened (or reopening), it's more important than ever that we continue to support them - whether it's dining in at a local restaurant, getting your nails done at a neighbourhood salon, or visiting a nearby museum.

That said, if you've ever found yourself wishing there was an easier way to find and support local businesses, now there is: [MississaugaMade.ca](https://MississaugaMade.ca), an online hub for all things local.

### TOP 5



- Top 5 Hangover Breakfast Dishes in Mississauga
1. Captain Robin's
  2. Skyway Jack's
  3. Bounty
  4. Bobby's Hideaway



insauga TOP 5s NEARBY

Port Credit has its heart once again!

Support Local MississaugaMade.ca

JOIN THE MOVEMENT #MISSISSAUGAMADE

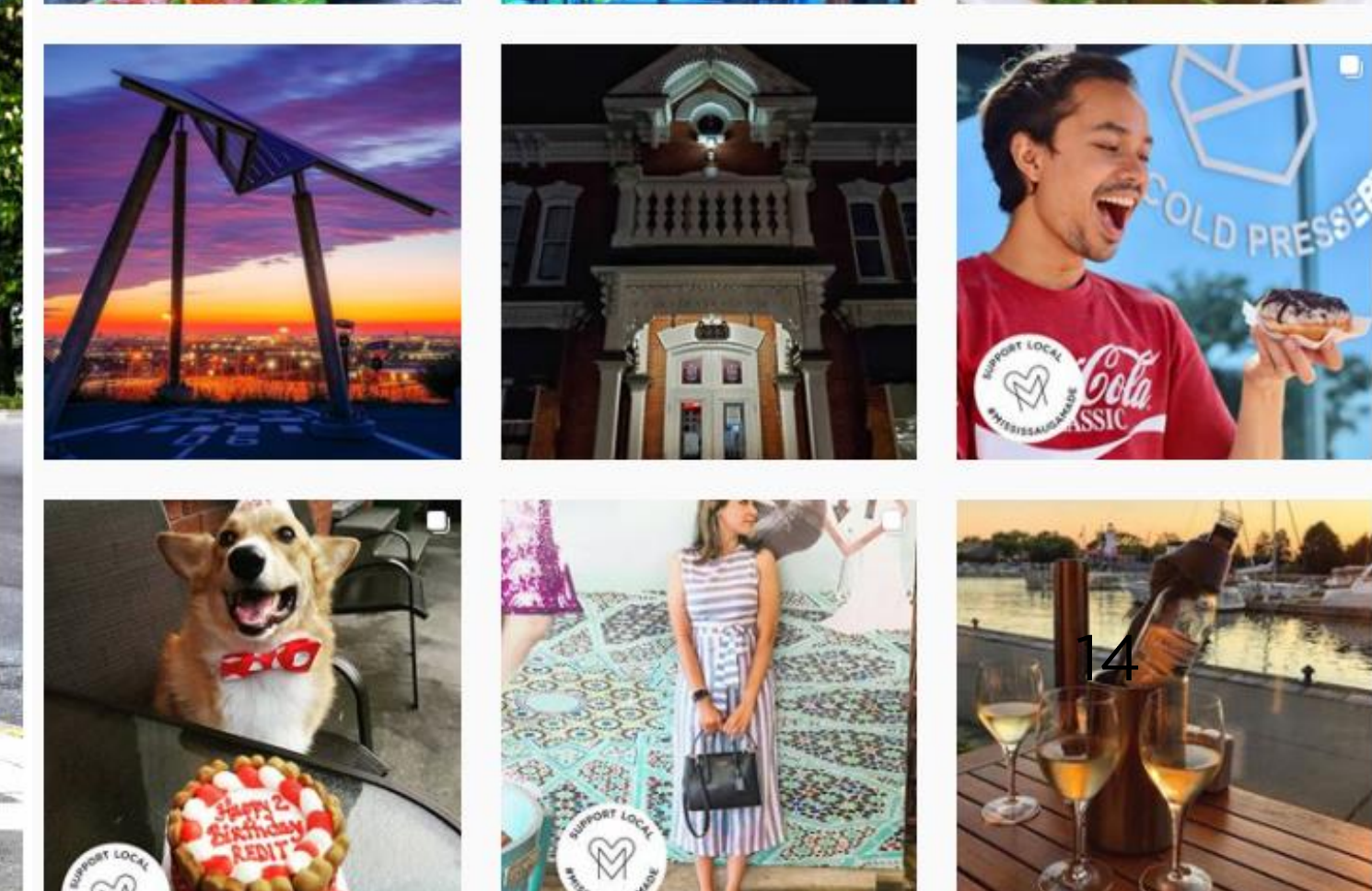
On Thursday morning, August 8, Port Credit residents awoke to some [terrible news](#): the heart from the "#I (Heart) PC" sign was missing.

There was no information on the heart's whereabouts or whether or not it was stolen.

However, just three days later, Port Credit BIA announced today that the heart has now been replaced.

Port Credit BIA about a year ago

Getting our heart back!





Friday's Insider Rep  
SUPPORT QUALITY JOURN

For more adventure inspo, visit [www.visitmississauga.ca](http://www.visitmississauga.ca)  
or follow @VisitMississauga on Instagram

## A red bicycle with a wicker basket is parked on a stone pier. In the background, a white lighthouse with a red roof stands on a small island, surrounded by boats and a bridge. The scene is set on a body of water under a clear blue sky.

mississauga  
yours

VisitMississauga.ca

astral

explore  
play  
stay

Visit  
Mississauga

mississauga  
yours

VisitMississauga.ca

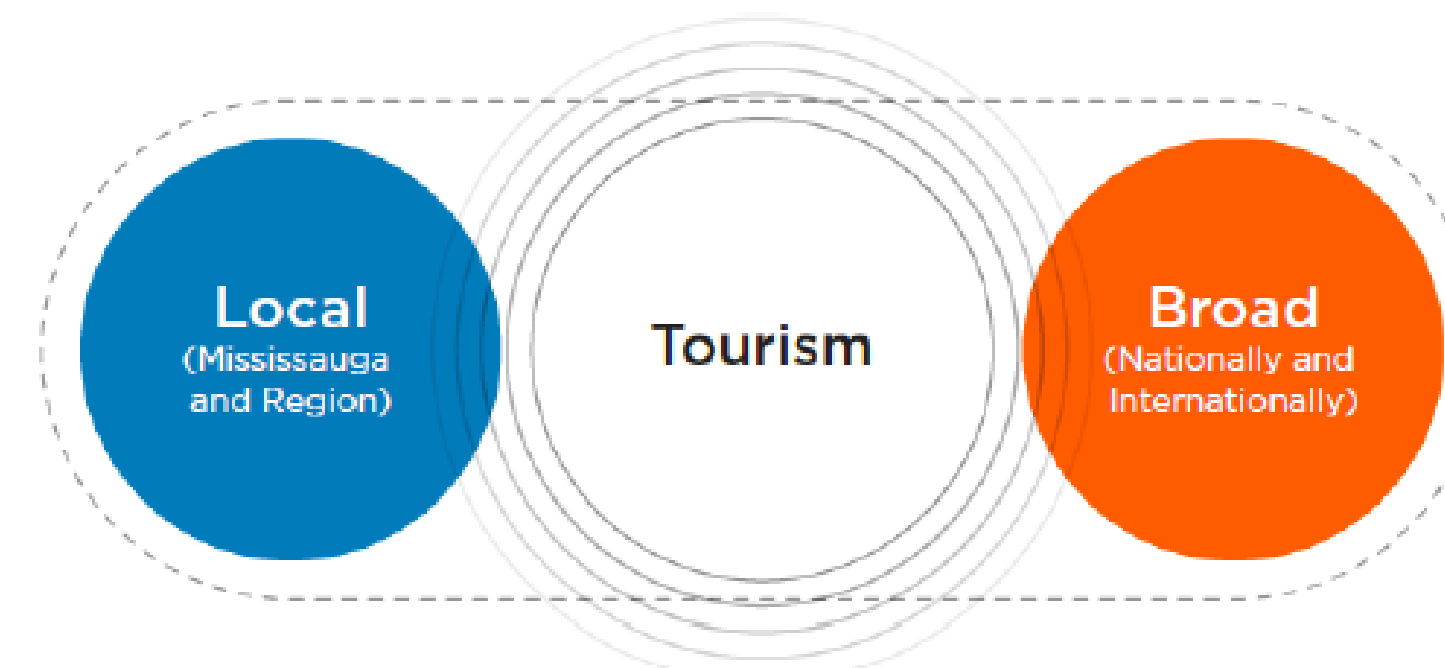
astral

15





# Tourism Audience



## Residents

[mississauga home](#)

- Local Mississauga



## Stakeholders

[mississauga here](#)

- Local & Broad



## Visitors

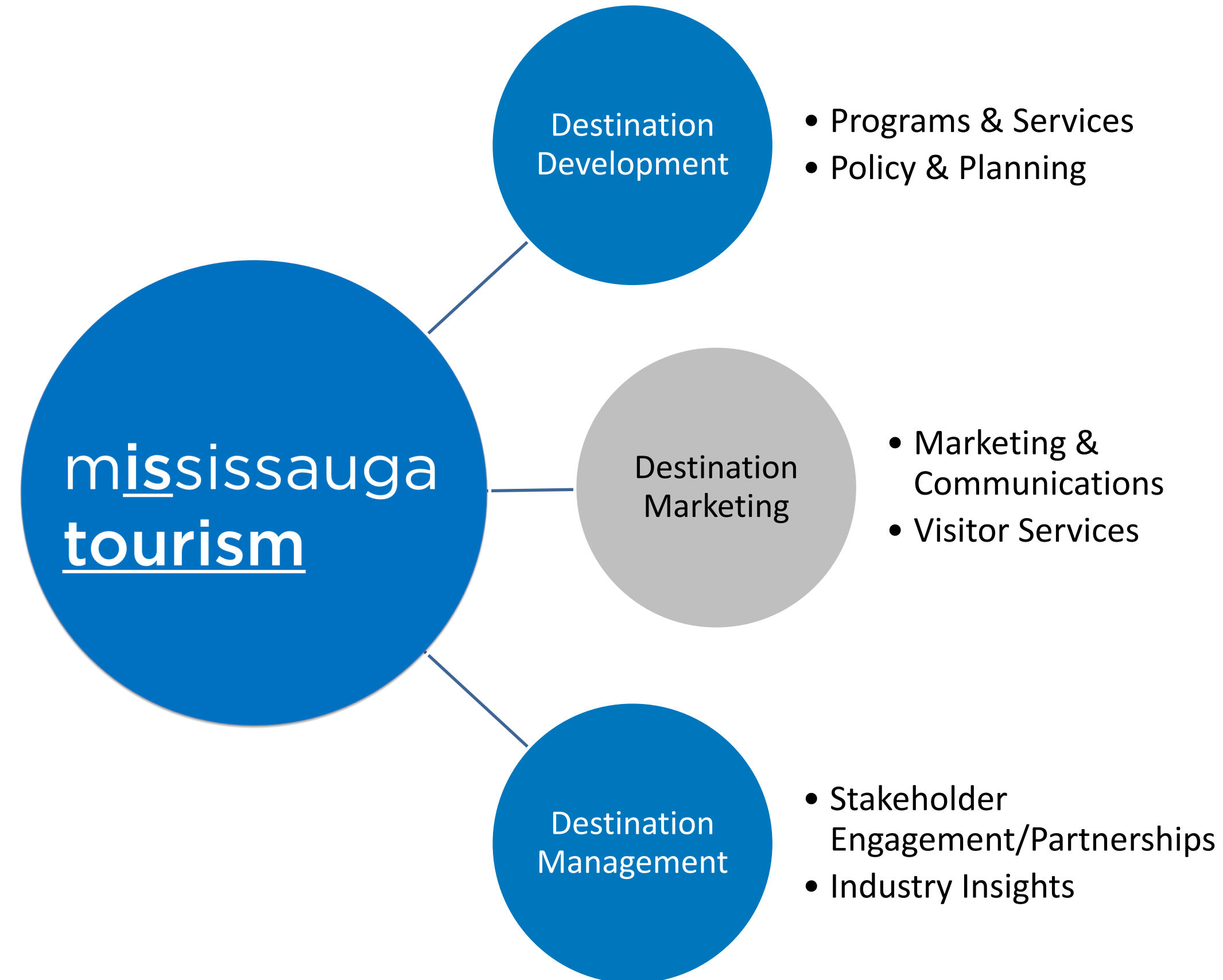
[mississauga canada](#)

- Broad





# Services Model







# Destination Development | Goals

## Programs and Services

- Attract and support existing and emerging sport and business related events in the City of Mississauga that result in large economic spin-offs
- Focus municipal planning on developing creative communities to attract visitors

## Policy and Planning

- Develop a strategy to encourage and attract the tourism sectors, providing the City a plan for tourism development throughout the municipal planning process
- Provide additional support for BIAs, as they undertake an expanded role in developing tourism opportunities

*See Appendix I, slide 24-25 for proposed initiatives*







# Destination Marketing | Goals

## Marketing & Communications

- Increase awareness of Tourism Mississauga and **promote Mississauga** as a stand-alone destination
- Support all sectors, and promote overnight stays through relevant programs
- Establish a **consistent look and feel** for Tourism Mississauga, that is recognizable and memorable
- Increase **digital assets and presence** for Tourism Mississauga online
- Develop sector-specific campaigns that are aligned to the target markets

## Visitor Services

- 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
- Align tourism messaging with resident communications to showcase the City's attractions, festivals and events
- Position Mississauga as a welcoming city for locals and visitor alike

*See Appendix I, slide 26-27 for proposed initiatives*







# Destination Management | Goals

## Stakeholder Engagement & Partnerships

- Assess and develop strategic partnerships to support tourism initiatives
- Create opportunities for all sector to learn, leverage and access additional resources as it relates to tourism and destination marketing

## Industry Insights

- Analyze competitive and comparative destinations to support tourism marketing decisions and opportunities
- Standardize post-event metrics and share successes through municipal & industry channels

*See Appendix I, slide 28-29 for proposed initiatives*







# 2020 Financial Update | Overview

## MAT Funding | Tourism Mississauga Portion

Municipal Accommodation Tax (MAT) is 4% and implemented on April 1, 2018. The Province of Ontario requires 50 per cent of the MAT revenues be directed to an eligible tourism entity, which is Tourism Mississauga. The remaining 50 per cent of MAT revenues will be used by the City of Mississauga to fund tourism-related capital and programming initiatives.

Description	2020	2019	2018
Beginning Balance	\$10,504,534	\$4,464,431	
Contribution for Tourism Mississauga	\$1,134,863	\$6,040,103	\$4,464,431
Program Expenditure Forecast	(\$1,267,400)		
<b>Ending Balance</b>	<b>\$10,371,997</b>	<b>\$10,504,534</b>	<b>\$4,464,431</b>





# 2020 Forecast to Budget

Description	2020 Forecast	2020 Budget June- Dec	Variance
<b>Expenditures to Deliver Current Services</b>			
Programs & Services	\$261,800	\$350,000	\$88,200
Marketing & Communications	\$370,000	\$370,000	\$0
Industry Insights	\$39,600	\$87,000	\$47,400
Partnerships	\$15,500	\$27,500	\$12,000
Visitor Services	\$5,000	\$30,000	\$25,000
Overhead	\$151,400	\$158,000	\$6,600
Miscellaneous	\$31,500	\$31,500	\$0
General Labour	\$392,600	\$397,500	\$4,900
<b>Total Expenditures</b>	<b>\$1,267,400</b>	<b>\$1,451,500</b>	<b>\$184,100</b>

Note: 2020 Forecast includes Actuals (June-Sept) and Forecast (Oct-Dec)





# 2021 Proposed Operating Budget

Description	2021 Proposed Budget	2020 Budget	Comments
<b>Expenditures to Deliver Current Services</b>			
Programs & Services	\$850,000	\$350,000	Tactical initiatives that leverage opportunities in Destination Development, Destination Marketing and Visitor Services
Marketing & Communications	\$535,000	\$370,000	Tools and initiatives that will position Mississauga as a tourism destination by promoting product offerings and experiences
Industry Insights	\$180,000	\$87,000	Resources that will monitor, measure and forecast tourism development and industry performance
Partnerships	\$30,000	\$27,500	Opportunities for collaboration with local, regional, provincial and national tourism related associations
Visitor Services	\$55,000	\$30,000	Customer service programs and servicing tools to enhance the visitor experience
Overhead	\$272,000	\$158,000	Includes labour & other operating expenses
Miscellaneous	\$41,000	\$31,500	
General Labour	\$777,100	\$397,500	
<b>Total Expenditures</b>	<b>\$2,740,100</b>	<b>\$1,451,500</b>	





# 2021 Proposed Budget | Overhead Cost Details

Overhead Cost	2021
<b>Citywide Overhead Labour cost breakdown</b>	
Marketing and Promotion	\$76,110
Finance Support	\$58,063
Community Services- Business Planning & Admin Support	\$40,869
IT Support	\$30,296
Legal Services	\$17,413
Senior Management Oversight	\$14,121
Material Management	\$9,794
Human Resources	\$2,623
<b>Citywide Overhead Labour cost</b>	<b>\$249,000</b>
<b>Citywide Overhead Operating cost- Office Space</b>	<b>\$23,000</b>
<b>Total</b>	<b>\$272,000</b>

Note: Numbers may not balance due to rounding





# Appendix I





# Proposed Initiatives: Programs & Services

Tactics	Deliverables	Timeline
Tourism Events Hosting Program	<ul style="list-style-type: none"><li>• 2021 Winter Tour</li><li>• Parasport Games</li><li>• Ontario Volleyball</li><li>• Little NHL (pending)</li><li>• Identify potential bid opportunities under the Event Pursuit Plan</li></ul>	Q1 Q2 Q2 Q1 Ongoing
Stakeholder Incentive Program	Hotel Partners Program	Q3
Co-Op Marketing Program	Facilitate external marketing opportunities for industry and/or sector led marketing and promotion	Ongoing
Develop an internal annual tourism events calendar	City Wide List for Hotel Partners	Quarterly





# Proposed Initiatives: Policy & Planning

Tactics	Deliverables	Timeline
Play an active role in the development of tourism/cultural districts	<ul style="list-style-type: none"><li>• Representation on core committee</li><li>• Collaboration with internal and external network</li></ul>	Ongoing
Initiate incubator program to identify 'early development' community cultural groups and provide support, including networking opportunities with established festival operators	<ul style="list-style-type: none"><li>• Online databases of best practices</li><li>• Participate in an interdepartmental Special Events Committee and provide tourism-related support as needed</li></ul>	Ongoing
Develop a strategy to encourage and attract the tourism sector, providing the City a plan for tourism development throughout the municipal planning process	Tourism staff to serve on planning committees: <ul style="list-style-type: none"><li>• Cultural districts working group</li><li>• Lakeview Plan</li><li>• Credit Valley Trail – Mississauga Chapter</li><li>• Align initiatives with other city led plans i.e. Smart City, Creative Cities, EDO</li></ul>	Ongoing
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	<ul style="list-style-type: none"><li>• Develop co-op marketing and destination development opportunities that will enhance BIAs as tourism destinations</li></ul>	Ongoing





# Proposed Initiatives: Marketing & Communications

Tactics	Deliverables	Timeline
Develop Tourism Mississauga Brand Identity & Tools	<ul style="list-style-type: none"><li>Logos, brand standards</li><li>Brand materials &amp; sales collateral</li></ul>	Q1 & Q2
Mississauga Made Campaign	<ul style="list-style-type: none"><li>Phase 3 launch</li></ul>	Ongoing
Build & launch a NEW website for Tourism Mississauga	<ul style="list-style-type: none"><li>New consumer website including adapted / evolution of a digital “Visitor Guide”</li></ul>	Q2
Expand and support national, provincial and regional media campaigns	<ul style="list-style-type: none"><li>National Tourism Week</li><li>Great Taste of Ontario</li><li>Small Business Month / Week</li></ul>	Ongoing
Develop sector specific marketing campaigns & co-op programs (ie Restaurants, Outdoor Leisure & attractions, Festivals & Events, Retail & Arts)	<ul style="list-style-type: none"><li>Consumer Campaigns</li><li>Staycation Packages</li><li>Seasonal Campaigns</li></ul>	Ongoing
Digital Programming & Content Creation	<ul style="list-style-type: none"><li>Digital Assets &amp; Virtual Tours</li></ul>	Ongoing
Presence at Travel Trade Shows & Outreach	<ul style="list-style-type: none"><li>Booth Activation &amp; Sponsorship at industry trade events &amp; consumer shows</li></ul>	Ongoing





# Proposed Initiatives: Visitor Services

Tactics	Deliverables	Timeline
Build a local Brand Ambassador Program 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	<ul style="list-style-type: none"><li>• Frontline Industry FAM Tours</li><li>• Mississauga Made Campaign</li><li>• Staycation/passport incentives</li><li>• Influencer marketing Campaign</li></ul>	Q2
Review and develop frontline visitor servicing programs city wide to enhance positive first-impressions of the destination	<p>Update Visitor Services Strategy</p> <ul style="list-style-type: none"><li>• Review visitor servicing tools</li><li>• Consider developing a local tourism signage program and set of policies</li><li>• Value Added Incentives</li><li>• Go digital</li></ul>	Q1, Q2



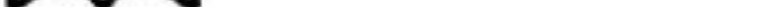


# Proposed Initiatives: Stakeholder & Partnership Engagement

Tactics	Deliverables	Timeline
Develop engagement strategy for all stakeholders by hosting and/or facilitating events and workshops that relate to tourism best practices, current industry trends, and opportunities	<ul style="list-style-type: none"><li>• Annual Sector Roundtable Events</li><li>• Webinars &amp; Workshops</li><li>• E-Newsletter</li><li>• Tourism Industry Showcase</li></ul>	Ongoing Ongoing Ongoing Q2
Continue to maintain and expand partnerships with agencies and municipalities where feasible to advance tourism initiatives	<ul style="list-style-type: none"><li>• Maintain Memberships with Sector/Industry Led Associations Regional, Provincial, National &amp; International</li><li>• Pursue Government Grant for COVID Recovery Opportunities</li></ul>	Ongoing  Ongoing





 [VISITMISSISSAUGA.CA](https://www.visitmississauga.ca)  
Mississauga, Ontario, Canada





# Thank You