



City of Mississauga

Tourism Master Plan

October 2017

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Tourism Master Plan

FINAL REPORT

October, 2017

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Community Services Department, City of Mississauga



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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 eight 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.

1. Introduction

The City of Mississauga is Canada's sixth most populous city with a population of 721,599 as of 2016¹. 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.



¹ 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.

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

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.² In 2015, Toronto visitors accounted for 14.03 million overnight visitors with 2.48 million US visitors spent \$1.32 billion.

The 2014 visitor statistics³ 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 billion⁴.

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.

² See Appendices A and B

³ Ministry Tourism, Culture, Recreation and Sport RTO Profile

⁴ 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 Strategy⁵ 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.

⁵ 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 Partnership⁶, 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 Ontario Tourism Marketing Partnership 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.

⁶ Applying Consumer Insights to Attract North American Visitors. TNS.

The Ontario Tourism research study⁷ 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.

⁷ 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 four traveller segments that connect to experiences offered with the assets currently found in Mississauga:

Table 2.2: 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.⁸ 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.



⁸ 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.⁹

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 the Mississauga SportZone Campus, 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 for the emerging class of new Canadians in the GTA.

⁹ 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. Over the past two years, 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.¹⁰

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.

¹⁰ The Bleisure Report, Bridge Street Global Hospitality

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 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.

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 Mississauga SportZone Campus. 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, Mississauga SportZone campus, 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.



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 trip purpose. (See Table 2.5)



Table 2.5: Competition by Trip Purpose

| Trip Purpose | Traveller Description | Competition | Opportunity |
|----------------------------------|--|--|--|
| Pearson Airport | A visitor to the GTA who determines that a stay in the vicinity of the airport best suits their needs for convenience and access to the region | City of Toronto's airport strip or downtown Toronto | The business or leisure visitor intending to stay near the airport for the convenience |
| Meetings and Events | Visitors attending large meetings and events | The three largest meeting facilities in Ontario are in downtown Toronto, Niagara Falls, and Ottawa | Second tier opportunities for vendors that value the City's access to Pearson Airport, its emerging downtown and waterfront |
| Sport Hosting | Participants and spectators in national and regional sport events | Toronto, London, Kitchener-Waterloo, and Ottawa | Mississauga's wealth of sport facilities allows it to compete on a national and regional basis in Canada, with higher costs in Toronto and Ottawa precluding those cities from hosting opportunities |
| Visiting Friends Relatives (VFR) | Visiting friends and relatives for residents | Toronto, Brampton, and Markham | To communicate tourism messaging to residents who host VFRs |

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' ¹¹ 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 neighborhood 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.¹²

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.¹

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

¹¹ Tourism Richmond Strategic Plan

¹² 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.¹³



¹³ 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.¹⁴

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.

¹⁴ See Appendix D for Ontario Tourism Funding



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 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 3.3: Mississauga Brand Logos



3.4 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:

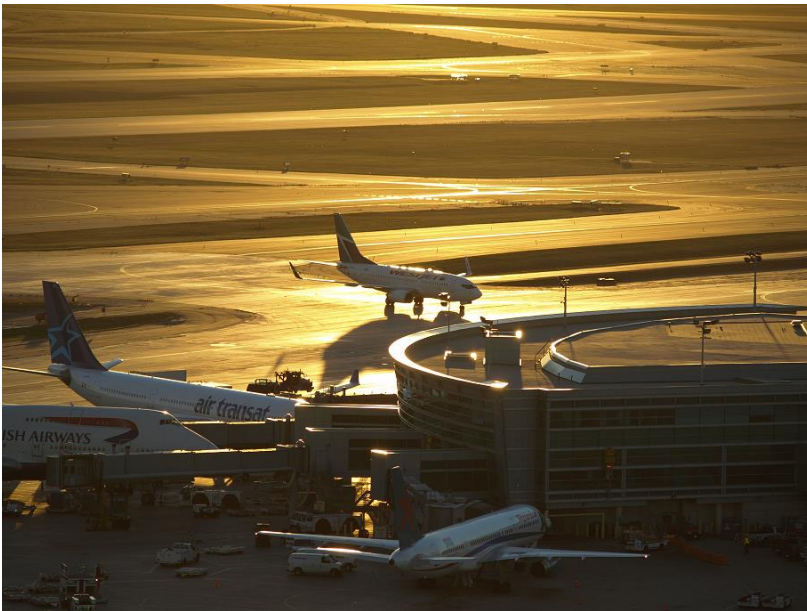
- Economic Development Office
- Culture (on heritage, museums, celebration square, etc.)
- Corporate Communications (on branding, newsletters, Council communications)
- Community Development in Recreation (engagement with BIA's)
- Tourism Advisory Board (brings staff and stakeholders to the table)
-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

- MiWay Transit
- Parks & Forestry
- Planning & Building

3.5 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 Pearson to Mississauga's core 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.

Conference Facilities

The City of Mississauga has the following conference facilities that support its infrastructure.

- International Centre
- Mississauga Convention Centre
- Hilton Meadowvale Conference Centre
- Novotel Toronto Mississauga Centre

Hotels

An assessment of the City of Mississauga lodging options, excluding the two destination hotels described above (Hilton Meadowvale Conference Centre and Novotel Toronto Mississauga Centre) categorizes the 46 hotels identified as in the following table.



Table 3.5: Hotel Assets in Mississauga

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

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)
- **The Mississauga SportZone Campus:**
Hilton Garden Inn, Quality Inn, Days Inn (380 rooms)



3.6 Tourism Assets

The City of Mississauga is recognized for its diverse population and 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):

- **Sports Lovers** who are predominately middle-aged men aged 35-54 with sports driving their travel;
- **Up and Coming Explorers** who are 18-34 year old individuals and families of diverse ethnicity;
- **Family Memory Builders** who are 35-54 year old parents focused on child activities;
- **Business Leisure** who utilize a trip for business purposes and add a day or two to their trip for business purposes; and
- **Knowledge Seekers** who are couples nearing retirement aged 55+ with a higher income entering a new phase in their lives as empty-nesters.

Matching of amenities or neighbourhoods within Mississauga to the visitor profile presupposes that the family or individual resides over 40 kilometers outside of Mississauga (day traveller) or travels from +2-3 hours distance creating the potential for an overnight stay or, at the very least, increased visitor spending within the destination.

Sport and Entertainment

A full listing of assets for Sport and Entertainment found in reflect the abundance of Mississauga's recreational facilities that are suitable for provincial or national sport competitions.

The Mississauga SportZone Campus 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 figure skating and curling competitions due its success in operating past events.

The Mississauga SportZone campus 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 SportZone Campus 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

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

Culture

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.¹⁵

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. Celebration Square, the Mississauga SportZone Campus, and Port Credit all host cultural festivals offering entertainment targeting the visitor segments of the 'Up and Coming Explorers' and the 'Family Memory Builders.' 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.

¹⁵ See Appendix E for the Mississauga Tourism Assets (Festival 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.

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 in Downtown Mississauga. The recently expanded complex offering 350 stores and over 40 food and beverage outlets 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.¹⁶

¹⁶ See Appendix E for retail asset listing

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 '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.¹⁷

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 budgets to attract visitors from throughout the province and bordering US states. The exception is the Mississauga SportZone Campus which hosts an assortment of sport and

entertainment events serving as a tourism destination for visitors from within Southern Ontario.¹⁸



¹⁷ See Appendix E for the asset listing of Parks and Natural Areas

¹⁸ See Appendix E for the asset listing of Attractions



Conference Facility

A key asset required in producing visitor spending to a municipality is 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.



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

Product Investment & Funding

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 .

A component of the City's Tourism Investment strategy includes supporting the increased role and profile of the BIA's. 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.

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, 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.

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.

Branding

An effective approach to promoting the visitor experience in Mississauga is in resident messaging. The foundation of Mississauga’s new brand story is built on three brand pillars, each of which effectively communicates an important element of Mississauga’s value proposition as a tourist destination:

1. 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 which visitors are invited to explore.
2. 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.

3. Mississauga is full of “Inspiring Possibilities” that spark the imagination and fuel creativity. From exploring the City’s many unique neighborhoods 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.

Mississauga’s brand positioning perfectly captures the essence of Mississauga’s brand message that should be at the forefront of all festival, entertainment, and sporting promotional strategies. Together, these three brand pillars perfectly articulate Mississauga’s diversity, natural beauty, and cultural vitality while enhancing its ability to gain profile with potential visitors across Canada and globally.

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 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.

Messaging

Mississauga's tourism assets include the diversity of its residents and its attractive waterfront. The City's diversity is the source of its cultural celebrations, ethnic cuisine options, and development in the arts as an entertainment centre. The notion that a creative city offers certain amenities that match the needs of its residents and can be translated into a tourism asset is applicable to Mississauga. The potential exists for this urban trend to be realized in the developed city core where high density residential and mixed use projects will attract an emerging population to the amenity-rich centre of the City. Developing an attractive 'live, work, play' concept along Mississauga's waterfront will attract business segments and create a tourist destination for those visiting Toronto and the GTA.

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 \(March 2013\)](#))

Partnerships and Alliances

Ontario

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.

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 Parapan Am Games (goal ball, powerlifting and wheelchair rugby)
- 2018 Ontario +55 Summer Games.

Toronto

Recent announcements regarding hotel tax and possible changes to the Destination Marketing Program necessitate a new discussion with Tourism Toronto. Both parties should engage in an evaluation of roles, responsibilities and funding models.

Niagara

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.

Canadian Sport Tourism Alliance

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.

Festival & Events Ontario

All future strategies with respect to tourism development will have the continued focus of Mississauga's cultural festivals. Continued participation with Festival & Events Ontario is an inexpensive yet valuable membership that assists in gaining profile for Mississauga as a prime location for community celebrations.

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 may 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 recognized by visitors and residents alike.*

Table 4.0.1: Strategic Focus Area #1

| Strategic Requirements and Actions | Timelines (years) | |
|--|-------------------|-----|
| | 0-2 | 3-5 |
| Identify tourism clusters to market and promote tourism initiative to target audiences | ✓ | |
| Define City role in determining potential for additional hotel supply (in downtown, waterfront and Mississauga SportZone Campus), 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 4.0.2: Strategic Focus Area #2

| Strategic Requirements and Actions | Timelines (years) | |
|--|-------------------|-----|
| | 0-2 | 3-5 |
| 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 4.0.3: Strategic Focus Area #3

| Strategic Requirements and Actions | Timelines (years) | |
|---|-------------------|-----|
| | 0-2 | 3-5 |
| 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 4.0.4: Strategic Focus Area #4

| Strategic Requirements and Actions | Timelines (years) | |
|---|-------------------|-----|
| | 0-2 | 3-5 |
| Implement a multi-year tourism plan with Tourism Toronto supported directly by a funding agreement | ✓ | |
| Conduct feasibility study for investment in 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 4.0.5: Strategic Focus Area #5

| Strategic Requirements and Actions | Timelines (years) | |
|--|-------------------|-----|
| | 0-2 | 3-5 |
| 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 4.0.6: Strategic Focus Area #6

| Strategic Requirements and Actions | Timelines (years) | |
|--|-------------------|-----|
| | 0-2 | 3-5 |
| 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 4.0.7: Strategic Focus Area #7

| Strategic Requirements and Actions | Timelines (years) | |
|---|-------------------|-----|
| | 0-2 | 3-5 |
| 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 4.0.8: Strategic Focus Area #8

| Strategic Requirements and Actions | Timelines (years) | |
|---|-------------------|-----|
| | 0-2 | 3-5 |
| 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 | | ✓ |

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 eight 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 |
| Total Impacts | | |
| 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 |
|--------------------------------------|------------------|------------------|
| Direct Impacts | | |
| 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 and Entertainment

| Asset | Visitor Profile* | | | | | Description |
|---|------------------|----|----|-----|----|---|
| | UCE | SL | BL | FMB | KS | |
| The Mississauga SportZone Campus 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 Mississauga SportZone Campus 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 | | | | | | |

| 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. |
| Sherway Gardens | ✓ | | ✓ | | | 3 major retail outlets malls serve in a viable 'tourism supporter role particularly for sport and event visitors. |
| Heartland Town Centre | ✓ | | ✓ | | | Outdoor Outlet mall 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 The Mississauga SportZone Campus | ✓ | | | ✓ | ✓ | 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. |
| The Mississauga SportZone Campus 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 | | | | | | |

Appendix F: Mississauga Tourism Assets (Transportation)

| Asset | Description |
|---------------------------------------|---|
| Pearson International Airport | Canada's largest and Busiest airport. In 2016, it handled 44,335,198 passengers and 456,536 aircraft movements, ^[5] 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. |
| 400 Series | Hwy's 401, 403, and QEW Major Expressways easily accessible to and from all Tourism Clusters. |
| GO Transit | Milton / Lakeshore Go Train service – GO Bus routes. |
| Mi Way | Mississauga's Public Transit, with routes connecting to GO Transit commuter rail and intercity buses. |
| Hurontario LRT transit project | 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. |

