



VISIT MISSISSAUGA

2024 Business Plan & Budget

VISITMISSISSAUGA.CA

1





PRESENTATION OVERVIEW

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2. About Visit Mississauga

- i. Board of Directors
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- iii. Our Mandate
- iv. 2023 Highlights and Initiatives

3. Tourism Audience and Services Model

4. Financial Overview

5. Appendices





BUSINESS PLAN SUMMARY

Visit Mississauga, is the official destination marketing and sales organization (DMO) for the City of Mississauga.

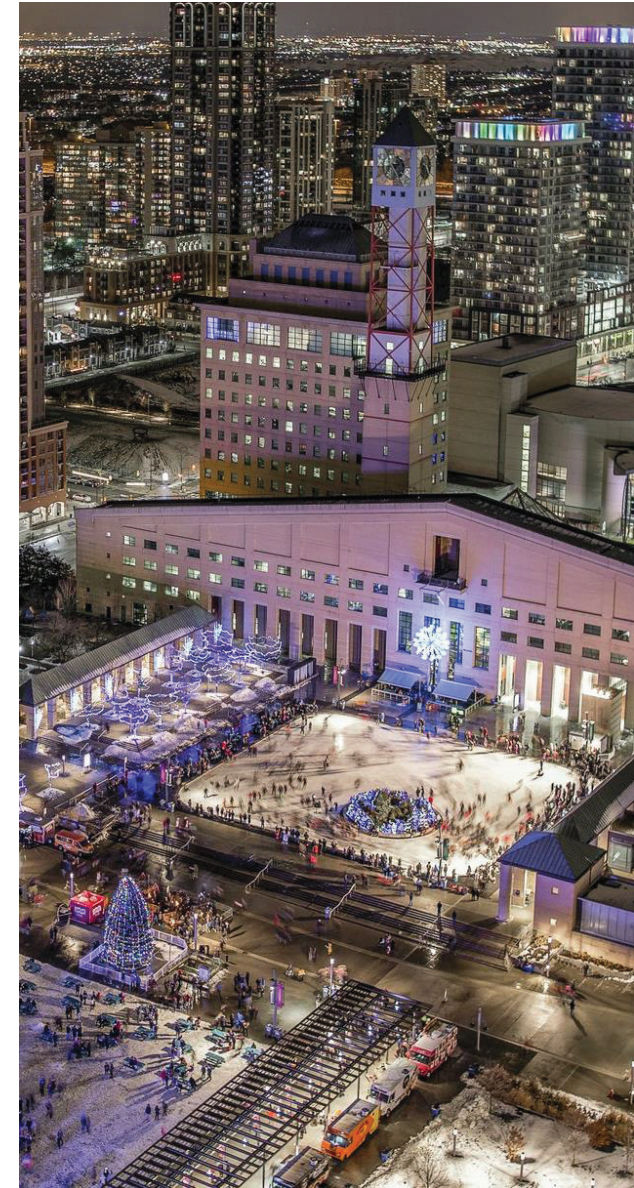
The Business Plan consists of three strategic focus areas:

- **Destination Development**
- **Destination Sales and Marketing**
- **Destination Management**

In 2023, many key initiatives were advanced, with a continued focus on Tourism Support Services through this uneven recovery and the implementation of new partnerships and growing the team.

The focus for 2024 is the launch of our new brand, building on the momentum from the return of business events, sports and domestic leisure travel audiences and growing our Marketing and Sales reach into the USA and beyond. Case building for DEMAND DRIVERS for the destination.

[VISITMISSISSAUGA.CA](https://www.visitmississauga.ca)





BUSINESS PLAN SUMMARY

Highlights of the 2024 Business Plan include:

- Sales and marketing tactics that continue to build on the story that will support the attraction of sport and business related events and festivals in the City of Mississauga that result in large economic spin-offs
- Marketing and communication initiatives that promote Mississauga as a stand-alone destination domestically and in partnership into the USA.
- Opportunities to develop a variety demand drivers.
- 2023 YTD financial overview & 2024 proposed budget

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VISIT MISSISSAUGA BOARD OF DIRECTORS

Sam Kohli

Chair, Visit Mississauga

Natasha Melanson

Board Secretary, Visit Mississauga

Stephen Dasko

City of Mississauga Council Member

Brad Butt

City of Mississauga Council Member

Michael Mendel

Greater Toronto Airports Authority

Brett McDermott

Mississauga Board of Trade (MBOT)

Susan Stewart

Olympian, Coach & Author

John Pappas

The Crooked Cue Restaurant

Rafaa Chapti

Night Market Toronto

Lesley Boughen

Vice Chair, Visit Mississauga

Toni Frankfurter

Past Chair, Visit Mississauga

Carolyn Parrish

City of Mississauga Council Member

Sandra Martin

International Centre

Sara Anghel

Greater Toronto Hotel Association

Ron Duquette

Corporate Filmmaker (Retired)

Louie Manzo

Warrick Manzo & Dunn Inc. Advertising Agency

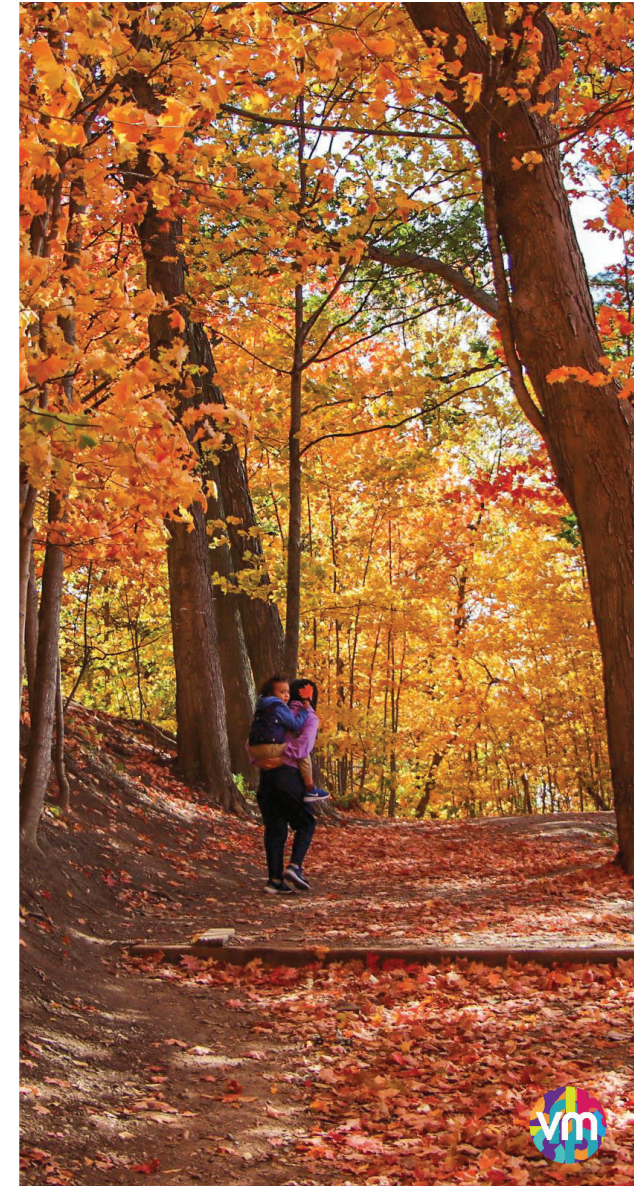
Frank Russo

Four Points Toronto Airport Hotel

Victoria Clarke

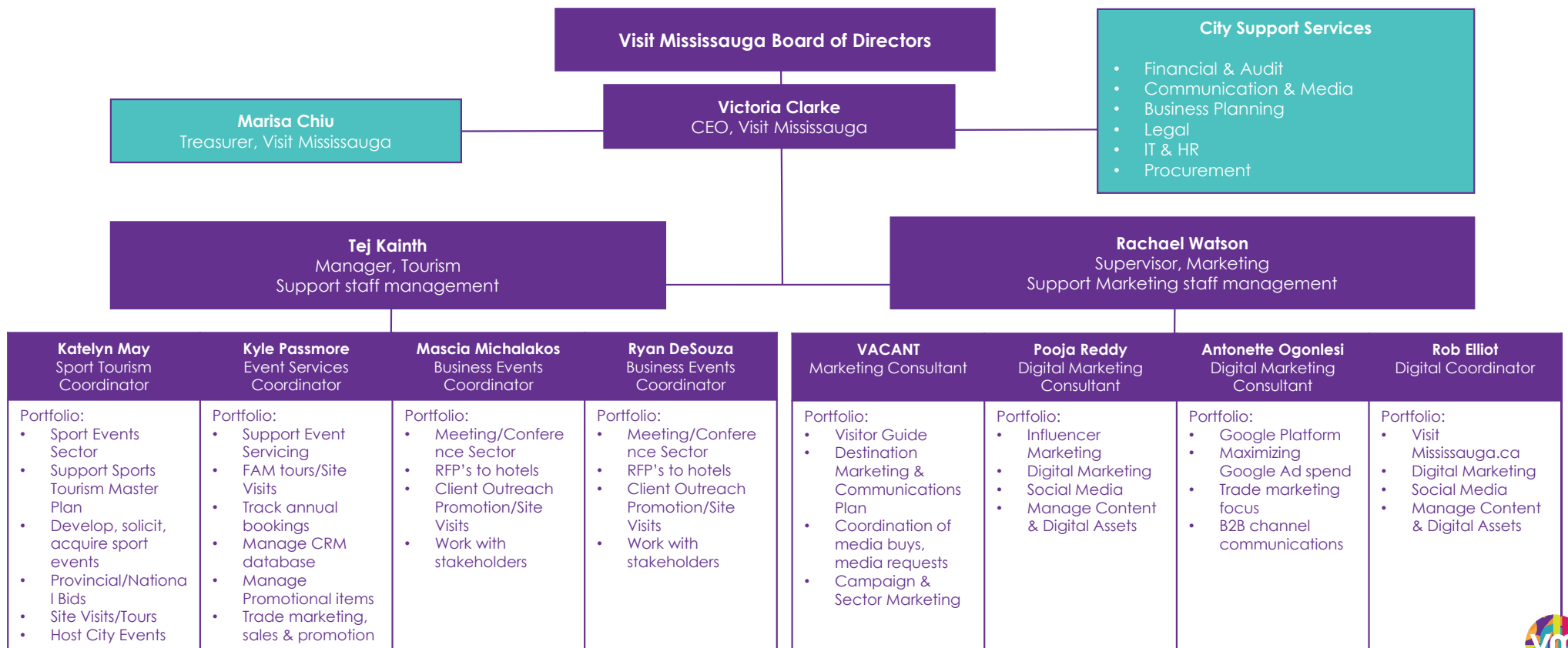
CEO, Visit Mississauga

VISITMISSISSAUGA.CA





ORGANIZATION STRUCTURE





VISIT MISSISSAUGA MANDATE

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





TOURISM SUPPORT SERVICES

- Participation in RTO5 Partnership opportunities including application support for TRF
- Participation in Industry Events and Advocacy
- Support for the recovery of Festivals and Special Events
 - This sector continues to struggle to recover as Sponsorship has not come back to 2019 levels and volunteer leadership burn-out





2023 HIGHLIGHTS & INITIATIVES

1. Position Mississauga as a leisure destination through incentive programs and marketing campaigns:

- Attended 20+ sales events in 2023 raising awareness of Mississauga as a business events destination.
 - approximately 3000 touchpoints across all sales events
- Hosted approximately 20 major sporting events in 2023
 - resulting in \$22.5 Million in estimated economic impact
- Hosted CSAE Summer Summit
 - incredible feedback
- Hosted 2023 Tourism Industry of Ontario Annual Summit
 - sold out – record high in attendance

[VISITMISSISSAUGA.CA](https://www.visitmississauga.ca)





2023 HIGHLIGHTS & INITIATIVES

1. Position Mississauga as a leisure destination through incentive programs and marketing campaigns:

- Globe and Mail partnership – 3 feature articles
 - Fashion / Food / Fun
- Summer Campaign of #MySaugaSummer Bandwango Pass
 - 400 redemptions to date
- Partnership with Uber Eats “Taste the World” Billboard for 2 Campaigns
- Hosted 12+ Social Media Influencers
- Launch of “Next Time You are Here” video series hosted by culinary authority - Suresh Doss - 125K views to date
- Illumi and Jurassic World – both extended

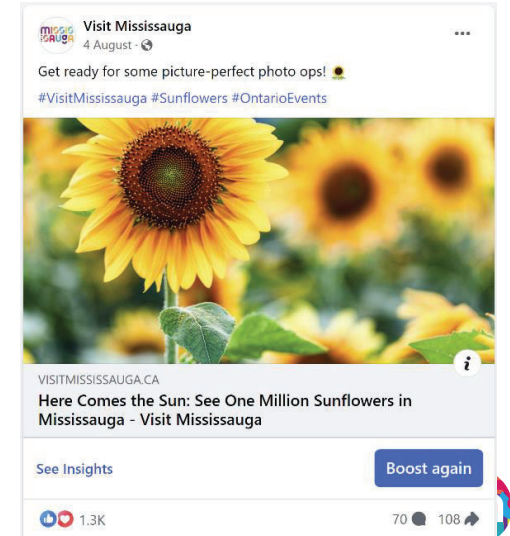
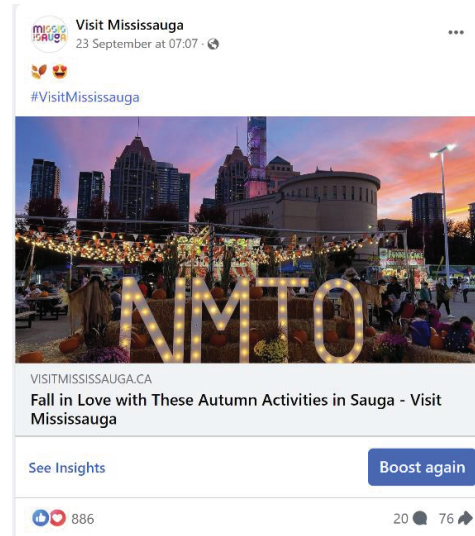
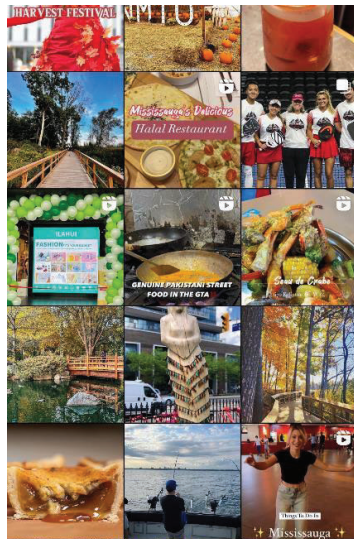
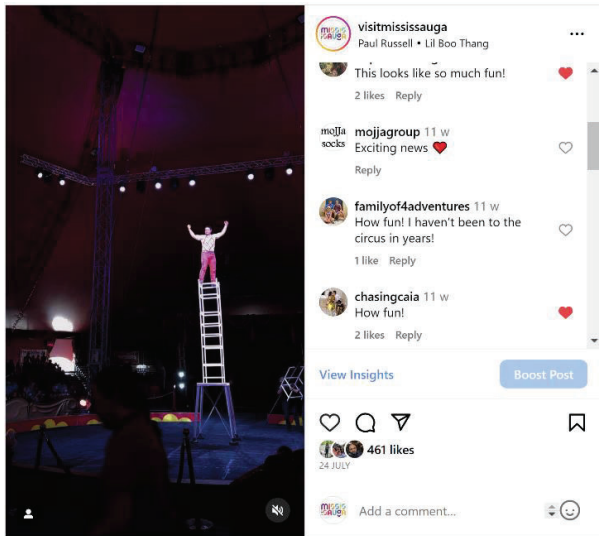
[VISITMISSISSAUGA.CA](https://www.visitmississauga.ca)

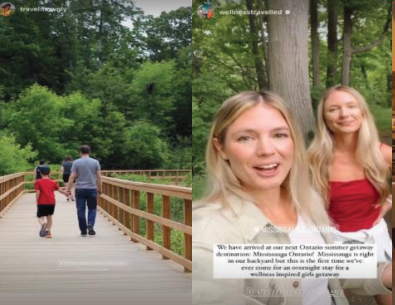
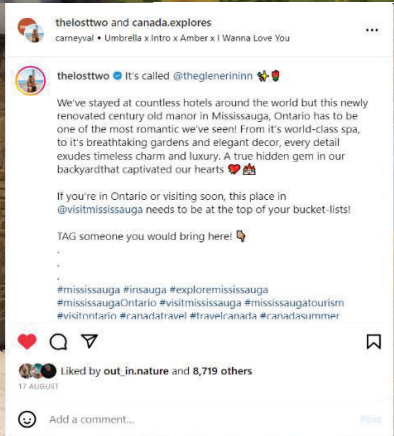
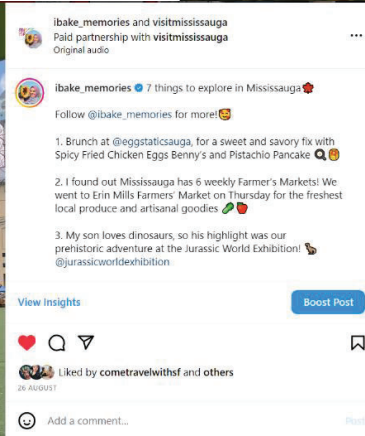
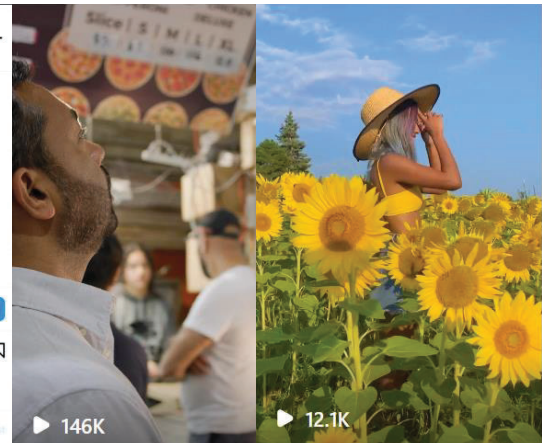
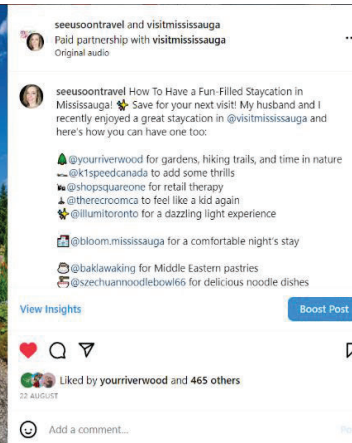


 Visit Mississauga  622 subscribers
  392   Share  Download  Clip  Save ...

Join renowned food explorer and culinary enthusiast Suresh Doss on an unforgettable gastronomic journey through the vibrant city of Mississauga. In this captivating YouTube series, Suresh v ...more

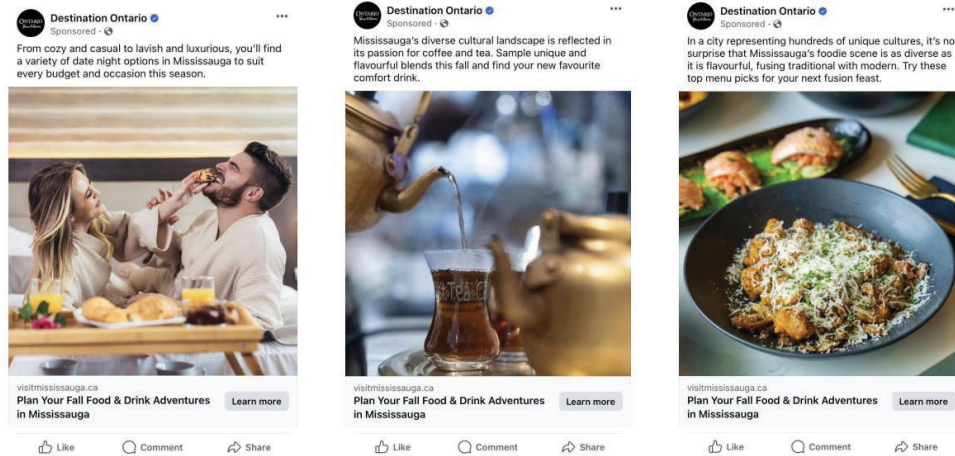
Wow! So happy you made it.
Cawthra Holding Plaza is a hidden
gem in the city!





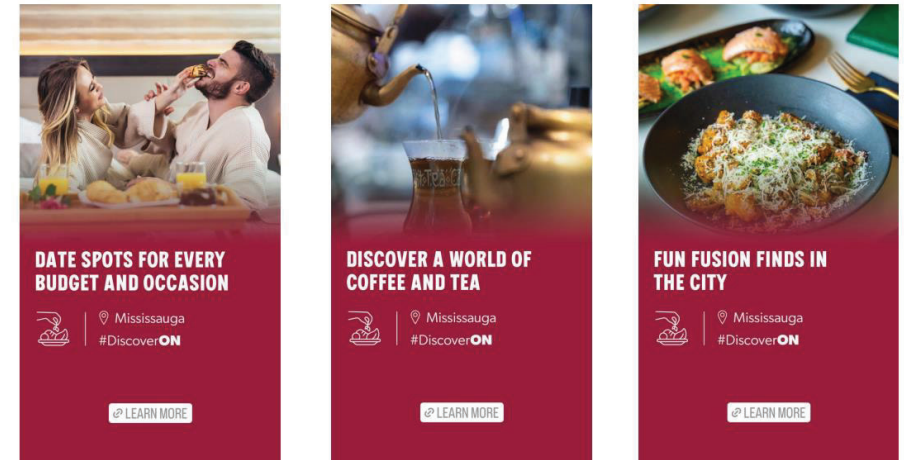
FEATURED ARTICLES – NEWSFEED ADS

Creative will be carried through Facebook, Instagram and Google Discovery.



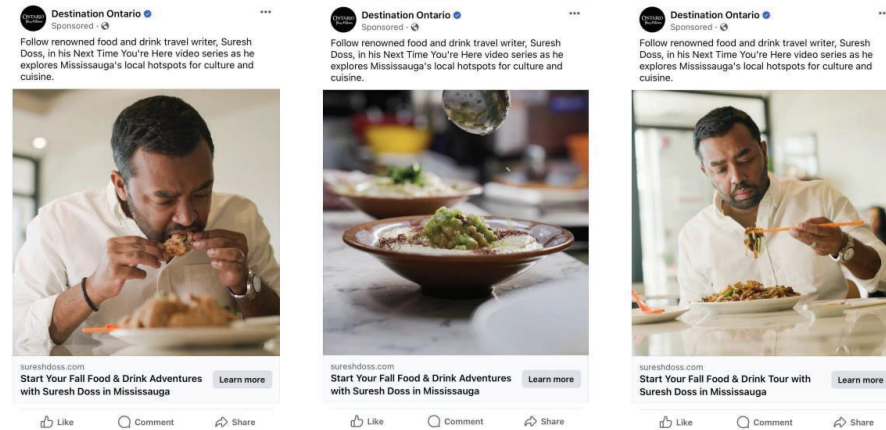
FEATURED ARTICLES – STORY ADS

Creative will be carried through stories and reels on Facebook and Instagram.



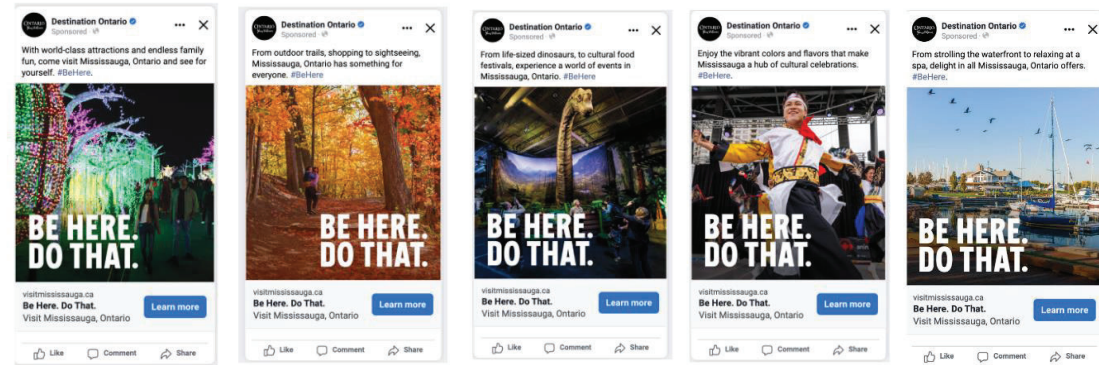
FEATURED OPERATORS – NEWSFEED ADS

Creative will be carried through Facebook and Instagram newsfeed ads.



PARTNER - SOCIAL NEWSFEED AD MOCKS

Creative will be carried through Facebook, Instagram and Google Discovery.



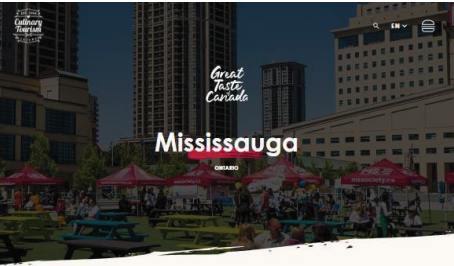


A RESTFUL RETREAT IN MISSISSAUGA

Mississauga is a wellness hub and the perfect destination for a luxurious city escape. Whatever self-care looks like for you, treat yourself and recharge in Mississauga.

WELLNESS MEANS DIFFERENT things to different people. We're just as likely to find a relaxing spa treatment as a gourmet meal or a scenic hike. Whatever your idea of wellness, Mississauga has it all. From world-class spas to scenic trails, there's something for everyone. Discover the many ways to unwind in Mississauga.

At a glance, however you prefer to pamper and relax, the options in Mississauga are plentiful. It's a wellness destination. Mississauga offers the perfect blend of progress, nature, wellness, top-tier spas, stunning boutique hotels, mouth-watering restaurants and award-winning spas. Whether you're here for a day trip or a week-long retreat, Mississauga will have you feeling brand new.



Dazzle your taste buds with a diverse food experience in Mississauga. Located along the shores of Lake Ontario and home to Pearson International Airport, this unique and vibrant city is home to a huge variety of global cuisines, comfort food, fine dining and more. In fact, no matter where you're from, it's always easy to find a taste of home without leaving the city.

Consider planning a day weekend or your next vacation to globalized casual beauty in Mississauga. From authentic Korean BBQ and trendy street food to Mediterranean seafood steaks, this delicious and diverse menu has it all. It's the perfect blend of comfort and adventure.



CITY CENTRE
Start your morning at the Sunway One City Shopping Centre. With more than 250 different shops and restaurants to choose from, including high-end retail, it's one of the best ways to start your day in Mississauga. Then, discover the stunning Kew Falls. There's plenty of scenery beauty to appreciate.

STREETSVILLE
For a fresh and fluffy start to your day, head to Streetsville. For a fresh and fluffy start to your day, head to Streetsville. For a fresh and fluffy start to your day, head to Streetsville. For a fresh and fluffy start to your day, head to Streetsville.

ERIN MILLS
The Erin Mills area is one of the most beautiful in Mississauga. It's a beautiful area with a mix of natural beauty and urban development. It's a beautiful area with a mix of natural beauty and urban development.

MISSISSAUGA TOURISM
Discover the many ways to unwind in Mississauga. From world-class spas to scenic trails, there's something for everyone. Discover the many ways to unwind in Mississauga.

MISSISSAUGA: A Cultural Canvas

Mississauga is a city of villages, nestled through the integration of several heritage communities, including Port Credit, Streetsville, Clarkson, Cooksville and Milton.

#DYK
THE INTERNATIONAL CENTRE'S STATE-OF-THE-ART KITCHEN CREATES DISHES INSPIRED BY CUSTOMERS FROM AROUND THE WORLD

FAST FACTS
• The International Centre is Mississauga's largest event space, boasting 15,000 sq. ft. of conference space and 15,000 sq. ft. of exhibit space.
• 15,000 sq. ft. of exhibit space and 15,000 sq. ft. of exhibit space.
• 15,000 sq. ft. of exhibit space and 15,000 sq. ft. of exhibit space.

ENTERTAIN. MEET. INNOVATE.

The Living Arts Centre provides dynamic spaces for unique events, conferences, and meetings in the heart of Mississauga.

livingartscentre.ca

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livingartscentre.ca

MISSISSAUGA IS CALLING!

Discover the charms of Mississauga - a vibrant city with diverse cultural experiences, stunning natural scenery, and exciting events & attractions. Explore, Enjoy and Create unforgettable memories!

EXPERIENCE THE BEST OF MISSISSAUGA LIVE EVENTS, FESTIVALS, SPORTS & MORE!

Mississauga hosts a variety of diverse cultural live events, festivals, and sports and business conferences in its remarkable state-of-the-art venues. Experience world-class entertainment in stunning settings that will take your breath away.

STAY IN MISSISSAUGA

From luxury hotels to cozy B&Bs, there's something for everyone. Mississauga has everything for you and your loved ones to make memories at every turn.

SAUGA SAVINGS PASS

Join us at the premiere tourism industry event of the year, Ontario Tourism Summit, for the first time ever in Mississauga! This year's summit focuses on knowledge, learning and building confidence in Ontario's tourism sector.

Don't miss out on two days of connecting with industry professionals, learning from experts, and gaining strategies to thrive in the new normal.

Register now at the link below to take advantage of limited Advanced Rate!

<https://lnkd.in/g/PWrmjh>

#OTS23
#OntarioTourismSummit
#VisitMississauga Visit Mississauga

A CULTURAL HUB

Mississauga is a vibrant cultural hub, boasting a diverse range of arts, music, cuisine, and traditions that celebrate the city's multicultural identity.

Get The Inside Scoop And Save More!

Sign up for the FREE SAUGA Savings Pass Today! This exclusive pass is your key to unlocking exclusive discounts and offers at top attractions, restaurants, and retailers in Mississauga. Save big on your next visit at mississauga.ca/sauga-savings-pass

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#OTS23
#OntarioTourismSummit
#VisitMississauga Visit Mississauga

Budget-Friendly to Luxurious:
Date Night Ideas near GTA

Mississauga's Culinary Melting Pot:
A Fusion of Flavours and Cultures

Mississauga: A Family-Friendly Escape

Ontario Tourism Summit 2023

Ontario Tourism Summit is coming to Mississauga!

October 24 & 25
Hilton Toronto Airport Hotel

Top Recommendations

Start planning a refreshing vacation with these simple itineraries, inspiring stories, stunning places and must-do experiences unique to Mississauga.

Ontario Tourism Summit 2023

Ontario Tourism Summit is coming to Mississauga!

October 24 & 25
Hilton Toronto Airport Hotel

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Latest Airlines Tour Operators Destinations Cruise Hotels & Resorts Travel Web

Best Places To Travel For Business – Ask Hickory Global Partners

By Javier Media | September 14, 2022

Hickory Global Partners has released details of the most popular cities for domestic and international business travel as of second quarter 2022 based on member bookings through Hickory's platform and average daily rate of spend.

The top ten cities in the United States for business travel, beginning with the most popular, are: Houston, Texas; San Diego, California; New York, New York; Chicago, Illinois; Atlanta, Georgia; Orlando, Florida; Charlotte, North Carolina; Austin, Texas; Las Vegas, Nevada; and San Antonio, Texas.

For international business travel, the top ten most popular locations are: London, England; Toronto, Ontario, Canada; Montreal, Quebec, Canada; Stockholm, Sweden; Calgary, Alberta, Canada; Mississauga, Ontario, Canada; Dubai, United Arab Emirates; Tokyo, Japan; Singapore; and Sydney, Australia.

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#OTS23
#OntarioTourismSummit
#VisitMississauga Visit Mississauga



2023 HIGHLIGHTS & INITIATIVES

2. Financial and/or In-Kind Marketing Support for Festivals & Events

- #NMTO (Self Made, Halal Fest, Harvest Fest, Holiday Markets and Souks)
- Bollywood Monster Mash-Up
- Southside Shuffle
- Carrasauga
- Run the World Summit
- Italfest and more

3. Sales Activations to attract future meetings & conferences:

- Hosted CSAE Summer Summit
- Hosted 2023 Tourism Industry of Ontario Annual Summit
 - record attendance
- Hosted approximately 20 major sporting events in 2023
 - resulting in \$22.5 Million in estimated economic impact
- Sales Presence at 20+ industry events
 - Professional Convention Management Association
 - Canadian Society of Association Executives
 - Meeting Planners International – Toronto and Ottawa
 - Canadian Meetings and Events Expo 2023
 - Venue Series – Mississauga, Toronto, Ottawa, Montreal

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2023 HIGHLIGHTS & INITIATIVES

4. Successful Sport Tourism events hosted by Mississauga:

- Feb. 25-26 2023 World Rowing Indoor Championships
- Mar. 13-17 LNHL
- Apr. 21-23 National Soccer Coaches Association of Canada - Convention
- Apr. 1 Canadian Physique Alliance - Pure Muscle & Fitness Competition
- Apr. 30 Mississauga Half
- May 20-21 Ontario Table Tennis Association - Ontario Nova Open
- May 27-28 Ontario Table Tennis Association - 2023 Canadian Para Championships
- Jun. 3-4 Ontario Table Tennis Association - Senior Selection / Pan Am Games
- Jun 23 -Jul 17 GT20 Canada - Hotel ONLY - Hilton Toronto Airport

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2023 HIGHLIGHTS & INITIATIVES

4. Successful Sport Tourism events hosted by Mississauga:

- Jun. 25-26 Diversity in Sport Conference
- Jul. 14-16 Ontario Ball Hockey Federation Provincial Championships U8/10/12
- Jul. 19-22 Canadian Ball Hockey Association National Championships
- Jul. 29 Spikeball Tour Series
- Aug. 14-26 Cricket Masters Championships
- Aug. 16-20 Canadian Blind Hockey Development Camp
- Sept. 30-Oct. 1 Canadian National Pickleball League National Championships
- Nov. 10-12 Gymnastics Mississauga - Women's Tour Selection Competition
- Nov. 17-18 Ontario Ball Hockey Federation AGM
- Dec. 1-2 RBC Training Ground National Final
- Dec. 1-2 Toronto International Tournament of Martial Arts

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2023 HIGHLIGHTS & INITIATIVES

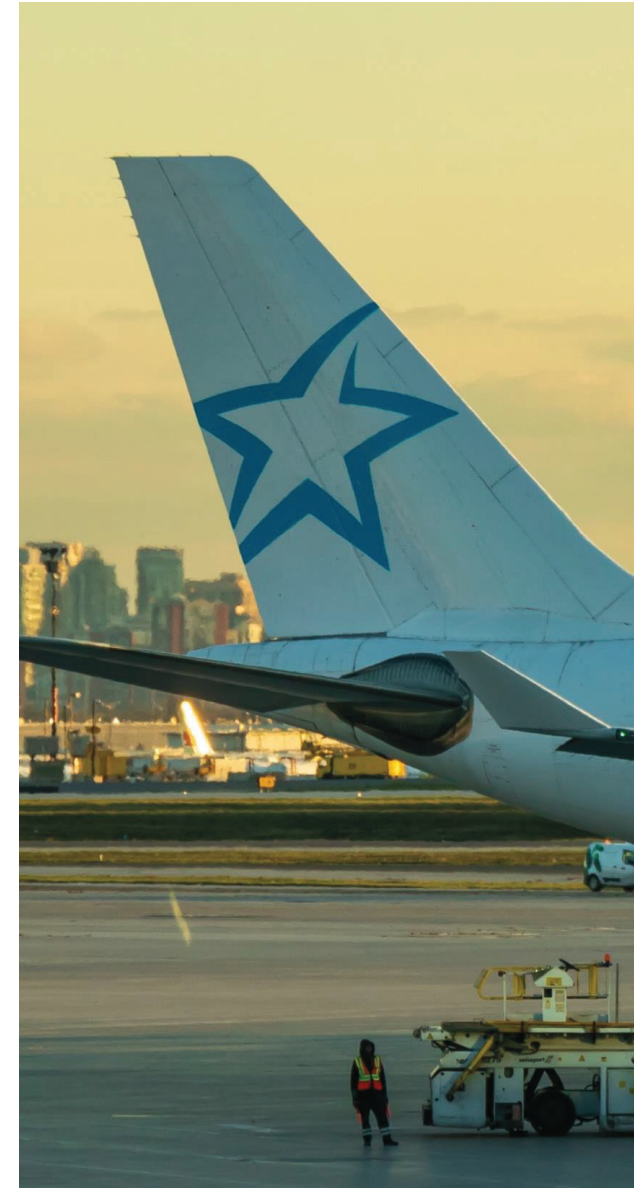
5. Enhancement of Destination Marketing Tools

- Continued and expanded Expedia & Hoppers Partnerships
- Use of Uber for Business credits to enhance delegate experience
 - CSAE Summer Summit – to all retail points in

6. Stakeholder Engagement & Industry Collaboration

- Joined Destination International's:
 - Canadian Destination Leadership Council - Executive
 - Certified Destination Management Executive CDME – Board
 - DI Foundation Board – Development Committee Co-Chair
- Attended Tourism Industry Association of Ontario & Canada Conferences and Destinations International Annual Summit
- Attended Tourism Day at Queens Park and Hill Days in Ottawa
- Sponsor of the Tourism Award at MBOT Awards

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TOURISM AUDIENCE



Residents

Local Mississauga



Sales Clients

Local, Provincial, National



Visitors

Markets of Highest Affinity

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SERVICES MODEL



Visit Mississauga has separated its Services Model into **three distinct categories**:

- **Destination Development**
- **Destination Sales and Marketing**
- **Destination Management**

Each category includes specific areas of focus and key initiatives that will increase awareness of Visit Mississauga and promote Mississauga as a stand-alone destination.



2023 FINANCIAL UPDATE | OVERVIEW

MAT Funding | Visit Mississauga Portion

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

Description	2024 Projected Reserve Balance (\$000s)	2024 Projected Reserve Balance (\$000s)	2022 (\$000s)	2021 (\$000s)	2020 (\$000)
Beginning Balance	18,833	16,814	13,376	11,511	10,505
Contribution for Visit Mississauga	9,000	7,100	6,646	3,626	1,868
Program Expenditure	(8,433)	(5,081)	(3,208)	(1,761)	(862)
Ending Balance	19,400	18,833	16,814	13,376	11,511





2023 FINANCIAL UPDATE | OVERVIEW

MAT Funding Proposed Increase to 6% | Visit Mississauga Portion

Municipal Accommodation Tax (MAT) is proposed to increase to 6%, with the increase to be implemented on January 1, 2024. The Province of Ontario requires 50 per cent of the MAT revenues be directed to an eligible tourism entity, which is Visit Mississauga. The remaining 50 per cent of MAT revenues will be used by the City of Mississauga to fund tourism-related capital and programming initiatives.

	2023 Budget	2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2023 Forecast
MAT- 50%	\$ 4,835,480	\$ 9,000,000	\$ 10,000,000	\$ 11,000,000	\$ 12,000,000	\$ 7,100,000
Incremental increase		\$ 4,164,520	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	





2023 FORECAST TO BUDGET

Description	2023 Forecast (\$000s)	2023 Budget (\$000s)	Variance (\$000s)
Expenditures to Deliver Current Services			
Program & Services	1,800	1,800	0
Marketing & Communications	1,485	1,985	500
Industry Insights	200	200	0
Partnerships	135	135	0
Visitor Services	55	55	0
Overhead	249	249	0
Miscellaneous	100	100	0
General Labour	1,057	1,403	346
Total Expenditures	5,081	5,927	846





2024 PROPOSED OPERATING BUDGET

Description	Comments	2024 Proposed Budget (\$000s)	2023 Budget (\$000s)	Variance (\$000s)
Expenditures to Deliver Current Services				
Programs & Services	Tactical initiatives that leverage opportunities in Destination Development, Destination Marketing and Visitor Services	2,988	1,800	1,188
Marketing & Communications	Tools and initiatives that will position Mississauga as a tourism destination by promoting product offerings and experiences	2,985	1,985	1,000
Industry Insights	Resources that will monitor, measure and forecast tourism development and industry performance	200	200	0
Partnerships	Opportunities for collaboration with local, regional, provincial and national tourism related associations	135	135	0
Visitor Services	Customer service programs and servicing tools to enhance the visitor experience	55	55	0
Overhead	Includes labour & other operating expenses provided by the City	249	249	0
Miscellaneous	Includes audit fees, Board expenses, printing, office supplies, etc.	100	100	0
General Labour	Staff Salaries	1,721	1,403	318
Total Expenditures		8,433	5,927	2,506





2024 PROPOSED BUDGET | OVERHEAD COST DETAILS

Description	2024 (\$000s)	2023 (\$000s)
Citywide Overhead Labour cost breakdown		
Marketing and Promotion	76	76
Finance Support	58	58
Community Services- Business Planning & Admin Support	41	41
IT Support	30	30
Legal Services	17	17
Senior Management Oversight	14	14
Material Management	10	10
Human Resources	3	3
Citywide Overhead Labour cost	249	249
Citywide Overhead Operating cost- Office Space	0	0
Total	249	249





2024 SUMMARY OF FULL-TIME EQUIVALENTS

The City delivers services and services are delivered by people. As part of the budget, the City reports on how many full-time equivalents (FTEs) it employs. Some of the new initiatives proposed in the 2024 Budget require staffing in order to be able to deliver the increased service level.

Year	2023	2024	2025	2026	2027
FTEs	10.0	13.0	13.0	13.0	13.0





DESTINATION DEVELOPMENT | GOALS

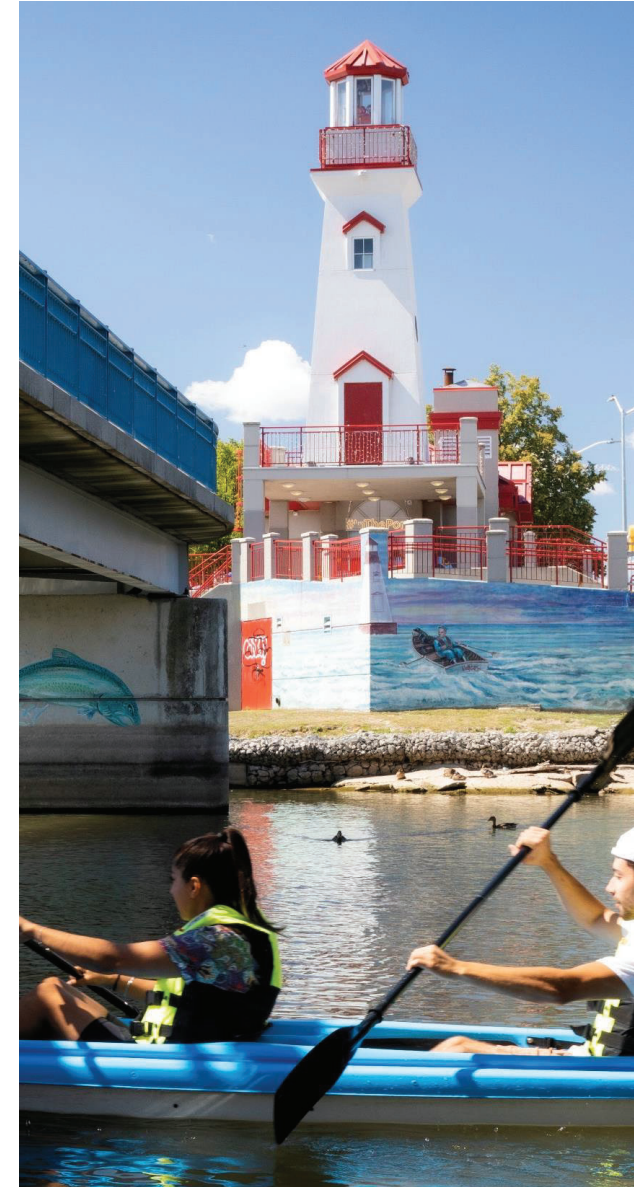
Programs and Services

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

Policy and Planning

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

VISITMISSISSAUGA.CA





DESTINATION MARKETING & SALES | GOALS

Sales, Marketing & Communications

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

Visitor Services

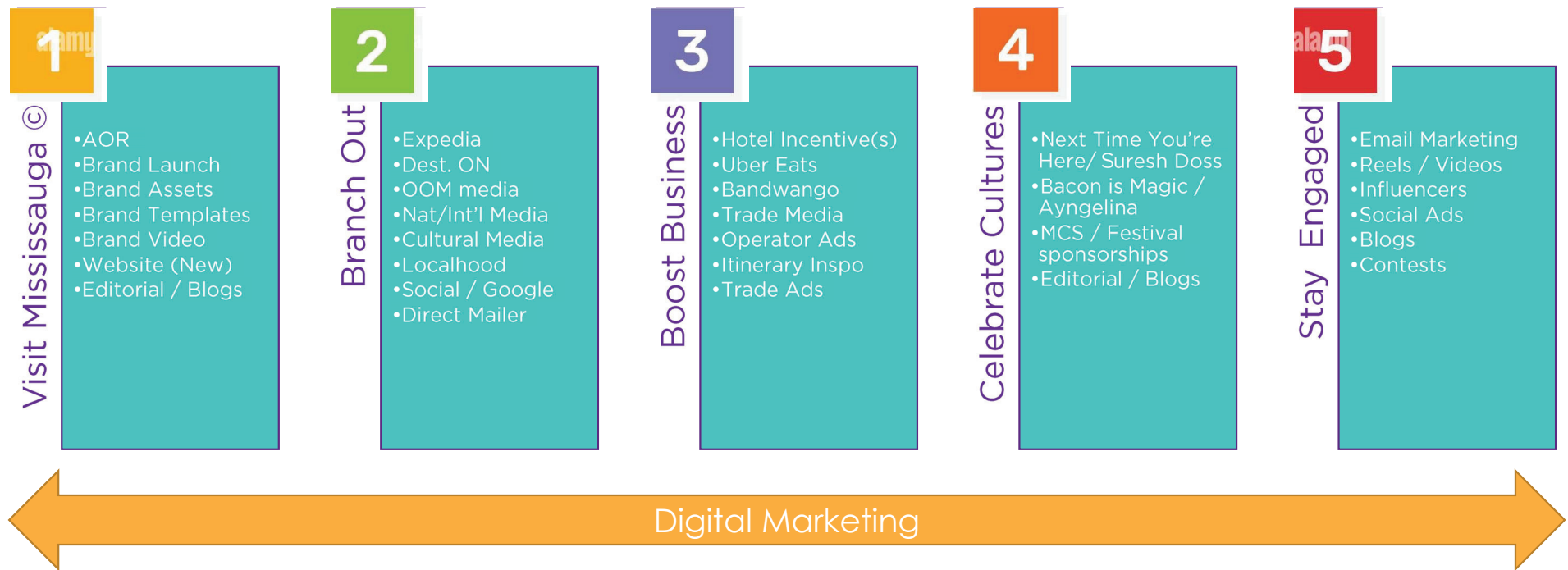
- Develop a common tourism 'key assets' awareness plan to ensure that a consistent message is provided to residents, businesses, and business travellers with respect to the tourism assets and visitor experiences available in Mississauga
- Align tourism messaging with resident communications to showcase the City's attractions, festivals and events
- Position Mississauga as a welcoming city for locals and visitor alike

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TOURISM MARKETING – 2023 SUMMARY



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DESTINATION MANAGEMENT | GOALS

Stakeholder Engagement & Partnerships

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

Industry Insights

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

See Appendix 1, slides 26-31 for proposed initiatives

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PROPOSED INITIATIVES: PROGRAMS & SERVICES

Tactics	Deliverables	Timeline
If Pays to Stay Program	- Incentives to support leisure travel attraction - Out of House Marketing activities	Q1 - Q2
Hotel Sales Incentive Program	Incentives for local regional meetings	Ongoing
Co-Op Marketing Program	Facilitate external marketing opportunities for industry and/or sector led marketing and promotion	Ongoing
Sport Event Hosting	- Citywide list for hotel partners - Sponsorship and in-kind marketing investments	Ongoing
Business Event Hosting	- Incentives for citywide national and international business meeting attraction - ATMS	Ongoing
Festival Event Hosting TBA	- Support for existing or emerging festivals and major events that support organizational pillars - Illumi - Mississauga Celebration Square Collaborations	Ongoing





PROPOSED INITIATIVES: POLICY & PLANNING

Tactics	Deliverables	Timeline
Play an active role in the development of tourism/cultural districts	- Representation on core committee - Collaboration with internal and external network	Ongoing
Initiate incubator program to identify 'early development' community cultural groups and provide support, including networking opportunities with established festival operators	- Online databases of best practices - Participate in an interdepartmental Special Events Committee and provide tourism-related support as needed	Ongoing
Develop a strategy to encourage and attract the tourism sector, providing the City a plan for tourism development throughout the municipal planning process	Tourism staff to serve on planning committees: - Cultural districts working group - Lakeview Plan - Credit Valley Trail – Mississauga Chapter - Align initiatives with other city led plans i.e. Smart City, Creative Cities, EDO	Ongoing
Work in collaboration with all BIAs, and applicable City departments/ divisions, to identify roles and responsibilities for advancing the objectives of the Tourism Master Plan	Develop co-op marketing and destination development opportunities that will enhance BIAs as tourism destinations	Ongoing





PROPOSED INITIATIVES: MARKETING & COMMUNICATIONS

Tactics	Deliverables	Timeline
Brand Development	• Full year agency fees, additional brand launch / awareness elements & campaign(s) • New website development, New brand video assets, etc.	Ongoing
Brand Campaigns	• Consumer campaigns • Event promotion (Festival and Sport) • Business Event attraction installations • Additional investment into "always on" partnership media, and international markets / marketing opportunities (India, USA, cultural media, Expedia+, etc.) • Additional investment into search / social & influencers, and more content creation Includes 4 episodes with Suresh	Ongoing
Trade Events (M&C, Sport)	• MPI – 4 events • CSAE – 9 events • PCMA – 2 events • Sport Event Congress and SpoHoX • Int'l M&C – 2 events (MPI WEC, IMEX) • Travel Trade (OMCA, RC, BQ)	Ongoing
FAM Tours and Site Visits (M&C, Sport, Media)	• Sport and Conference business FAM Tours • Site Visits • Digital Assets and virtual tours	Ongoing





PROPOSED INITIATIVES: VISITOR SERVICES

Tactics	Deliverables	Timeline
Build a local Brand Ambassador Program that targets residents, businesses, newcomers and social media influencers to be a tourist in their hometown and promote Mississauga's tourism businesses and experiences to their personal and professional networks	- Frontline Industry FAM Tours - Influencer marketing campaign	Q2
Review and develop frontline visitor servicing programs city wide to enhance positive first-impressions of the destination	Update Visitor Services Strategy - Review visitor servicing tools - Consider developing a local tourism signage program and set of policies - Value added incentives - Go digital	Q1, Q2





PROPOSED INITIATIVES: STAKEHOLDER & PARTNERSHIP ENGAGEMENT

Tactics	Deliverables	Timeline
Continue engagement strategy for all stakeholders by hosting and/or facilitating events and workshops that relate to tourism best practices, current industry trends, and opportunities	- Annual sector roundtable events - Webinars & workshops - E-Newsletter - Tourism industry showcase	Ongoing Ongoing Ongoing Q2
Continue to maintain and expand partnerships with agencies and municipalities where feasible to advance tourism initiatives	- Maintain memberships with sector/industry led associations regional, provincial, national & international - Pursue government grants for Tourism Support programs	Ongoing Ongoing





PROPOSED INITIATIVES: INDUSTRY INSIGHTS

Tactics	Deliverables	Timeline
Determine Key Performance Indicators (KPIs) and generate industry-wide statistics program	• CRM system (attending SimpleView Summit) • Shared research resource (with Destination Toronto & Tourism Brampton) • Produce and present quarterly reports on industry performance	Q1 in progress Quarterly
Consulting Services	• Sector strategies • Tourism investment & innovation	Ongoing
Research & Data	• Smith Travel Research (STR) • Tourism Economics • Destination Canada Data Collaboration	Ongoing Ongoing In progress



