



Advancing Our Downtown Vision



Council, March 11, 2026

The Vision



Performing
Art Centre

Hotel

Rental
Apartments

Office

Convention
Centre

Retail



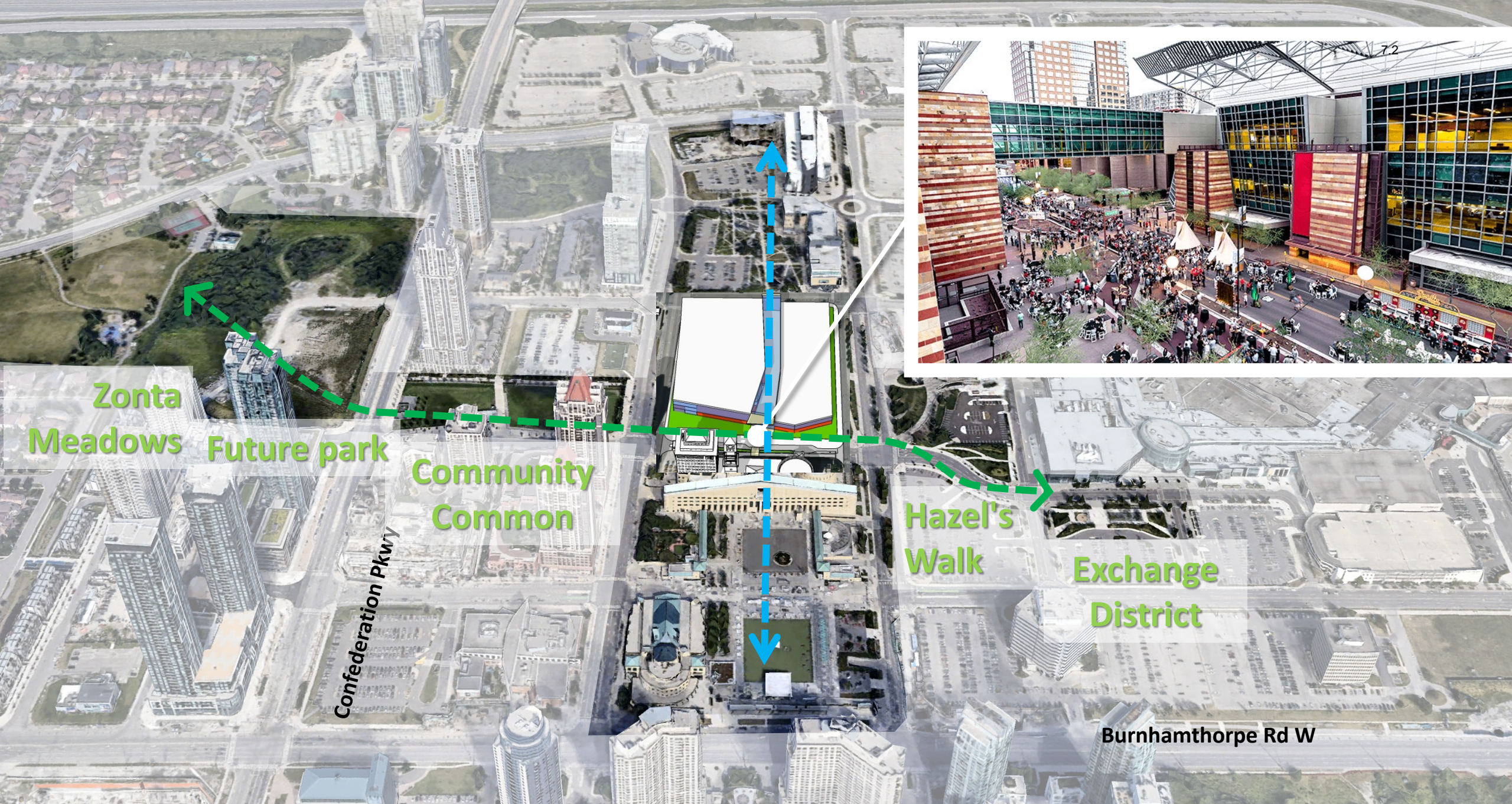




The Well



7.2



Zonta Meadows Future park

Community Common

Hazel's Walk

Exchange District

Confederation Pkwy

Burnhamthorpe Rd W

Princess Royal Drive as a key public realm & open space linkage (photo reference: Phoenix Convention Center)

How We Got Here

Context

- Major transit investments approved and underway in downtown Mississauga (Hurontario LRT, downtown loop, new transit terminal)
- Population growth
- Growing pressure for destination-scale cultural, tourism, and employment infrastructure
- The Living Arts Centre requires significant reinvestment, including approximately \$120 million in state of good repair needs
- Downtown lacks purpose-built convention, event, and large-scale cultural infrastructure
- Celebration Square is heavily programmed while Community Common is under utilized for its location
- Limited new office and hotel development downtown in over two decades



How We Got Here

Foundational Analysis & Needs Identification

Market & Feasibility

- **SACL (site suitability, market context, & early feasibility)**
 - *Confirmed the LAC lands are physically and strategically suitable for destination-scale convention and cultural uses, while identifying the need for long-term flexibility and further business-case work.*

Culture and Music

- **Music Strategy**
 - *Identified the absence of large-format, flexible music venues and positioned music infrastructure as an economic and city-building asset, not just a cultural amenity.*
- **Hear and Now (local live music impacts)**
 - *Demonstrated that live music already contributes to Mississauga's economy, tourism, and night-time activity, but is constrained by limited venue infrastructure.*
- **Cultural Gap Analysis**
 - *Confirmed gaps in performance, production, rehearsal, and education spaces that cannot be addressed through incremental upgrades to existing facilities.*



How We Got Here

Foundational Analysis & Needs Identification

Land Development

- **Land Appraisal and residual land value**
 - *Assessed the economic implications of different redevelopment scenarios, reinforcing the importance of integrated, mixed-use approaches over isolated land disposition.*
- **Development Pro Forma**
 - Tested development feasibility under current market conditions, highlighting the need for coordinated phasing and civic investment to achieve long-term value.

Tourism

- **2024 Tourism Economics report (baseline not projection)**
 - *Established a strong baseline visitor economy for Mississauga, underscoring that the challenge is not demand, but the ability to capture and scale net-new activity*

How We Got Here

Key Takeaways

Across market, cultural, land, and tourism analysis, a consistent set of insights emerged:

- Downtown Mississauga has strong locational fundamentals to support destination-scale uses like a convention centre when planned as an integrated system
- Mississauga lacks large-format, flexible cultural and music infrastructure that can anchor regional activity
- Incremental, standalone investments are unlikely to resolve structural limitations identified across studies
- Greater economic, cultural, and public-realm value is achieved when civic, cultural, and commercial uses are planned and delivered as a coordinated precinct



How We Got Here

Outcomes

What the work completed to-date supports:

- An integrated civic district precinct plan
- Tourism, music and business infrastructure
- Increased employment uses and jobs in the Downtown

Analysis consistently pointed to the need for:

- Coordinated and sequenced use of the City's downtown land holdings to support long-term financial sustainability, aligned with market conditions, funding, and partnership conditions
- Alignment with transit, downtown growth, and civic objectives
- Integrated planning across uses and public realm



Why Alignment Matters Now

Demand is real, but Mississauga cannot currently capture it

- Mississauga's hotel and visitor economy is performing strongly, but the downtown lacks the destination scale venues that enable capture of net new business events and overnight stays
- A convention and cultural anchor works as a demand driver for year round visitation, including shoulder season and midweek activity
- Endorsing the framework allows staff to validate market, delivery, and partnerships before returning with a business case



Massey Hall – flexible seating

Why Alignment Matters Now

This is a finite land opportunity, decisions are path dependent

- The LAC lands are the only City owned site in the downtown with the size and location to accommodate destination scale cultural and convention uses
- Once land use and infrastructure decisions are made in isolation, future options can be closed off for decades
- Endorsing the framework protects long term choices while detailed work and consultation proceeds



Why Alignment Matters Now

A framework endorsement protects the City before major reinvestment decisions

- The City is approaching a major reinvestment decision for the existing facility (120 million for LAC state-of-good repair)
- Endorsing a framework now ensures future capital decisions are informed by an integrated precinct lens, not piecemeal fixes
- The endorsement is not approval of a design, cost, or delivery model, it authorizes further analysis and consultation with clear direction



What the Proposed Vision Represents ^{7.2}

- A strategic framework to guide future analysis, engagement, and decision-making
- A way to protect long-term options on City-owned downtown lands
- A basis for returning to Council with refined options, business cases, and implementation considerations
- The framework establishes direction, not decisions.



How the Vision Delivers Value for Residents

Tourism Contributes:

- \$1,100 per household in offset provincial and municipal taxes
- \$2.3 Billion in visitor spending
- \$3.6 Billion in total economic impact
- 493.6 Million in government revenues
 - Including \$86.3 Million to Mississauga



How the Vision Delivers Value for Residents

Visitor Spending Supports Everyday Local Jobs and Businesses

- Food & Beverage: \$642 Million
- Local Transportation: \$558 Million
- Accommodations: \$431 Million
- Retail: \$372 Million
- Attractions & Recreation: \$146 Million

Visitor activity directly supports **14,092 jobs**, and **21,460 jobs total** when supply-chain and household spending effects are included



How the Vision Delivers Value for Residents

How LAC & the Downtown Precinct Strengthen Economic Benefits

- **Net-new visitor spending** captured locally (hotels, restaurants, transportation, retail, attractions)
- **Jobs** and personal income supported year-round, not just seasonally
- **Municipal revenues**, including accommodation-related revenues
- **Downtown vibrancy** (evening and weekend activity supporting local business)
- **Long-term “legacy” benefits:** knowledge exchange, investment attraction, talent retention, city brand

Live music venues in Toronto generate \$850 Million in annual economic impact

How the Vision Delivers Value for Residents

Music Economy Benefits – Comparable Cities

City	Population context (as cited)	Music economy impact (as cited)	Employment impact
Fort Worth, Texas	Similar population size, adjacent to Dallas	\$517M USD economic output (direct)	5,584 direct jobs; 7,555 total jobs incl. indirect
Ottawa, Ontario	National capital, slightly larger than Mississauga	\$115M CAD annual music-related economic activity	3,600 full-time music workers
Hamilton, Ontario	Smaller but competitive regional peer	Not monetized in Strategy	7,725 music-sector workers; 541 music businesses

How the Vision Delivers Value for Residents

Achieving Broader Strategic Priorities and Near-Term benefits:

Housing & Employment

- New office and rental housing supports affordability, vibrancy and transit

Parks & Public Realm

- New park space (sky park, urban plaza) and connections
- Active urban frontages

Mobility, Access & Connectivity

- Pedestrian oriented Princess Royal Drive with placemaking opportunities
- Underground, bridge, and at-grade pedestrian connections to numerous destinations within and outside the precinct.
- Support higher order transit

Redevelopment Jobs

- ~28,000 jobs in construction trades, engineering, professional services
- ~4 Billion in total economic output



MASSEY HALL



Next Steps

Seek Council endorsement for the proposed vision and strategic framework to:

- Guide future analysis;
- Stakeholder engagement; and
- Reporting related to the redevelopment of City-owned lands in Mississauga's downtown, including the Living Arts Centre (LAC) property.

